



**Strategic Direction Retreat
Sheppard Pratt Conference Center
May 14, 2015**

Member Attendance		Guests	
Will Anderson	Kerry Lidard	Matt Lang - CCBC	Kristen Ray – Social Solutions
David Ascione	Lauren (Mac) MacLure, Jr	Melanie Hood–Wilson - CCBC	Lauren Schmidt – Social Solutions
Jeff Beeson	Ryan McShane	MaryEllen Branham - DLLR	Alicia Fales - BCPS
Craig Carmichael	Mark Millspaugh		Staff
Louis Champion	Melvin Mintz	Sharon Klots	Carol Brooks
Michael Carey	Anna Maria Palmer	LiLi Taylor	Julia Lynton-Brown
Elsie Dare	John Ridgeway	Tracy Tyler	Steve Connolly
Cynthia Etheridge	Keith Scott	Leo Martinelli	Leighton McPhaul
Shira Kramer	Greg Simmons	Lura Bozarth	Beatrice Tripps
Mike Leff	Nicholas Stewart	Sherida Morrison	

Presentation Summary

Opening Remarks

Will Anderson called the meeting to order at 8:12 a.m. by extending welcoming remarks to the Council and thanking them for their continued commitment to this important work, as we prepare for the impending transition to our new governing legislation – The Workforce Innovation and Opportunity Act (WIOA).

Will began to frame the day’s activities by referencing the Strategic Direction Flight Plan (the guidance document the Council produced at last year’s retreat), and urging members to use it to guide discussion (*Appendix A*) of the opportunities and challenges identified on the agenda.

He also highlighted several themes for the day, many of which echo the messages shared with all 60 DEWD staff at the agency’s recent Town Hall meeting:

- **The recent unrest in Baltimore City underscores the importance of the work we do in helping people become prepared for good jobs.** The work that we do as a Board and an agency was at the heart of every story. It comes down to creating opportunities for people - jobs, housing and the local economy. For the Council, it presents a moment of opportunity. Our job hinges upon getting well-skilled job ready residents to meet the supply and demand to grow companies, and more importantly to help people thrive.
- **Attendees introduced themselves and briefly shared their personal motivation for being here.** (*Appendix B*)
- ***Landscape of Change: There are two major areas where this agency is making changes to meet new demands of the system: strengthening our team, and better telling our story.***
 - *Strengthening our team*

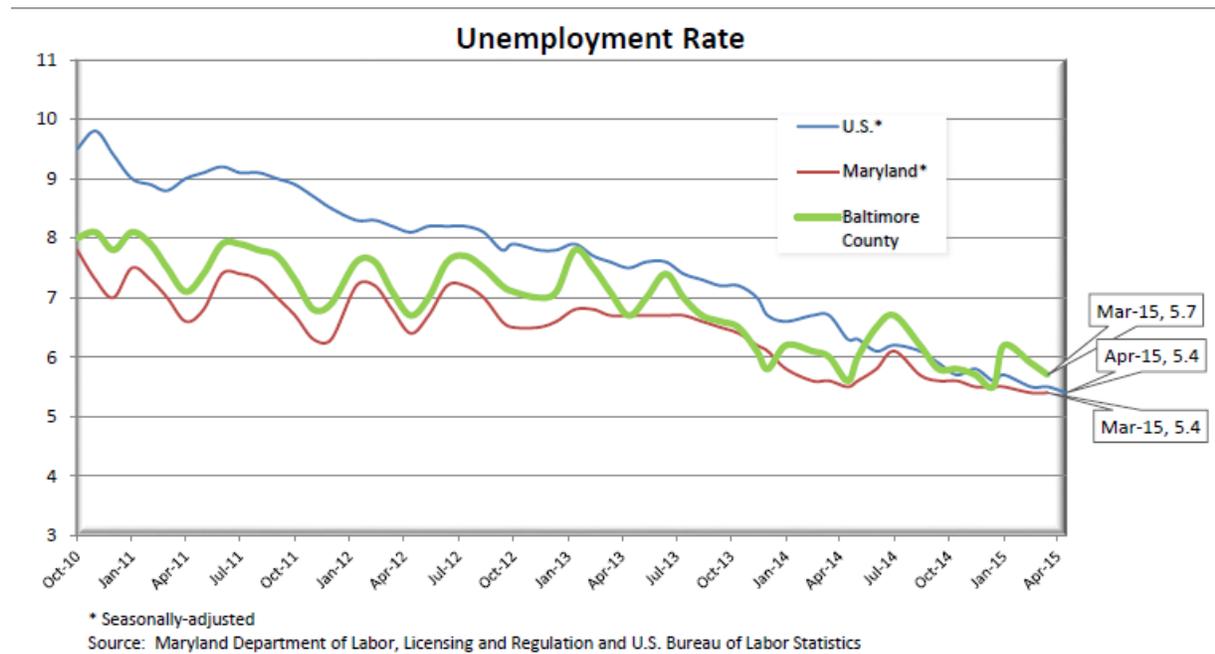
We are ahead of the curve in knowing what we need to improve. In order to help more people and feed more talent into economy, we have to simplify the process for the people who come into and exit our systems, becoming a part of a workforce candidate pool. Previously it has been an onerous process, and we are working to simplify that. We are expanding our service offerings and becoming known for it through telling our stories and partnerships.

