



Flight Plan - Strategies and Deliverables

DEMAND – Raise the quality of Baltimore County’s Workforce.

- 1. Listen to Our Market** - Establish effective processes for listening to, processing and responding to the specific workforce needs of Baltimore County businesses.

Strategies

- 1.1 Develop and implement a process that connects the local workforce system’s activities to both existing and new local and regional economic drivers.
- 1.2 Assess and improve upon the local workforce system’s employer service offerings.
- 1.3 Initiate and participate in local and regional industry engagement efforts.
- 1.4 Engage employers in providing a range of work-based experiences for Baltimore County youth.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-1. Plan for and implement <u>Skills Panels</u> in each of the industries targeted for focus by the WDB, <u>with at least one skill panel held by May 2016.</u> (IEC)</p> <p>ST-2. <u>Employer Survey</u> to identify opportunities for the local workforce development system to deliver services aligned with employer needs. Survey will also address barriered populations. (IEC and BtE)</p> <p>ST-3. Develop and maintain an updated <u>Inventory of Existing and New Economic Development Initiatives and Real Estate Development Projects.</u> Report to the Board on a quarterly basis regarding the status of the workforce development system’s services related to identified projects and initiatives. (IEC / AJC)</p> <p>ST-4. Establish an <u>Employer Recognition Award</u> conferred as part of a Chamber of Commerce employer awards event. (IEC)</p> <p>ST-5. Build a <u>Workforce Development System Dictionary</u> that provides Board members and committees with a universal reference for consistent use of specialized workforce system terminology. (AJC)</p>	<p>L-1. Create an <u>Employer Guide to the Local Workforce Development System</u> designed as a user-friendly guide that clearly explains how the system operates, what services and resources are available that can benefit businesses, and how employers can qualify for and access those services and resources. (IEC / AJC)</p> <p>L-2. Develop <u>Industry Profiles</u> that compile and summarize the information gained in skill panels, employer surveys, research, etc., to provide as a resource in programming decisions. (IEC / BtE / YC)</p> <p>L-3. Plan for and implement an <u>Employer Engagement Campaign</u> to increase awareness of the youth talent pool. (YC / IEC)</p>

Key of Abbreviations for Committee Assignments: Assigned committees will lead on identified deliverables, but may invite the participation of additional committees, as appropriate.

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2. **Use data to drive service delivery and performance metrics** - Incorporate data into the decision-making process and the methods used to evaluate results.

Strategies

- 2.1 Employ data collection, analysis and quality assurance activities to ensure that the local system not only meets or exceeds federal and state performance measures for DEWD, eligible providers, and the local One-Stop system, but also establishes and meets locally-defined performance metrics for the Baltimore County workforce system as a whole.
- 2.2 Develop a system to measure the overall progress of the local workforce development system in serving barriered populations that employs the four principles for using performance data: (a) accurate and timely intelligence; (b) rapid deployment of resources; (c) effective tactics and strategies to promote proactive solutions; and (d) relentless follow-up and assessment.
- 2.3 Analyze workforce demand in targeted industry sectors, utilizing labor market information (LMI) from sources such as the Bureau of Labor Statistics, EMSI, Burning Glass, etc., as well as employer feedback to characterize and prioritize the current and future needs of local and regional industries.
- 2.4 Identify existing data resources and develop new performance measures that will allow youth services to analyze program quality and impact, and direct resources to areas of the County where need is the greatest.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
ST-1. <i>Develop <u>locally-defined, cross-system performance metrics.</u> (AJC)</i>	LT-1. <i>Develop a <u>Data Collection Plan</u> that coordinates the resources of all partners to meet shared data needs. (AJC)</i>
ST-2. <i>Produce an <u>Inventory of Partner Data Resources</u> (AJC)</i>	LT-2. <i>Produce a quarterly <u>Employment Trends Report</u> that provides data on key national, regional, and Baltimore County employment to inform workforce programming. (AJC)</i>
ST-3. <i>Conduct a <u>Partner Data Survey</u> to determine the data needs and resources of all partners in the workforce development system. (AJC)</i>	
LT-4. <i>Develop the format and elements to include in the <u>Employment Trends Report.</u> (Refer to LT-2)</i>	

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3. Increase awareness of the local public workforce development system’s services/resources.

