



Workforce Development Board Strategic Direction Retreat

Tradepoint Atlantic

March 3, 2016

Attendance

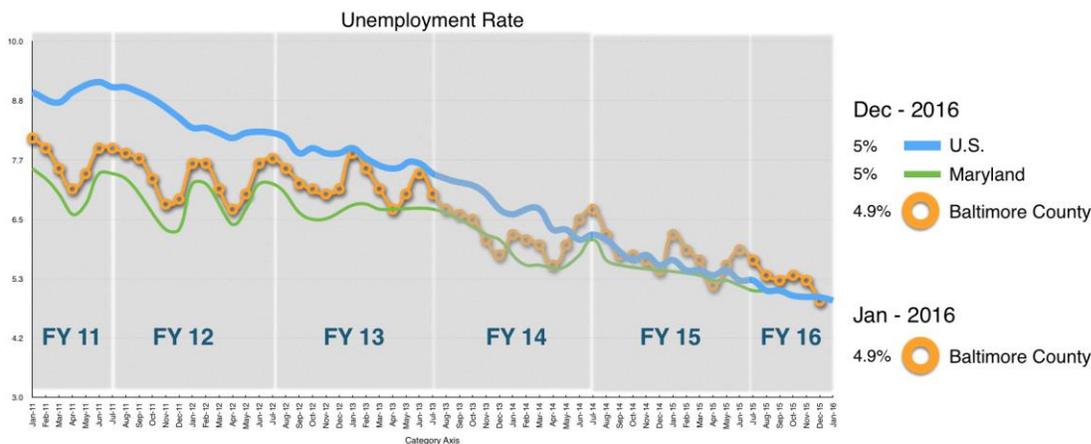
Members Present		Members Absent	Partners/Guests
Will Anderson	Mike Leff	Tyson Aschliman	Lamont Davis (UMBC)
David Ascione	Kerry Lidard	Bob Barrett	Alicia Fales (BCPS)
Jeff Beeson	Mac MacLure	Louis Campion	Francis (Frank) Kelly III (GWIB)
Craig Carmichael	Ryan McShane <i>(for Joanne Williams)</i>	Al Clinedinst	Raymond Lorion (Towson)
Michael Carey	Mark Millsbaugh	Chris Ensey	Deborah Rowe (Genesis)
Elsie Dare	John Ridgeway	Ryan Imbriale	Scott Sheely (Consultant)
Douglas Eder	Emmanuel Robinson	Shira Kramer	
Cynthia Etheridge	Keith Scott	Melvin Mintz	
Tony Gross	Joseph Shanahan	Anna Maria Palmer	
Crystal Hickey	Greg Simmons	Daniel Weber	
Matt Jackson	Louise Slezak	Nikki Zaahir	
Scott Johnson	Nicholas Stewart		
	Aaron Tomarchio <i>(new)</i>		
Staff			
Carol Brooks	Jen Horton	Howard Marshall	LiLi Taylor
Bryan Dunn	Sharon Klots	Leighton McPhaul	Beatrice Tripps
Maxine Greene	Julia Lynton-Brown	Sherida Morrison	Britney Victorine

Call to order

Will Anderson called the meeting to order at 8:05 a.m., welcoming attendees and thanking our newest Board member, Aaron Tomarchio for hosting the meeting at Tradepoint Atlantic. Aaron provided a brief history of the former training facility where the retreat was held and thanked the Board for coming.

Attendees briefly introduced themselves before hearing an overview of the day's agenda.

Will shared highlights of Baltimore County's key metrics as compared regionally and nationally:



- The County’s unemployment rate hit a record low of 4.9% in December and January
- It has not been this low since prior to the recession
- For historic context, prior to Tradepoint Atlantic’s purchase and redevelopment efforts:
 - 2000 people lost their jobs in 2012 with the plant closure; approximately half of them came to the Eastpoint Center for training and employment assistance services
 - The unemployment rate in Dundalk was almost 10%
 - The commercial real estate vacancy rate increased from 5% to 15%
- For the most part, the economy widely is on a good track; new numbers will be available in a few weeks

Timeline of the Board’s Progression under Mac MacLure, Chair

Mac MacLure, Board Chair



Mac reviewed the progression of the Board’s activities over the past three years, providing a framework for the shift from serving in an advisory capacity into action-oriented activities with a focus on short-term priority projects and developing a strategy to approach long-term sector initiatives.

Board Business - approvals and adoptions

Given the new focus in 2016 and going forward, Mac reminded the group of the recommended adjustments to the structure of the Committees that were presented at the November 19th meeting. The Board voted in favor of approving the resolution and adopted the proposed modifications to the Committees. Committee groups reconvened briefly during the retreat to discuss next steps and plan for their next meeting. *(See Addenda A-C for a detailed summary of each committee and recommended short- and long-term priorities)*

The Executive Committee

Promotes Board-wide communication of strategic initiatives, coordinate and guide the activities of the Board’s committees, and provide input on quarterly Board meetings and the annual retreat.