- *Story Machine*

It's important that people know about our successes so that resources keep coming. We will be working with employers and our customers to promote great stories of what's going on in Baltimore County so that more businesses and job seekers will use our centers and services. Our team will tell the stories of the value we create for both people and companies, pulling from a broad spectrum of those we've helped in the County. We are pushing them out in new ways, releasing promotional campaigns through various media outlets. (Appendix C)

Baltimore County Updates

Mac MacLure updated the Council on Baltimore County's unemployment statistics as well as expectations for the important work of the Council over the next few months in implementing WIOA. The DEWD staff have provided a significant amount of background materials to inform this work, including a draft analysis document which synthesizes the details of the 2,400 page bill and other relevant data into a comprehensive, but understandable, 30-page summary for the Council's reference. An electronic copy of "Implications for Baltimore County of the Workforce Innovation and Opportunity Act of 2014" has been emailed to the Council, and hard copies were distributed at the retreat.



Timeline for the Council's Work: (Appendix D)

Under the new workforce legislation going into effect on July 1, 2015 a number of important activities will occur during the months leading up to March 2016, when the State of Maryland's Workforce Plan is due to the U.S. Department of Labor. Council members will have an expanded role, including overseeing production of a local

workforce plan for Baltimore County. During May and June, Council members will be given an opportunity to consider the impact of these changes to their role individually, and will have the option of recommitting to serving under WIOA or stepping off of the Council. Over the summer, new Council committees will do important work that will feed into the County workforce plan. The plan will be drafted during the Fall and will inform the State plan. Throughout, we will frame the work using our Strategic Direction Flight Plan.

Key Milestones for Councilmembers (Appendix D contains additional detail):

- May 2015 – Establish working committees and select leadership (Chairs, Administrative Staff)
- June 1 – August 31 – Working committees meet and produce briefing report (min. of 3 meetings)
- **June 30 – Councilmembers confirm their recommitment under WIOA**
- July 1 – WIOA legislation takes effect
- **September 10 – Workforce Development Council Meeting** (Committees report out)
- September 10 – November 10 – Draft local workforce plan incorporating work of committees
- November – December – Council to review and make commentary on draft workforce plan
- **December 10 – Workforce Development Council Meeting** (Must have a quorum of Council members present to vote to adopt new structure, amended by-laws, proposed committees and local workforce plan)
- December 31 – Internal target date for local workforce plan
- March 2016 – State workforce plan due to the federal government

Changing Our Team – Workforce Development Update

Staffing:

Sharon Klots provided the Council with an update on several significant accomplishments in making key changes within the organization; the goal is to have these changes largely completed by the end of the summer. The purpose of these changes is:

- To empower the existing workforce team and managers;
- To identify new roles that are essential and find the talent to fill them; and,
- To establish a new cross-functional team paradigm among the staff to strengthen the system's capacity to manage our transition to WIOA.

Workforce Center Updates:

- Priority will be on filling management positions that have been vacant at the Hunt Valley Workforce Center; extending our lease at this locations with CCBC
- The RG Steel Unit at the Eastpoint Center has been extended for another year; planning to capitalize on development activities in Sparrows Point to transform the economy of the east side
- Partnership under way on the regional Maryland Tech Connection Grant, hosting an MTC Career Coach at Liberty Center to connect long-term unemployed individuals in the western region of Metropolitan Baltimore with training and employment opportunities in Bioscience and IT

Leadership, Staffing and Changes to Organizational Structure

- Developed new organizational chart
- Created expanded role for managers as team leaders with specific areas of focus:
 - Lura Bozarth – Drive Compliance
 - Tracy Tyler – Extend Through Partnerships
 - Leo Martinelli – Innovative Service
 - Vacant – Engage Employers
- Expanded role for assistant managers
- Upgrade some staff positions; developed classifications for Career Consultants to create a career path

- Received approval for redefined and new positions from the budget office
 - Carol Brooks - Manager for Sector Initiatives & Workforce Development Council
 - Danielle Fleming - Retention Unit (part of WIOA compliance team)
 - 4 New positions - Job Developers

Integrated Service Delivery Partnership - Mainstream Resource Committee

Neishall Schuyler, Senior Project Manager - DEWD

The County Executive signed a 10-Year Plan to End Homelessness into effect a little over a year ago, which included establishing the Mainstream Resource Committee, dedicated to ending the cycle of homelessness in Baltimore County. This advisory group will include representatives from the employment sector, organizations that help the homeless, and workforce development. The committee is seeking to add more members from the employment sector who are willing to hire from this population; the County Executive may approach business leaders and Council members to serve. The group is still being formed, but it is anticipated that they will meet quarterly and members would serve on a two- or three-year rotating basis.