Strategies

- 3.1 Develop strategies to raise the profile of the workforce system as a valuable business resource.
- 3.2 Expand the online visibility and accessibility of Baltimore County’s workforce system resources, with accessibility features integrated to serve youth and accommodate customers with disabilities.
- 3.3 Design and implement a customizable employer outreach/marketing package that utilizes a variety of strategies (online outreach, employer meetings, various media, associations, etc.) to increase hiring of barriered populations.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-1. <i>Within the context of the existing DEWD website, <u>expand update and reorganize the workforce development web pages</u> to improve usefulness to jobseekers and employer audiences. (AJC)</i></p> <p>ST-2. <i>Solicit the full participation of the Baltimore County Workforce Development Board in the Youth Division’s <u>“Learning to Work” Matrix</u> activities. (YC)</i></p>	<p>LT-1. <i>Create a comprehensive <u>Strategic Employer Engagement Plan</u> that rebrands the workforce development system as a viable vendor partner that can drive a meaningful ROI for businesses, rather than a cumbersome government program with undesirable candidate prospects (IEC)</i></p> <p>LT-2. <i>Develop and implement a proposal for a <u>more robust and interactive web presence</u> for Baltimore County’s workforce system. (AJC)</i></p> <p>LT-3. <i>Design a <u>Customizable Employer Outreach Package for Barriered Populations</u> that raises the visibility of the workforce development system’s services and resources and explains the benefits and support available to businesses that hire from the talent pool of barriered populations. (BtE)</i></p>

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SUPPLY – Meet specific talent needs of Baltimore County employers.

1. **Utilize partnerships.** Fully integrate the services and resources of all partners in the local workforce development system to maximize positive outcomes for customers.

Strategies

- 1.1 Inventory the wide range of partners in the local and regional workforce development system to create an asset map of partner roles and resource contributions.
- 1.2 Establish a “partner network” in which all workforce system partners collaborate to: develop a shared vocabulary, coordinate services, share data, and design a universal referral model that provides customers with seamlessly integrated services.
- 1.3 Build relationships between the workforce development system and local and regional organizations that assist low-income individuals in securing transportation support (subsidized car ownership, ride-sharing, private local bus systems, etc.)
- 1.4 Partner with Baltimore County Public Schools to improve the preparation of Baltimore County youth for the workforce.
- 1.5 Identify and support innovative business-led work and learn models designed to integrate on-the-job training with supplementary job-related instruction.
- 1.6 Create sustainable partnerships with the local and regional business community that connect youth to the workforce through engagement, education, and employment.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-1. <i>Conduct an <u>Inventory of Current Partners</u> describing their roles and contributions to the system. (This should include a review of active MOUs and recommendations for future agreements.). (AJC)</i></p> <p>ST-2. <i>Develop an <u>Inventory of Transportation Resources</u> and a <u>Referral Process</u> for connecting job seeker customers to the organizations through which identified resources are offered. (AJC)</i></p>	<p>LT-1. <i>Produce an <u>Asset Map of Local and Regional Workforce Development System Partners</u> that identifies opportunities for new and/or more efficient integration and services and resources. (AJC)</i></p> <p>LT.2 <i>Establish a <u>Partner Network</u> of all system partners, which regularly convenes to develop a shared vocabulary, coordinate services, share data, and design a universal referral model that provides customers with seamlessly integrated services. (AJC and BtE)</i></p>

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SUPPLY – Meet specific talent needs of Baltimore County employers.