The American Job Centers Committee

Provides guidance and support to the local workforce system on key administrative and operational issues

The Barriers to Employment Committee

Advises on and supports initiatives that enhance employment opportunities for individuals with barriers to employment

The Youth Committee

Provides strategic guidance to the local workforce system regarding training and employment service offerings for youth.

Business/Industry Engagement Committee

Facilitates active engagement between the local and regional business community to ensure that the local workforce development system’s resources are directed to services and programming that will prepare jobseekers with skills that are in demand with local employers

The Work Ahead

*Sharon Klots, Chief of Workforce Development; LiLi Taylor, Senior Business Process Consultant
Department of Economic and Workforce Development*

Sharon provided an overview of the Board’s work in 2016

1. Critical short-term tasks
 - Conduct program oversight (pending DOL final regulations in June)
 - Develop and submit local plan to the Governor, including workforce research and labor market analysis; must be made available for public comment by August 2016.
2. Committees and key projects
3. Laying the groundwork for the long term, beyond what WIOA requires

LiLi Taylor provided a WIOA refresher highlighting key elements of the legislation, the allocation process for federal grant funding and the mandates driving state and local planning to manage the investment of those funds into regional workforce services. Of the \$40 million allocated by formula to Maryland, Baltimore County received approximately \$6 million.

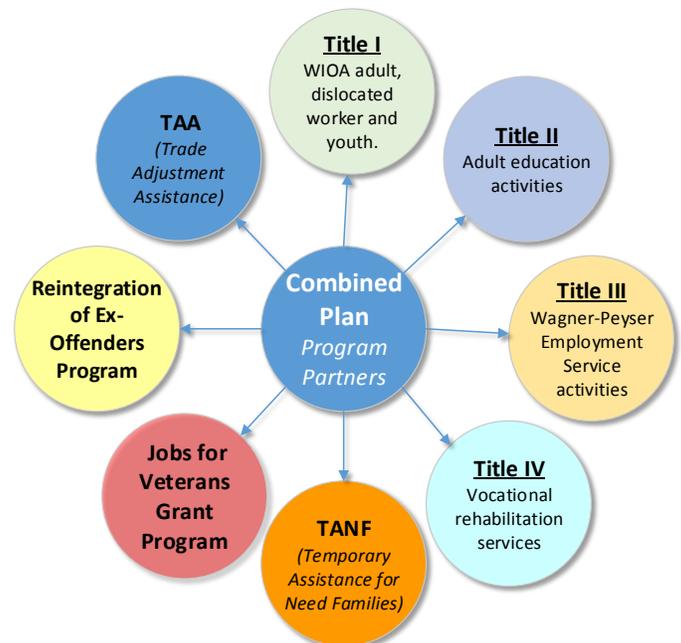
The State Plan

By law, Maryland’s state plan must be approved by the US Department of Labor (USDOL) and will drive how local areas write their plans. The Department of Labor Licensing and Regulation (DLLR) is required to submit a four-year plan to USDOL explaining how it will implement the new law. The state opted to do a combined plan that is inclusive of all program partners; the draft plan was posted for public commentary in January 2016.

<http://dllr.maryland.gov/wdplan/wdstateplan.pdf>

Baltimore County WDB’s strategic recommendations closely align with the new State plan:

- Place people before performance
- Engage business
- Provide excellent customer service
- Build an efficient workforce system
- Utilize technology
- Ensure a system that serves all individuals, especially those with barriers



Next Steps for the State and Local Plans

Sharon provided the Board with a schematic overlaying local, state and federal timelines and deliverables as the regional workforce system finalize their long-range plans WIOA implementation. (See Addendum D)

State Plan:

- Posted for public commentary January 2016
- GWIB/DLLR submits to U.S. Department of Labor by April 1
- US DOL approval/disapproval expected by July 1, 2016

Baltimore County Plan:

- Set strategic direction (WDB)
- Draft local plan – Spring 2016 (DEWD Staff)
 - Analyze and use data – more to come
 - Use WDB strategic recommendations as an overarching guide
 - Align with State Plan
- Review and approve plan by the end of August 2016 (WDB & Executive Committee)
- Post for 30 days for public comment August – September 2016
- Revise and submit plan to GWIB – September 30, 2016 (WDB, Executive Committee & Staff)
- State approval of local

New Job Trends Project - Deep Dive: Conduct workforce research and regional labor market analysis for the Local Plan

Jen Horton, Manager of Policy and Planning – Department of Economic and Workforce Development

Jen provided the Board with an overview of the “New Job Trends” project, a recently launched consultant-led research initiative DEWD has undertaken to inform our local plan. The state requires all local areas to incorporate analysis of industry and occupational trends into their plans. To kick off the project in Baltimore County, Jen facilitated a deep dive discussion with the Board around workforce trends they are experiencing within their industries.