The demographic numbers for the homeless population are very difficult to attain because of the transient nature of their residency. The federal definition of what is considered as homeless is much broader than just those who are in shelters or tent communities. The employment side of this group will most likely focus their work on the homeless population that is in transitional housing and in sheltered situations. If you are interested in participating, contact Neishall Schuyler at nschuyler@baltimorecountymd.gov.

Strong Workforce, Strong Economy – Baltimore Regional Workforce Development Plan

Carol Brooks, Manager for Sector Initiatives & Workforce Development Council

A major change in WIOA is the requirement for greater regionalism, industry engagement and the development of career pathways in those high-growth sectors that create entry-level and mid-skilled occupations paying family-sustaining wages. Carol shared highlights of the Opportunity Collaborative Baltimore Regional Workforce Development Plan which delineates challenges facing our region with corresponding strategies for action at the local and regional levels. Elements of the plan will be incorporated into the 25-Year Regional Plan for Sustainable Development along with correlated findings from the Transportation and Housing Plans. Hard copies of the report were distributed at the meeting. This document along with other reports and studies released by the Opportunity Collaborative can be found at www.opportunitycollaborative.org.

Key Points:

- The work of the Opportunity Collaborative was funded through a 3-year federal grant from HUD, which ends in June 2015. Its impetus was a steadily increasing rise in the number of people living in poverty in the Baltimore Metropolitan Region over the past decade.
- The work produced by the Workforce Development Committee includes:
 - Regional Talent Pipeline Study
 - Barriers to Employment Study
 - Career Pathways in the Transportation & Logistics Industry
 - Baltimore Regional Workforce Development Plan
 - Job Readiness Toolkit for Local Workforce Areas and Service Providers (June 2015)
- The report and WD action areas focus on addressing 6 major categories of barriers to employment at the local and regional levels. A survey included in the study revealed that the majority of unemployed individuals face three or more:
 - Education, training & skills barriers
 - Industry & career barriers
 - Transportation & housing barriers
 - System limitations
 - Social barriers
 - Structural racism

- The studies also revealed that despite increased job growth as the region recovers from the recession, there are far too few mid-skilled jobs paying family supporting wages in the high-growth industry sectors. The bridges between entry-level positions and mid-skill occupations on many industry career pathways are thin at best, limiting individuals’ access to opportunity.

The Workforce Innovation and Opportunities Act: Identifying Changes, Challenges, Opportunities, Timelines and Action

LiLi Taylor, Consultant/Program Analyst, DEWD

The changes and opportunities found in WIOA have a significant impact on the role of the Council, the Workforce Delivery System and Youth Services. LiLi provided Council members with an overview of the key changes, with an emphasis on the new responsibilities for the Council as individual members and as a governing board. Will has asked that the Council give careful consideration to the expanded role and expectations, as members will be asked to recommit to continue serving under the new legislation. LiLi highlighted the most significant changes to think about as we prepare for our transition to WIOA.

Key Points:

Expanded Board Roles: The WDC’s expanded role will include three functional categories:

1. Strategic Functions
2. System Capacity Building
3. Systems Alignment & Effective Operations

Strategic Functions	System Capacity Building	Systems Alignment and Effective Operations
<ul style="list-style-type: none"> • Develop a local plan • Conduct workforce research and regional labor market analysis • Negotiate local performance measures • Develop a budget for local activities • Lead career pathways development 	<ul style="list-style-type: none"> • Identify and promote promising practices to meet needs of employers and workers with disabilities • Convene, broker, and leverage local stakeholders to assist in writing the local plan and identifying non-federal expertise and resources • Engage a diverse range of employers to promote business representation and industry/sector partnerships 	<ul style="list-style-type: none"> • Identify eligible training providers¹¹ • Designate One Stop operators • Provide program oversight and develop MOUs with One Stop partners • Conduct oversight of local youth activities • Identify eligible youth providers and award competitive grants/contracts

Implications for Baltimore County of the Workforce Innovation and Opportunity Act of 2014, p. 18

Board Composition: WIOA requirements for local workforce board composition maintain the current business majority structure, but reduce board size. WIOA identifies four categories of members for local boards:

1. Representatives of local business (51% required)
2. Representatives of local workforce board (20% required)
 - a. Two or more members must represent labor union; one or more must represent joint labor management registered apprenticeship programs
 - b. One or more representatives from community based organizations; strong emphasis on serving populations with barriers (disabled, re-entry, long-term unemployed, etc.)
 - c. One or more representatives from organizations that serve WIOA eligible youth; emphasis placed on greater number of out-of-school youth
3. Representatives of entities administering education training activities
4. Representatives of government and economic entities in the local area

Implications for Baltimore County of the Workforce Innovation and Opportunity Act of 2014, p. 19

Standing Committees: WIOA eliminates the WIA requirement that local boards maintain a youth council. In fact, no committees are mandated under the new legislation. However, the law strongly suggests that local boards establish three standing committees – One-Stop workforce committee, youth services committee, and a committee to enhance services to individuals with disabilities and other barriers to employment.