2. **Put federal dollars to good use.** Maximize the impact of Federal WIOA funds on Baltimore County residents and businesses.
 - 2.1 Continue to manage WIOA allocations to stay within the 80% guidelines for spending established under federal law.
 - 2.2 Expand Baltimore County’s workforce program offerings to include valuable programs encouraged/allowed by WIOA but not currently available, such as On the Job Training, incumbent worker training, career pathways, etc.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-1. <i>Implement a <u>WIOA-funded OJT Program</u> utilizing AAWDC partnership to handle contracts with business partners. (AJC)</i></p>	<p>LT-1. <i>Develop a <u>Coordinated Funding</u> proposal to achieve better integration of SNAP, Employment and Training, Adult Basic Education, TANF, and other federal funding programs to serve Baltimore County residents. (AJC)</i></p>

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OPERATIONS – Catalyze matchmaking between jobseekers and job providers.

1. **Revise service offerings.** Review and modify the existing service delivery model at the three American Job Centers and through DEWD’s youth division to increase job placement and retention and ensure that customers receive services appropriate to their job readiness and skill level.
 - 1.1 As part of the certification of local training providers required under WIOA, conduct an annual evaluation of the employment and training programs available to adult and dislocated workers in the Baltimore County and the Greater Baltimore Region.
 - 1.2 Develop a customer service flow for Baltimore County’s American Job Centers that 1) facilitates the delivery of personalized customer services, 2) seamlessly integrates partner services, 3) embeds data collection processes to measure performance and guide continuous improvement, and 4) provides a comprehensive plan for that ensures:
 - Customers with disabilities can access services in an integrated customer service model;
 - The local workforce development system’s facilities are ADA compliant;
 - Dedicated staff are trained to meet the immediate needs of persons with disabilities;
 - Assistive technologies and resources are available to accommodate customers with a variety of disabilities and barriers;
 - Quality assurance measures are in place to evaluate the effectiveness of services, (e.g., establish an advisory council comprised of individuals with disabilities, charged with providing feedback on the quality and effectiveness of services designed for and delivered to individuals in this population.)
 - 1.3 Reach more jobseeker customers with the services and resources of the workforce development system through partnerships with public libraries, community centers, etc.
 - 1.4 Strengthen the level of workforce readiness among customers served by the local workforce system.
 - 1.5 Assess the outcomes of piloted cohort training programs aligned with in-demand career pathways, expand on successes, and develop new cohort-based career pathways training that is responsive to regional industry needs.
 - 1.6 Identify low or no-cost strategies to configure the three AJC facilities to support the system’s new customer service model.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
ST-1. <i>Oversee the design of a <u>New Customer Service Model</u> in AJCs that meets WIOA requirements and integrates partners, including youth services. (AJC)</i>	LT-1. <i>As required under WIOA, conduct an annual evaluation of the local workforce development system’s employment and training offerings and provide the WDB with <u>WDB Annual Report on Local Employment and Training Programs</u>. (AJC)</i>
ST-2. <i>Develop a format and evaluation criteria for the <u>WDB Annual Report on Local Employment and Training Programs</u>. (AJC)</i>	LT-2. <i>Develop a <u>Service Expansion Strategy</u> to reach more Baltimore County residents with AJC services. (AJC)</i>
ST-3. <i>Develop success criteria and evaluate outcomes of piloted <u>Cohort Training Programs</u> and advise on the expansion of programming and potential new offerings. (AJC and IEC)</i>	LT-3. <i>Develop a <u>Comprehensive Service Plan</u> for delivering AJC services to individuals with disabilities. (BtE)</i>
ST-4. <i>Develop or adopt a standards-based <u>Job Readiness Assessment Checklist</u> AJC staff can integrate into the customer service model that reflects the essential employability skills needed by the local employer community. (AJC and IEC)</i>	LT-5. <i>Design and launch a <u>Workforce Readiness Initiative</u>. (AJC and IEC)</i>
	LT-6. <i>Develop, implement and evaluate new <u>Career Pathway Training Programs</u>. (AJC and IEC)</i>

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-5. Develop or adopt <u>Job Readiness Training</u> consistent with cross partner job readiness standards that is used universally by all workforce development system partners.</p>	

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OPERATIONS – Catalyze matchmaking between jobseekers and job providers.