Baltimore County boasts an incredibly diversified economy, but in order to capitalize on the continued growth and competitiveness of our existing and emerging industry clusters, we are long overdue for an assessment of new job trends and macro-level shifts that impact your organizations:

Who are you hiring?

- Shifts in workforce trends
- Changing demographics
- Where are they coming from?
- What skills do they have?
- What skills are they lacking?

How can we best develop the skilled workforce to address current and projected demands?

Analyzing 6 Core Industry Clusters in Baltimore County

- Education & Health Services - \$58K jobs - 5 major acute care, long-term care
- Port Industries, Logistics & Distribution Centers – projecting 10K jobs in the next decade
- Corporate Operations Centers/Shared Services – 7 Price, PayPal, ADP, Bank of America, etc.
- Federal Agencies & Contractors – Headquarters for CMS
- Information/Advanced Technology – National hub software companies in Healthcare, game development, financial services, cybersecurity; also includes telecommunication and wireless service providers
- Manufacturing – While trends have been on the decline, we still have manufacturers that drive our robust “Made in Maryland” economy, with many located in Baltimore County



The New Job Trends Project originated in response to the WDB Committees’ expressed need for comprehensive research and data; the end results and project deliverables will address key priorities identified in the 2015 recommendations, and provide a solid foundation for Board action going forward:

- Employment Trends/Occupational Trends Reports
- Industry Profiles
- Employer Surveys
- Career Pathway Training Programs
- Skills Panels

Discussion topics – workforce and occupational trends the Board is noticing

- Currently, 1/3 of Americans (17 million people) are freelancers, contractors and consultants. Projected in the next 5 years there will be more of these workers than traditional full time employees
- Economic globalization and increased international competition
- Exponential growth in technological change
- Baby Boomers heading for retirement
- Implications of Millennials representing the largest segment of the American Workforce
- Large number of low-wage/entry-level jobs and workers living at or only slightly above the current poverty level (\$26K)

Board members interested in participating in future discussion forums should contact Jen Horton at jehorton@baltimorecountymd.gov.

(See Addendum E for a complete project summary and discussion highlights)

Characteristics of Successful Workforce Boards

Scott Sheely, Former Executive Director of the Lancaster Workforce Investment Board and nationally recognized Workforce Development Consultant

Scott shared insights and examples of the characteristics of successful workforce boards. Under WIA, Boards were often told what they couldn't do, and WIOA tells us what we should do. Successful Boards ask themselves if those recommendations are the right thing to do in the communities they serve.

WIOA provides local Boards an opportunity to revisit and re-create the vision of what they are really about, keeping the focus on why they do this work. In reality, there's never going to be enough money to do all that needs to be done. WIOA pushes Boards to develop and sustain meaningful alliances within the local network of system partners, and to find ways to better integrate resources, knowledge and funding to grow a pipeline of skilled workers to meet current and projected industry demand.

Identified strengths of our Board:

- Diversity of backgrounds, industries, businesses, roles bring a lot of perspectives to the table
- Conveners of conversations that matter to WFD – mediator, intermediary
- Decision makers on the Board; doesn't take long to facilitate action – "sector champions"
- Set high expectations for ourselves; walk the walk
- Engagement and relationships with Board beyond meetings
- Working Board – work doesn't stop between meetings
- Commitment – Board members dedicated to making workforce better in Baltimore County
- Good Board-Staff relationship
- Consistent communication – prepared ahead of time; staff support
- Board members entrenched in the local community; passion/commitment to make them better
- Challenges the process...good gatekeeper; reality check for policy makers
- Maintain positive relationships with County leadership and service agencies

Key characteristics of successful Boards:

- Mission-Driven – In our transition to WIOA, Boards still have a two part mission:
 1. Assuring that the business community has a workforce that will allow them to stay competitive in the global marketplace
 2. Assuring that the citizens of our region have access to career pathways that lead to family-sustaining jobs
- Industry-engaged, informed, and led - Industry is the end user of the qualified workforce that we recruit, train and place
- Business/Industry must always be at the table telling us what they need and validating our information; we need to listen to them and allow their feedback to inform our local strategy, program design and funding investments
- Flexible Structure
- Clarity between Board and workforce management/staff – strategic vs. operational roles
- Clear performance metrics – beyond WIOA, establish your own metrics for effectiveness, efficiency and impact – did you make a difference? Make sure you are asking the right questions of businesses, not just what is required to meet WIOA performance outcomes

Board Feedback and Discussion

- Employers need a great deal of support from the public workforce system to expand their organizations' reach and presence within the communities we serve
- It can be challenging to set a strategic vision for the Board and the work they do; how do we establish goals and metrics to determine the Board's effectiveness?
- How do we connect the strategic goals we determined in the past with today's operational planning efforts and aspiration to take action on established short- and long- term priorities?