We have recommended four committees and established preliminary group assignments to begin our work activities over the summer months to provide input to the local workforce plan, and build our organizational capacity for our transition to WIOA (*Appendix E*):

1. Strategy to Serve Youth in Baltimore County
2. Serving Those With Barriers To Employment
3. Industry Engagement
4. Transition Workgroup

Certifications: WIOA requires local systems to conduct numerous periodic submissions, reviews and certifications to assure the system’s quality:

- A unified local plan must be submitted every four years, consistent with the state’s plan; a two year review of the local plan is required and modifications submitted to the state to reflect any changes
- The local Board must be certified by the governor every two years; Baltimore County has been certified to continue as a designated workforce area
- The local Board must certify the local One-Stop system every four years following a competitive bidding process
- MOU’s between the local One-Stop partners must be reviewed every three years
- Applications for eligible training providers must be reviewed/renewed every two years; this duty lies with the state

Changes to the Local One-Stop System: Several elements in the WIOA legislation have the potential to significantly impact DEWD’s operation and programming. These factors present both opportunities and challenges:

Implications for Baltimore County of the Workforce Innovation and Opportunity Act of 2014, pp.6-17

- **Competitive Bidding** - DEWD will need to prepare the Council to lead and operationalize a competitive bidding process for the local system’s One-Stop operator no later than July 1, 2017; sole sourcing will not be a solution to maintaining the current organizational configuration
- **WIOA Funding** - There is assurance that the federal workforce program will continue for at least five more years, with more security and greater flexibility than under WIA; there are new spending parameters for leaner budget allocations and local areas must expend their funds or risk losing them permanently
- **Cost Sharing** - New requirements for shared costs amongst One-Stop Partners mandates that all partners must contribute to the maintenances and infrastructure of the delivery system
- **New Integrated Service Delivery Model** – DEWD and the Council will need to re-engineer the customer flow process to implement the new career services model
- **New Performance Metrics** – Under WIOA, workforce system partners under Titles I, II, III and IV will be working toward shared goals; therefore core programs will be accountable for the same core metrics. There are significant changes to the performance metrics for Youth Services, including increasing the number of work-based learning experiences provided, and the percentage of funding used to serve out-of-school youth (WIA- 30% / WIOA -75%)

- **Integrated IT Infrastructure for Workforce Partners** – WIOA requires local strategic plans to include a description of how One-Stop partners are using technology-enabled intake and case management systems to create seamless customer service; in an effective integrated service delivery system, all core partners should have the ability to track a customer’s progress. There is a great deal of work to be done concerning this issue locally and at the state level
- **Services to Target Audiences** – WIOA is serious about serving people with barriers to employment, particularly those with disabilities.
 - Individuals with Disabilities – WIOA’s requirements for serving individuals with disabilities previously existed under WIA, albeit with limited enforcement; the level of accountability for meeting the requirements has been significantly intensified under the new law
 - Youth – While WIOA requires the youth formula program to spend at least 75% of funds on out-of-school youth (OSY), DEWD is already performing near full compliance with the new law; WIOA has also changed the eligibility requirements to make it easier to reach and serve OSY. The age of eligibility for such youth has been expanded to 16-24
 - Hard-to-Serve Populations – WIOA places emphasis on serving and providing advocacy for populations with specific barriers that may inhibit their access to opportunities such as individuals with criminal backgrounds, education/skills-deficient, mature workers, and the long-term unemployed
- **Becoming Data-Driven and Industry-Led** – WIOA includes a new metric (still in development) to measure the effectiveness with which the system is serving employers; DEWD will have to meet a new level of accountability in serving employers, but will also gain new flexibility in supporting them. There is a great deal of emphasis on employer and industry engagement, developing effective career pathways and regionalism

For a detailed analysis of all of the changes under WIOA, refer to the summary document, *Implications for Baltimore County of the Workforce Innovation and Opportunity Act of 2014*, and other related background materials provided to the Council prior to the retreat.

Group Discussion – Opportunities and Challenges

Matt Lang, Dean, Continuing Education Administration & Client Support, CCBC

Committee Facilitators: Elsie Dare, Shira Kramer, Melanie Hood-Wilson, Mac MacLure

After the Council was briefed on the anticipated changes under WIOA, Matt Lang, along with designated work group leaders, facilitated the Council’s dialogue with the purpose of 1) identifying the opportunities and challenges associated with systemic transformation, and 2) establishing a framework and plan of action for the tasks and activities expected of the four working committees over the summer.

- *Appendix E: Recommended Committees and Afternoon Work Group Assignments*
- *Appendix F: Summary of Opportunities and Challenges*

Food for Thought and Lunchtime Conversation: Afternoon Breakout Sessions & Report Out

Attendees were assigned to working groups for the afternoon breakout sessions to assure that the committees were all balanced in representation. Mac provided an overview of the anticipated outcomes from the afternoon’s activities, asking the groups to begin their conversations at lunch to get to know one another, and to express their thoughts on what was shared during the morning session. The committees reconvened into breakout groups, and reported out on their plan of action at the end of the session.

Closing Remarks

Will gave closing remarks thanking the Council for their hard work, and reiterating the next steps on the timeline for work over the summer. The meeting was adjourned at 3:30 p.m.