1. **Build a structure to set and execute a long-term strategy.**
 - 1.1. Establish an American Job Center Committee on the Workforce Development Board that provides governance and advising on the operations and services offered the local public workforce system.
 - 1.2. Position Baltimore County’s public workforce development system as a leader in adopting strategies that address the changing nature of work.
 - 1.3. Enlist the support of the County Executive and County Council in promoting the local workforce system’s youth employment initiatives.
 - 1.4. Identify and align Baltimore County Youth Services strategic advantages and core competencies with the Department of Economic and Workforce Development and Baltimore County government including and beyond WIOA funding.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-1. Convene and build the capacity of a new <u>AJC Committee</u> to conduct WIOA-mandated board activities. (Familiarize committee members with the stakeholders, resources, methods of service delivery, and performance metrics for Baltimore County’s three American Job Centers. (AJC)</p> <p>ST-1. Establish an ongoing, direct <u>Dialogue with the County Executive and County Council</u> to maintain awareness of local youth employment initiatives. (YC)</p>	<p>ST-1. Develop a comprehensive <u>Strategic Plan for Youth Employment in Baltimore County.</u> (YC)</p>

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OPERATIONS – Catalyze matchmaking between jobseekers and job providers.

- 2. Diversify funds to advance support expanded youth services.
 - 2.1. Diversify funds to remove barriers and constraints.
 - 2.2. Identify potential funding programs to support affordable day care, to reduce this as a barrier to employment.

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-1. <u>Research the County’s policies and requirements for receiving external funding beyond grant dollars to support youth services programming. (e.g. corporate sponsorship, donations, fundraisers) (YC)</u></p> <p>ST-2. <u>Establish a Funding Taskforce to scout for new funding streams and organize application efforts. (YC)</u></p>	<p>ST-1. <i>Explore the desirability and feasibility of establishing a <u>501c3</u> to serve as the fiduciary agent and holding body for new funding streams to support expanded youth programming. (YC)</i></p> <p>ST-2. <u>Secure additional grant funding beyond funding provided under the Workforce Innovation and Opportunity Act. (YC)</u></p>

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OPERATIONS – Catalyze matchmaking between jobseekers and job providers.

3. Foster a culture of innovation

- 3.1. Research and/or develop an IT strategy ensuring that the most up to date platform is being used to maximize access to AJC services for populations with barriers to employment.
- 3.2. Address transportation issues that impact the employment potential of Baltimore County residents:

Deliverables

<i>Short-Term – Now through June 30, 2016</i>	<i>Longer-Term</i>
<p>ST-1. <i>Work with Baltimore County government and the Baltimore Metropolitan Council to <u>Identify Mass Transit Options</u> that:</i></p> <ul style="list-style-type: none"> • <i>Encourage large employers to issue tax exempt municipal bonds to fund transportation options for their employees (shuttles, ride sharing, etc.)</i> • <i>Utilize county and state governmental resources to make transportation more accessible and to make resources more accessible without the need for transportation. (AJC)</i> <p>ST-2. <i>Identify continuous improvement methodologies that can be implemented to improve service delivery. (AJC)</i></p>	<p>LT-1. <i>Develop a <u>Long-term IT Strategy</u> for DEWD in cooperation with Baltimore County’s Office of Information Technology. (AJC)</i></p> <p>LT-2. <i>Form an ad-hoc <u>Transportation Taskforce</u> to generate actionable recommendations that address chronic local transportation issues. (AJC and BtE)</i></p> <p>T-3. <i>Conduct an annual evaluation of performance and implement a <u>Continuous Improvement Plan</u> to advance excellence in service delivery. (AJC)</i></p>

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Baltimore County Workforce Development Board

Flight Plan Deliverables, by Committee