A Vision for the Future: Tradepoint Atlantic

Aaron Tomarchio, VP of Operations – Tradepoint Atlantic

Aaron updated the Board on the progress of Tradepoint Atlantic's (formerly Sparrows Point Terminal) redevelopment efforts, culminating with a guided bus tour of the site. Tradepoint Atlantic has visionary leadership and investment group that has taken on this monumental task. They have made a commitment of capital, knowledge and time has taken on the task of breaking down a 3100 acre steel mill, addressing environmental issues and planning next steps toward a bright future for the Sparrows Point peninsula. It will be the most significant world-class tri-modal logistics center on the East Coast, bringing an estimated 10,000 jobs to the area over the next decade.

Highlights:

Environmental:

- When the steel mill shut down, it was widely assumed that everything was contaminated; however, out of the 3100 acres only about 700 acres were more challenged on the environmental side. To address those challenges, they have been looking at Bethlehem Steel's detailed records to understand what took place on the property
- In 2014, ownership worked with MDE and EPA to establish an agreement pre-funding \$48 million as a set aside for environmental clean-up; the agreement also identified how they would go about cleaning up the property
- On schedule with EPA remediation and haven't found anything surprising

Major assets to support a transportation, logistics and distribution hub on a global level:

- Size of the property/site plan
- Proximity to 50 foot channel with its own turning basin, berth and port area
- Access to 2 class 1 railroads (CSX and Norfolk Southern) with access to 100 miles of short-line rail; hope to utilize and build upon portions of the rail infrastructure in place in their site plan
- Direct access to I-95 and I-695
- Within 1 day's drive to 30% of the U.S. population
- Regional asset – close proximity to the Port of Baltimore

Progress to date:

- World class management team in place
 - New CEO - Michael Moore
 - Commercial Trade Development – Joe Grecco
 - Executive VP of Development – Eric Gilbert
- \$35,960,474 in wages paid in the last 2 years; 784,000 union hours – labor connection at the site
- Good progress on environmental efforts
 - 1.2 million tons of steel copper, and aggregate have been recycled
 - 10 million pounds of asbestos has been abated and disposed of
 - 157,000 gallons of PCB oil remediated and removed from site
- Master plan in place
 - Most significant redevelopment on the west side of the property
 - Transforming 750K sf “new cold mill” – repurposed as “Pacorini Building” for new tenant
 - Fedex building – 5K sf; 150 initial jobs and another 150 to be added
 - “Built to suit” site – 900K sf of industrial warehouse facility; TPA will be doing development projects as well as leasing space
 - Attracting more warehousing and manufacturing
 - Industrial zoning
 - Waste water processing system is a major asset for manufacturing companies
 - Cargo and railroad project- Roll on, Roll off auto facility
 - Deep water port (can accommodate 2 ships) - marine side of the project; break and bulk operations; currently on site: Stevador – Kinder Morgan; LaFarge
 - Rebranding to connect with the global market place
 - Rebranded as Tradepoint Atlantic
 - What the market is telling us
 - 1.5 million square feet of warehousing/distribution space; working with JLL to populate those spaces
 - Retail adjacent to 695 servicing businesses, employees and the community
 - Attracting manufacturing opportunities
 - Cleaner and Greener – any new development will be compliant with latest and greatest environmental standards

More details are available at www.tradepointatlantic.com

Common Ground 2.0

Will reminded the Board of the Common Ground report that came out of the efforts of the Sparrows Point Partnership, a commission brought together by the County Executive to study and make recommendations as to what would be the highest and best use for the former steel mill property. The group consisted of experts in government, politics, port, rail, real estate and politics and the final report pointed out that it should be global logistics hub with manufacturing. Towhich is 80% of what this report calls for is what is currently underway through Tradepoint Atlantic’s redevelopment master plan.

The County Executive is asking the Board to lead the charge in initiating “Common Ground 2.0”, undertaking a focused study on all of the parts we play around this one key industry sector and the potential jobs with two intended purposes:

1. Short term - To help Aaron’s team to market a strong local workforce to the companies they are working to attract as tenants
2. Long term - We know there are gaps; we don’t know what’s coming...we need to have a system in place that is responsive to the projected demands of employers being attracted to the area to prepare the many stakeholders in the workforce system to develop a highly skilled, work ready talent pool for the occupations across the transportation, logistics and distribution industry.

Launching a Sector Strategy: Putting data to work

Final Thoughts from the Board

OpenWorks

Next Steps and Closing Remarks The year ahead

Will reviewed the schedule for upcoming meetings, Please mark your calendars and plan to be in attendance. We are seeking one of our centrally located private sector members to host us.

- **June 9, 2016**– *Quarterly meeting 8:00-9:30 a.m. Location TBD*
- **September 15, 2016** – *Quarterly meeting 8:00-9:30 a.m. Location TBD*
- **December 15, 2016** - *Quarterly meeting 8:00-9:30 a.m. Location TBD*

Meeting adjourned at 3:30 p.m.