Baltimore County Workforce Development Council

BALTIMORE COUNTY, MARYLAND

Strategic Direction

The County Executive's charge is to establish a demand-driven workforce system, developing well-skilled, job-ready residents to supply the talent needed to retain and grow County companies.

Objectives

Demand	Meet specific talent needs of Baltimore County employers
Supply	Raise the quality of Baltimore County's workforce
Operation	Catalyze matchmaking between job seekers and job providers

Approaches

Demand	<ul style="list-style-type: none"> • Listen to the market • Use data to identify skills needed • Increase business awareness of workforce service offerings
Supply	<ul style="list-style-type: none"> • Reconstitute partnerships to prepare the workforce • Use data to understand skills supply and gaps • Assure job-readiness for all age groups • Push the flexibility of federal dollars for skill development
Operation	<ul style="list-style-type: none"> • Create the capacity to set and execute a long-term strategy • Use performance data to revise workforce service offerings • Diversify funds to remove barriers • Establish a culture of teamwork and innovation

Themes

Have clear eyes while serving the employer market

Orient service offerings around the true "customer experience"

Get easy wins, shared loudly to promote our services

Enlist the Workforce Development Council to execute strategies

Summary of Commentary: Who's Here and Why	
Business & Industry	
Mac MacLure Baltimore Arts Realty Corp.	<i>"Events of the last week crystalized the importance of why I'm here...to help create a situation where people have the skills that will allow them to get a job with a livable wage."</i>
Elsie Dare, Plant Operations Manager Beynon Sports Surfaces	<i>"I grew up in Baltimore, ground zero right across the street from Mondawmin. I would like to see an evolution of change in this region. I think we can do it and I'm here to be a part of it."</i>
Anna Maria Palmer, Sr. VP of Human Resources Compass Pointe Healthcare System (60+ Senior/Assisted Living facilities nationally, 3 in MD)	<i>"Healthcare in Maryland and Baltimore County is a very robust industry, all competing for the same talent; there's an opportunity to widen the swath of talent if we have the right development programs for new hires, but equally importantly the way we are structured in healthcare throughout this region. There's lots of opportunity to develop "in job" into greater jobs clinically. It would be great to see folks go from CNA-LPN-RN-Nursing. There's a lot of development opportunity in this industry and this County."</i>
Dave Ascione, Sr. Director of Global Talent Management McCormick	<i>"I'm here to hopefully do what we can do to increase the availability of talent within the county as it fuels our business growth."</i>
Nick Stewart, Attorney Saul Ewing	<i>"As our economy continues to change, we have an amazing opportunity particularly in Baltimore County to meet that new demand and those new expectations of mid-level skills. I think we can change expectations - that folks can make a great living as long as they're provided with the right training and the right skills."</i>
Shira Kramer, Founder 2 Life Science Companies: Sterilex Corp & Epidemiology Int'l	<i>"I'm here because I grew up in Baltimore and feel like especially given what's going and has gone on here in the city, things just haven't changed. An interesting study at Hopkins Public Health published a very long term longitudinal study showing that less than 4% of people born into poverty ever get out of poverty. I think we have an opportunity now for change and I want to be a part of it."</i>
Louis Campion, President MD Motor Truck Association	<i>"I'm here because we have tremendous employment shortfalls in our industry and tremendous opportunities, and if we are not able to fill those needs then it will have just massive impacts on really all segments of the economy, since everything that you own was delivered at one point in time on a truck."</i>
Kerry Lidard, Area Manager (celebrating 25 years) Kelly Services	<i>"Kelly Services provides temporary, temp to full time, and direct placement opportunities to candidates in the marketplace as well as those services to our customers. I'm here really to understand deeper who are the candidates out there and what their needs are so that we can best support them and match them with our clients."</i>
Melvin Mintz Former Baltimore County Councilman	<i>"I've spent a lot of years in my public life working on what I think is the critical element of all that we're working on - the linkages between jobs, education, transportation and housing and how they all fit together in producing the positive results we're all here to work on."</i>
Mike Leff, VP AT & T Government Solutions	<i>"I'm here because we've got a passion for just real simple job creation connecting people with our communities and I think giving people every opportunity to be a productive member of society is essential."</i>
John Ridgeway, Corporate Manager Toyota Financial Services	<i>"We are here for the same reasons as everyone else has said, so I would just add that another reason why we're here is because we believe in partnerships and relationships. We also believe in utilizing the tools and the great services that the workforce development organization is providing us, so for us it's important. It just enabled us to keep our hands on the pulse of the changing workforce and talent that is out there. We're proud of our relationship so in addition to saying we're here I just want to say thank you to the team that's always been here for us...they're always there when you need them and they put us in a stronger position to recruit and retain good talent."</i>