Recommendation: **Proposed Resolution to Amend the Workforce Development Board Committee Structure**

Background:

In May 2015, the Baltimore County Workforce Development Board (BC-WDB) formed and approved four (4) ad hoc work groups to review and react to key elements of the reauthorized Workforce Innovation and Opportunity Act (WIOA) legislation, which had major implications for the local workforce system and the role of the Board. Each committee served in an advisory capacity specific to critical areas of focus over a three-month period: Business/Industry Engagement, Barriers to Employment, Youth Services and WIOA Transition. Working over the summer, each committee formulated and presented strategic recommendations for the agency’s transition to the new law, and provided substantive feedback to be incorporated into the local workforce plan. The committees’ work was completed in September 2015, resulting in a final report of consolidated recommendations for review and synthesis by the Department of Economic and Workforce Development (DEWD).

Recommendation

In 2016, the Board will continue this important work, shifting its focus to prioritizing and acting upon significant short-term goals identified within the BC-WDB recommendations report, as well as engaging in strategic long-range workforce planning and visioning initiatives. To provide the infrastructure to support this work going forward, DEWD is recommending that the committees be formally restructured as described below:

The Executive Committee

The BC-WDB Executive Committee will promote Board-wide communication of strategic initiatives, coordinate and guide the activities of the Board’s committees, and provide input on quarterly Board meetings and the annual retreat.

The Barriers to Employment Committee

The BC-WDB Barriers to Employment Committee advises on and supports initiatives that enhance employment opportunities for individuals with barriers to employment. The committee’s activities may focus on the demand and/or the supply side of the workforce development equation. Committee initiatives may focus on the demand side of the workforce development equation by building awareness in the local business community regarding the value of barriered jobseekers. Committee projects may alternatively focus on projects that identify and enhance access to services and resources designed to serve barriered workers.

The Youth Committee

The BC-WDB Youth Standing Committee will provide strategic guidance to the local workforce system regarding training and employment service offerings for youth. The committee’s activities should enhance the local workforce development system’s ability to coordinate services for disconnected youth and youth in need of high school dropout recovery assistance. Youth Committee initiatives focus on promoting access to training for recognized postsecondary credentials and connecting youth to career pathways and work-based learning opportunities.

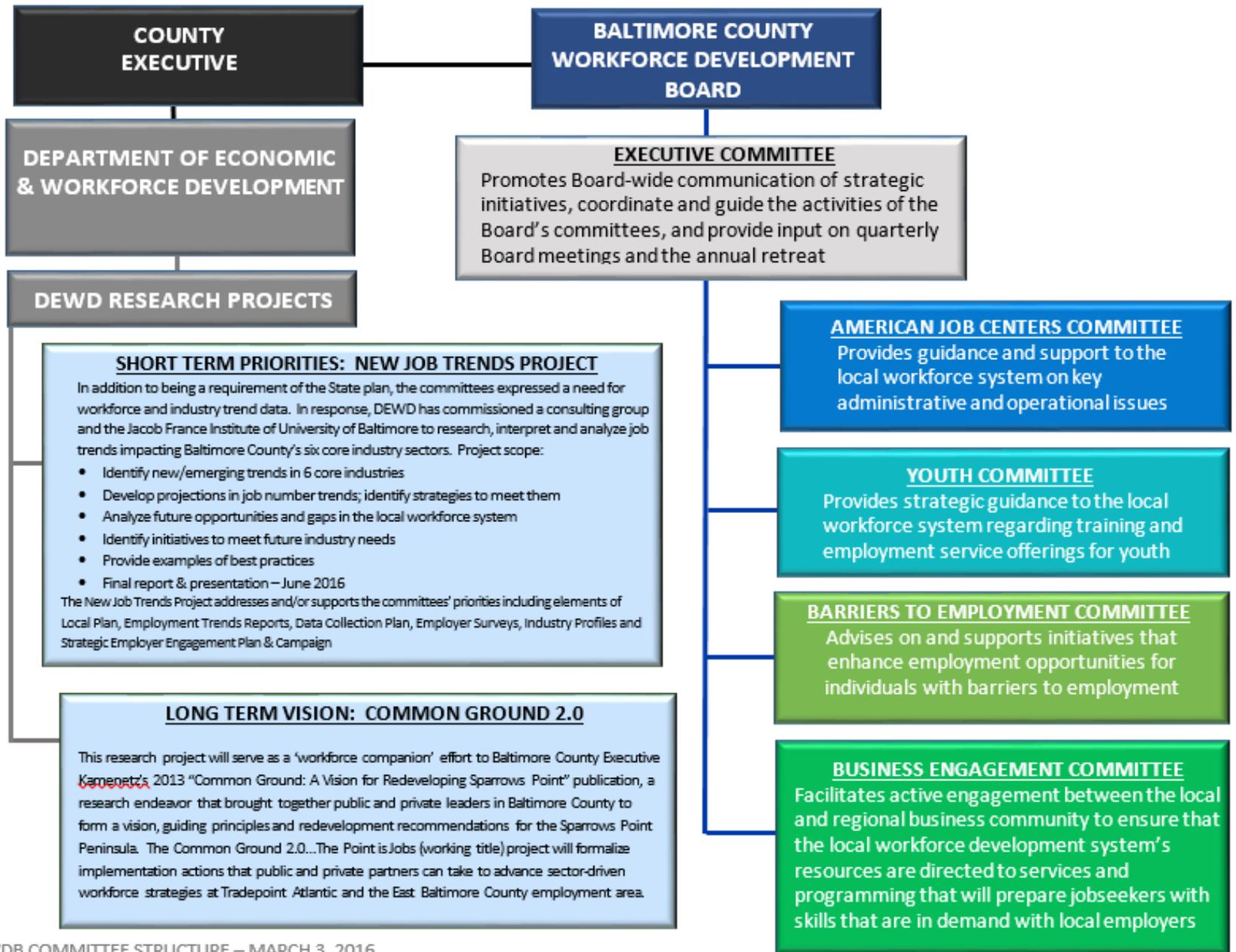
The American Job Centers Committee

The BC-WDB American Job Centers Committee will provide guidance and support to the local workforce system on key administrative and operational issues, including, but not limited to: the development of Baltimore County’s strategic workforce plan; the review of MOUs and cost-sharing agreements developed between Baltimore County’s workforce system and partner organizations; approval of the local workforce system budget; participation in the certification process of the local American Job Centers; and review and approval of adult education providers.

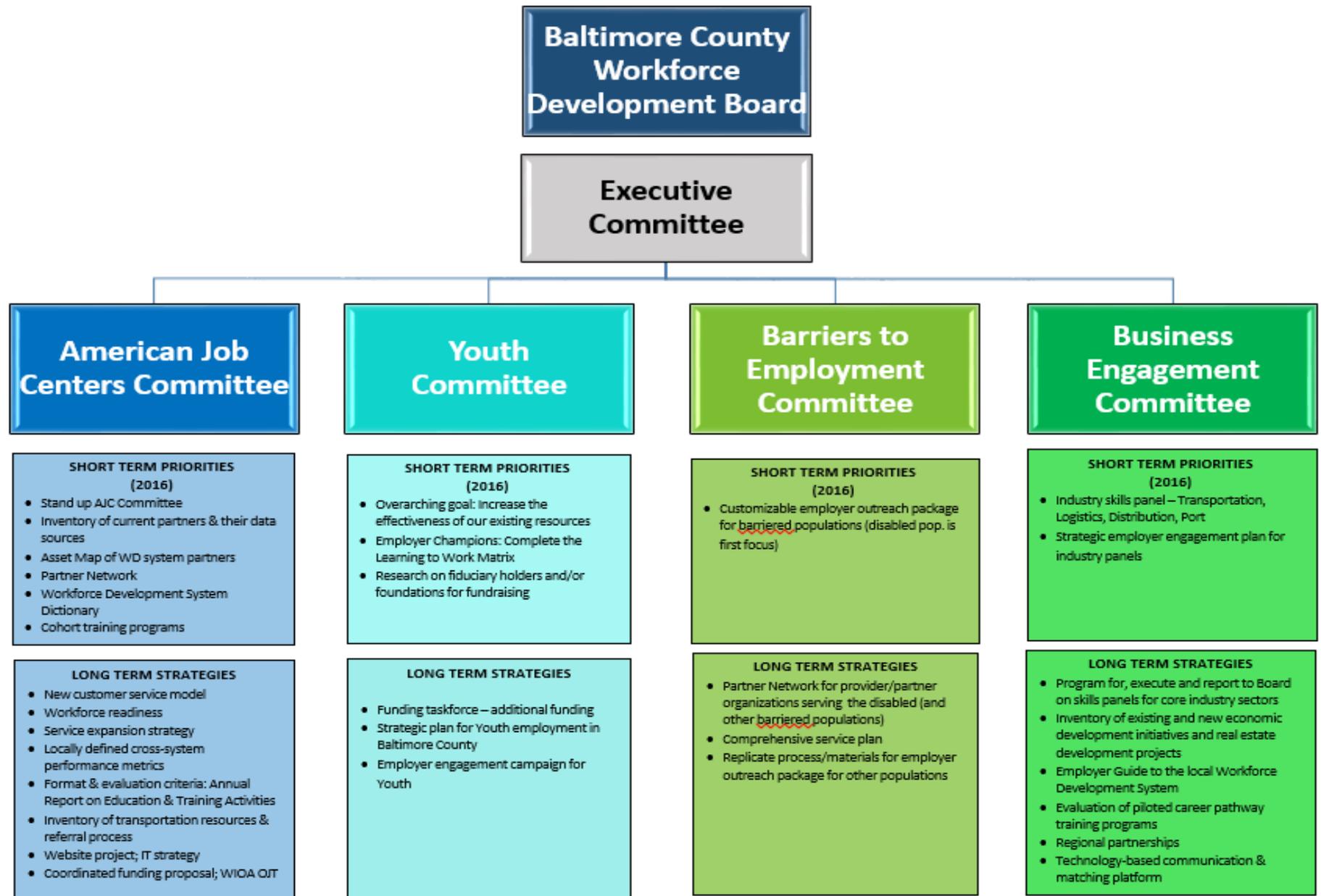
Business/Industry Engagement Committee

The BC-WDB Business/Industry Engagement Committee will facilitate active engagement between the local and regional business community to ensure that the local workforce development system’s resources are directed to services and programming that will prepare jobseekers with skills that are in demand with local employers.