Kristen Ray, Human Resources Social Solutions	<i>"The great excitement that I've experienced with Social Solutions is that within the last 6 months or so we have hired about 100 new employees. We're going to be experiencing continued growth, so I'm interested in how the work that you are doing here to prepare that workforce is going to feed into our organization. So thank you very much for you all and what you are doing."</i>
Lauren Schmidt Social Solutions	<i>"In addition to my background in staffing I now work with our workforce vertical where we work with non-profits, community colleges, and government agencies and right now is an important time we're working with all of them to get them prepared for the new laws. I've been knee-deep in it for the past few weeks, so this will be a good insight to it."</i>
Education & Training	
Mike Carey – Exec. Dean, Continuing Ed. & Economic & Workforce Development CCBC	<i>"We have approximately 70,000 students and hundreds of programs. My president, Dr. Kurtinitis, says everything we do is Workforce Development. Her face is on the front page of our national professional association magazine today as a real forward thinker and leader in one of the best colleges in this country for workforce development."</i>
Melanie Hood-Wilson – Dir. of Special Populations CCBC	<i>"I've spent the last 14 years helping individuals with disabilities to enter into the workforce. I'm excited today to hear what opportunities stem from the work of this group for the population that I work with to be able to become more employable."</i>
Matthew Lang – Dean, Continuing Ed. & Administration Extension Centers CCBC	<i>"I'm here today basically to help facilitate the discussion and to drive change for this group and the County."</i>
Jeff Beeson – Asst. VP Div. of Innovation and Applied Research Towson University (22,000+ students)	<i>"A staggering figure is that more than 85% of our graduates live and work in Maryland. So, we recognize our role as a workforce driver in the state of Maryland and I think what's important for me is making sure that we make investments in programs that support the needs of employers while fulfilling the lives of our employees, and trying to figure out what that formula is. I'm very happy to be a part of this group here in Baltimore County."</i>
Greg Simmons UMBC	<i>"I'm here to continue to make sure we're doing our part to build and expand the employment pipeline from pre-K-20 and to make sure that we're up to speed on every skill they need to be successful on the workforce side."</i>
Human Service Agencies & One-Stop Partners	
Mark Millspaugh, Dep. Director Baltimore County Dept. of Social Services	<i>"We serve youth in foster care, as well as adults and their families through various public assistance programs - food stamps, Medicaid, etc. We are very focused on the supply side of how we help place folks in jobs at your companies and your corporations, and in different careers so they can become self-sufficient."</i>
Ryan McShane – HR Officer Baltimore County Dept. of Aging President. Chesapeake Human Resources Association (CHRA)	<i>"This is the type of information and study that we (CHRA) look at – macrotrends. One of the macrotrends that is of particular interest to me is the fact that we have a lot of Baby Boomers and seniors that are going to soon retire. That really begs the question of succession planning, capturing that institutional knowledge, and then a leadership skill gap as well. How are we going to develop future leaders? So I'm very interested in hearing how we're going to address those challenges and opportunities as we go forward."</i>
Cynthia Etheridge – Labor Exchange Administrator Baltimore County DLLR	<i>"Everything we do in here will somehow trickle down to the American Job Centers, and those people that we talk about helping will come into those centers."</i>
Mary Ellen Branham DLLR	<i>"I have over 30 years of workforce development experience. What I do in connection with the Department of Economic and Workforce Development is providing technical assistance and I do review a lot of the work done at the centers."</i>

Department of Economic & Workforce Development (DEWD)	
Carol Brooks – Mgr. for Sector Initiatives & WDC	<i>"I've been in workforce development for 15 years, so I'm looking forward to the invention of a new workforce development system to meet the needs of the 21st century."</i>
Sharon Klots – Chief of Workforce Development	<i>"It's exciting to have an opportunity to have a real impact on the lives of folks in the County and help them become economically self-sufficient."</i>
Sherida Morrison – Mgr. of Youth Services	<i>"I'm here to learn more from you on how we can work together to support our future workforce."</i>
Beatrice Tripps – Youth Services - Summer Programs, Youth Symposium	<i>"I'm really trying to learn how we can build our partnerships and really connect youth to you all and other businesses, especially as the age for youth is growing its now going to be up to 24 under the new legislation. I think we really have to think differently about how we're going to serve them."</i>
Tracy Tyler – Center Mgr., Liberty Center Team Lead - Partnerships	<i>"My vested interest is that I was a job seeker so I know exactly what it feels like; I know the emotions attached to looking for work, especially when you are degreed and feel like nobody's giving you an opportunity. I'm really interested in the change we are about to move forward to and I hear a lot of you in here have openings so I'm excited about that because we have talent in our centers that I know we can plug into some of your corporations."</i>
Lura Bozarth – Center Mgr., Eastpoint Center Team Lead - Compliance	<i>"I oversee the workforce program as well as we're still working with the former RG Steel employees who were affected by that closure to get them back to work. Currently I've taken on the team leader role for Performance and Compliance. We're doing everything we can in our center to assist individuals, directing them in their career choices and really stressing a career path as opposed to just getting a job."</i>
Leo Martinelli, Mgr. of Innovation	<i>"As the new Manager of Service Innovation, I'm really excited to help build an interconnected service delivery system with all of you."</i>
Julia Lynton-Brown – Talent Management Coordinator, Central Baltimore County	<i>"I've been doing this (talent management) for a while now, but I started out in a WD center counseling our talent, so the connection is real for me. I love business engagement and I love helping connect you with resources for your workforce needs."</i>
Steve Connolly – Talent Management Coordinator Eastern Baltimore County	<i>"During the course of the year our team has been following up with a lot of businesses. The thing that you see too often is there's plenty of jobs out there but so many times there aren't people trained up to fill those positions. I feel it's very beneficial for us to be a part of an organization that helps fill those gaps."</i>
Leighton McPhaul – Talent Management Coordinator Western Baltimore County	<i>"I've worked on both sides of the fence in partnering with businesses like yourselves, but I also worked in the Eastpoint workforce center, partnering with Lura and the team there with the RG Steel folks for a couple of years helping them connect with training and development and getting them readjusted to life outside of the steel mill. Seeing that really helped with my passion to connect job seekers to businesses, so I'm looking forward to our partnership."</i>
Bryan Dunn, Marketing	<i>"I'm here to broadcast the story about all the hard work you all are doing and the staff, and telling the great story of Baltimore County."</i>
LiLi Taylor, Consultant & Program Analyst	<i>"I'm working with Sharon to assist in transitioning from the previous WIA legislation to the new WIOA legislation."</i>