The Executive Committee provides guidance and oversight for all of the committees, and will evaluate the structure, purpose and work product as required to maximize efficiency and assure alignment with local and state plans.



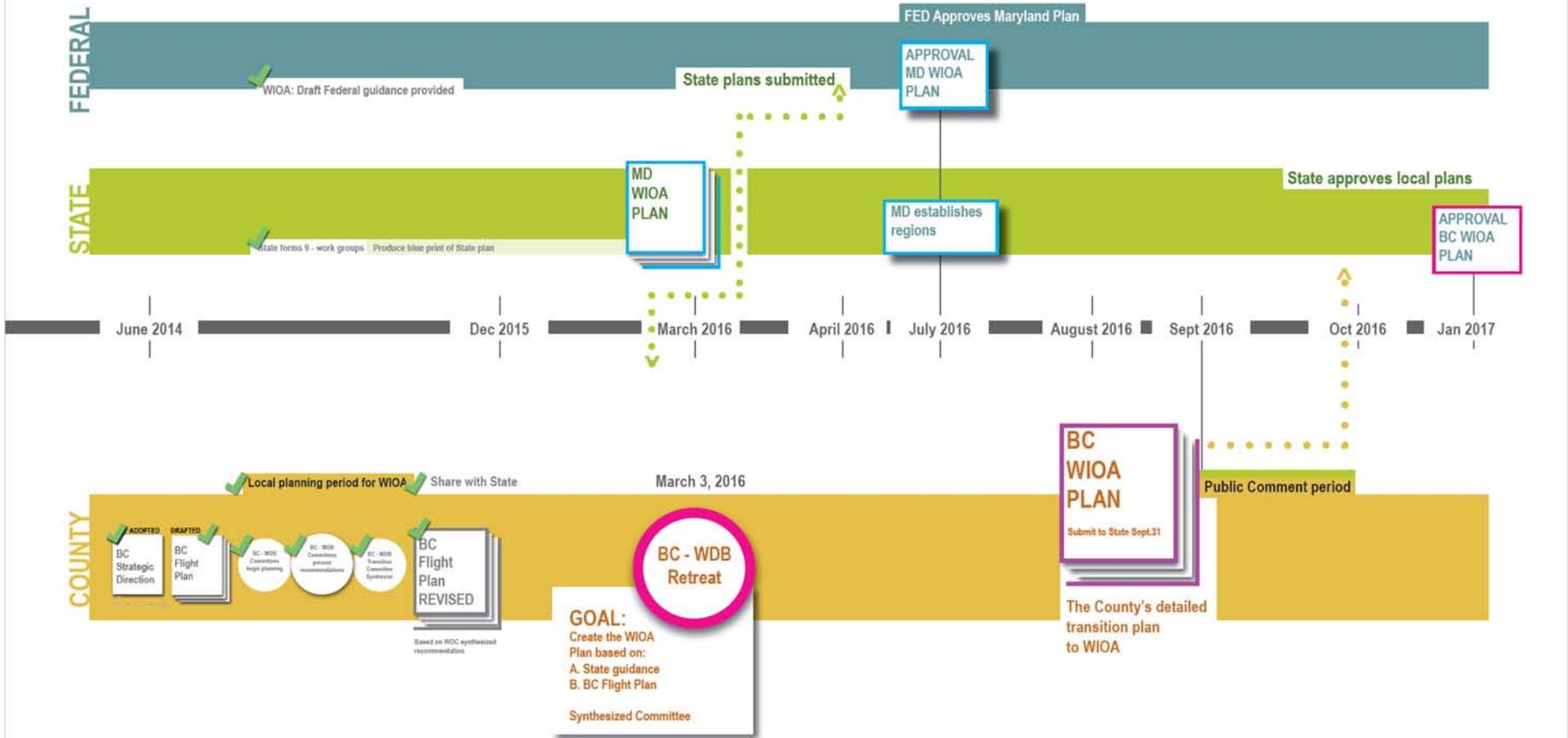
PROPOSED WDB COMMITTEE STRUCTURE – MARCH 3, 2016



WDB COMMITTEE RECOMMENDATIONS: SHORT/LONG TERM - MARCH 3, 2016

Path to State and County Plans for WIOA Transition

Baltimore County Workforce Development Board
March 3, 2015



New Job Trends Impacting Baltimore County's Six Industry Clusters

Project Summary

Valbridge Property Advisors/Lipman Frizzell & Mitchell LLC (Valbridge) and the Jacob France Institute (JFI) of the University of Baltimore¹ have been selected to research, inventory and analyze new trends in occupational employment that impact Baltimore County's six core industries. The project will begin in January 2016 and end in June 2016, and the final deliverables will include a summary report of analyses, methodology, findings and recommendations and an accompanying PowerPoint presentation.

Project Description

In an effort to sustain and grow a diversified economic base and to seamlessly meet industry and workforce demands over the next 5-10 years, it is in Baltimore County's best interest to explore new and emerging job trends in its six employment clusters. Thus, the Baltimore County Department of Economic & Workforce Development is commissioning a study that includes the following tasks:

- **Task 1: Using data from Economic Modeling Specialists International (EMSI), JFI will identify historic, new and emerging occupational trends in the six core industries**

End Result:

Demand Side - A detailed profile of both overall employment and detailed occupational employment in the six core industries

Supply Side - An assessment of how the current Baltimore County workforce meets the occupational employment needs of the six core industries

- **Task 2: Develop projections in job number trends/identify strategies to meet demands**

End result: The quantification of future occupational demands for each of the six industries in terms of estimated annual openings as well as net long term change over 5- and 10-year segments

- **Task 3: Analyze future opportunities and gaps in the Baltimore County workforce development system and identify initiatives to meet future needs of the six industries**

End result: The description and quantification of gaps in occupational supply and demand for the County's six core industries

- **Task 4: Develop study examples of best practices in similar metropolitan counties**

End result: Provide 7-10 case studies that assess efforts underway in Maryland and nationally to serve as examples to guide Baltimore County's future efforts

- **Task 5: Complete Final Report and PPT presentation**

End result: Produce a final report which describes findings, results, recommendations and methodologies – including a 4-page executive summary and accompanying PowerPoint presentation

¹ Valbridge Property Advisors has over 40 years of experience in real estate and economic analysis and has worked with Economic Development, Planning and other County clients as well as private climates in the County. Dr. Clinch, with the Jacob France Institute, has nearly 25 years' experience in preparing similar occupational demand analyses at the state, regional and county level for universities, community colleges, job training programs and economic/workforce development organizations.

Discussion Questions and Commentary – New Job Trends Project

1. What are some workforce and/or occupational trends you are seeing in your specific industry?
2. What resources and information would be helpful to navigate these new trends?

Baby Boomers heading for retirement

- Succession planning; loss of institutional knowledge
- Gaps in leadership
- Need for training and skill development
- Demand for healthcare and other services aging population needs; revamped retirement systems
- Approach to workforce management (more humanity; employee engagement)
- Healthcare – huge shortage of seasoned registered nurses; retirement bubble will hit them in the next 10 years

More Millennials in the workforce

- More than 1 in 3 Americans are now considered Millennials (18-34); as of 2015 they are the largest share of the American workforce
- Millennials high expectations of flexibility from employers; direct impact on recruitment strategies (higher salaries; different motivation for staying longer than 2 years)
- Generation Z (generation behind Millennials); has implications on economic trends like real estate and operational patterns –preference of virtual operations; co-working space
- Have to figure out how to meld the qualities of the two workforces (mature and millennials) and not get stuck in trends; look from a perspective of job redesign and how we approach the workforce to provide growth opportunities for each
- Not always a commitment to attendance; “shrinkage factor” – many millennials work multiple jobs, requires flexible or creative shift/scheduling options
- Leadership development is essential; today’s workforce need customized/structured development plans
- Construction/skilled trades – difficult to attract young talent to these careers; perception that construction is beneath them; employer name/branding can be a motivating factor
- Cultural changes amongst Millennials, sense of urgency as to what they want to get out of their experience
- Gap in mid-skill workers when Millennials go directly to college; significant number of them graduating with astronomical college debt

Trends that relate to high-skill/high wage jobs vs. low-skill/low level jobs

- Demands on the education system to produce highly skilled, work ready candidates; need to be flexible and nimble in creating responsive training programs
- Mismatch between demand for low-skill, low-wage jobs and the workers’ costs of living in Baltimore County (housing, transportation)
- How does the average American get on the ladder towards mid-wage jobs to sustain themselves and their families?
- Presents significant challenges for single parents and those in need of additional supportive services while pursuing education, credentials and gainful employment

Impact of global economy

- Demand:
 - Macro trend – shift to digital economy
 - Employers shift to outsourcing because it’s cheaper
 - Leaves us with entry-level, low salaried positions
- Supply:
 - Manufacturing – having difficulty replacing aging skilled workforce with younger workers; manufacturing has changed significantly, but today’ workforce does not have the skills to meet demand
 - Difficult to differentiate between college ready vs. career ready skills; need support from business community to identify what career ready means