Amethyst Technologies
"Baltimore County's **Boost Fund** helped to hire people in our work to fight Ebola in Africa."
– Kimberly Brown, Founder

Michele's Granola
"Baltimore County's **Boost Fund** made expanding in the County an easy decision."
– Michele Tsucalas, President

Toyota Financial Services
"The County's **recruitment events** have been highly successful for hiring."
– John Ridgeway, Corporate Manager

BD Diagnostics/ Diagnostic Systems
"Baltimore County offers a skilled **workforce** that helps us achieve our purpose of helping all people live healthy lives."
– Ajay Kumar, World Wide HR Business Partner

Honey Biscuits Inc.
"Baltimore County gave us the **small business tools** to bring our business to life."
– Cliff and Tracie Spriggs, Founders

DuClaw Brewing Company
"Baltimore County's expertise was instrumental in our **relocation**."
– Dave Benfield, Founder

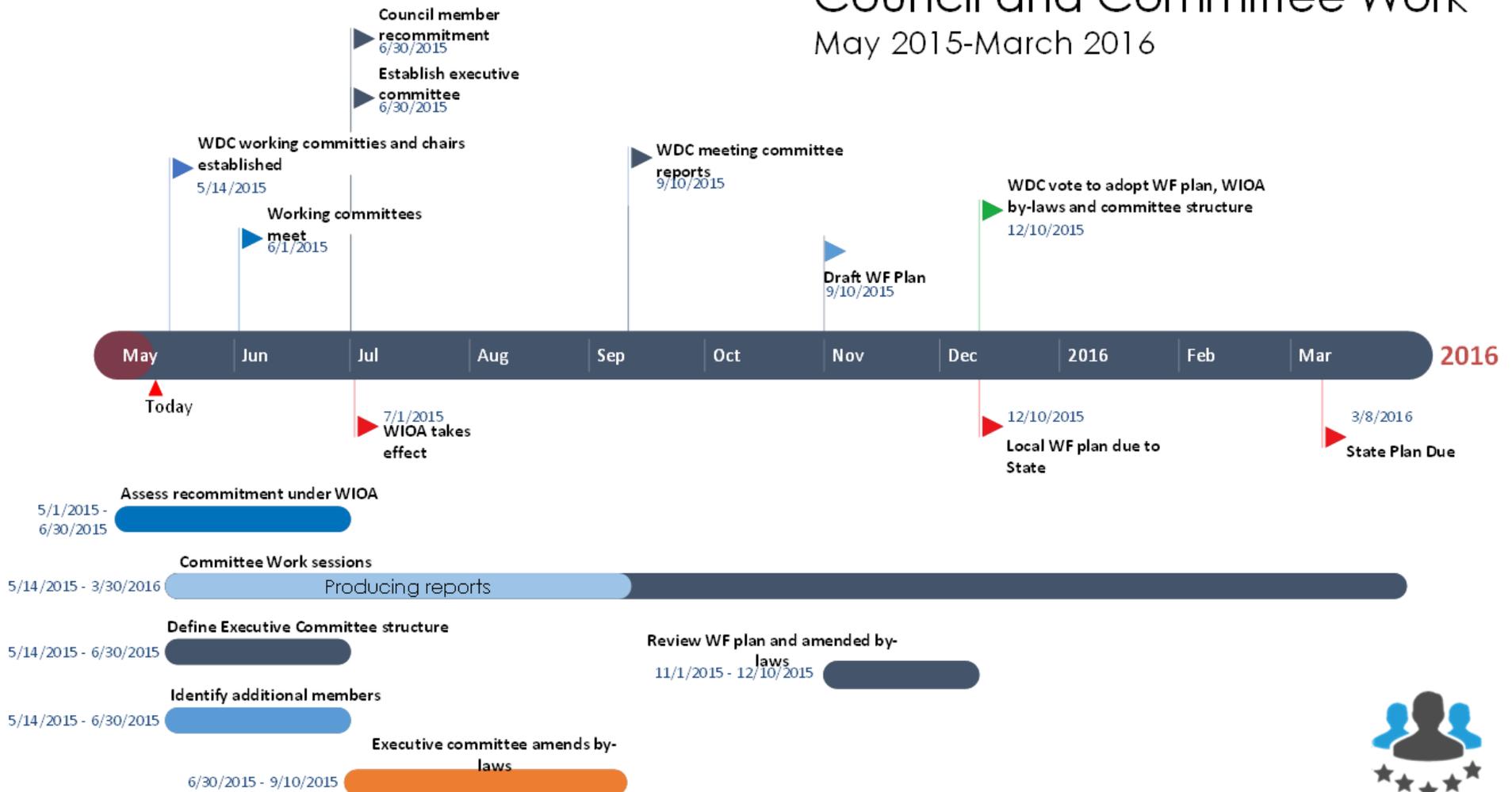
Dream bigger.
BCboostfund.com



Make it happen in Baltimore County.

Baltimore County Executive Kevin Kamenetz and the Baltimore County Council

Council and Committee Work May 2015-March 2016



Recommended Committees and Afternoon Work Group Assignments			
Committee Focus	Group Members	Group Facilitator	DEWD Staff
<ul style="list-style-type: none"> • <i>Strategies for Serving Youth in Baltimore County:</i> <ul style="list-style-type: none"> ○ <i>Data - Demographics</i> ○ <i>Partnerships</i> ○ <i>Work Experiences</i> ○ <i>Funding</i> ○ <i>Expanded Offerings for More Youth</i> 	Elsie Dare David Ascione Jeff Beeson Anna Maria Palmer Lauren Schmidt (Guest - <i>Social Solutions</i>) Alicia Fales Joe Shanahan* Tony Gross* Ryan Imbriale*	Elsie Dare	Sherida Morrison Beatrice Tripps Tracy Tyler
<ul style="list-style-type: none"> • <i>Preparing Job Seekers with Barriers to Employment:</i> <ul style="list-style-type: none"> ○ <i>Disabilities</i> ○ <i>Re-Entry</i> ○ <i>Education & Skills Deficits</i> ○ <i>Long-Term Unemployed</i> ○ <i>Hard- to- Serve Populations</i> 	Melanie Hood Wilson Ryan McShane Mark Millsbaugh Nick Stewart Kristen Ray (for Scott Johnson*) Doug Handy*	Melanie Hood -Wilson <i>Director of Special Populations, CCBC</i>	Lura Bozarth Leighton McPhaul
<ul style="list-style-type: none"> • <i>Industry Engagement:</i> <ul style="list-style-type: none"> ○ <i>Stronger Partnerships</i> ○ <i>Building Effective Career Pathways</i> ○ <i>Creating Greater Access to Opportunities</i> 	Shira Kramer Louis Campion Craig Carmichael Kerry Lidard Keith Scott Melvin Mintz Kathryn Heflin* Doug Eder* John Ridgeway*	Shira Kramer	Carol Brooks Julia Lynton-Brown
<ul style="list-style-type: none"> • <i>Transition Workgroup:</i> <ul style="list-style-type: none"> ○ <i>Planning & Performance – Data-Driven Program Design</i> ○ <i>Integrated Service Delivery & Resources</i> ○ <i>Strategic Direction - Workforce Plan</i> ○ <i>Governance - Board Compliance, Establishing Executive Committee</i> ○ <i>WIOA Funding Investment Strategy</i> ○ <i>Leveraging Technical Assistance Resources</i> 	Mac MacLure Will Anderson Greg Simmons Mike Carey Cynthia Etheridge Matt Lang Mike Leff Bob Barrett*	Mac MacLure Sharon Klots	Sharon Klots Leo Martinelli LiLi Taylor Steve Connolly

Opportunities	Challenges
SERVING BALTIMORE COUNTY YOUTH	
<ul style="list-style-type: none"> • Mentoring & engagement • More individual engagement • Individually-based tools, strategies, skills training • There are resources available. Great opportunity to better engage these resources • Better employer engagement in schools • Engage youth early (US Dream Academy) 	<ul style="list-style-type: none"> • Our mindset in providing assistance • How best to engage those in greatest need • Physical presence & leveraging local needs & resources more effectively • Career development buy-in from business <ul style="list-style-type: none"> ○ Life Skills ○ Financial, literacy ○ Team building • Better employment engagement with County • Need to show employers how to engage-do not make them figure it out
BARRIERS TO EMPLOYMENT	
<ul style="list-style-type: none"> • New ways to incentivize can be developed • Better leverage partner organizations (VA, others) • Better promote existing career ladders for those with disabilities • Highlight employers already doing this and better convey benefits 	<ul style="list-style-type: none"> • How best to incentivize businesses to hire • Need more advocates and support for these individuals; more resources • Regulations create barriers • Transportation challenges
INDUSTRY ENGAGEMENT	
<ul style="list-style-type: none"> • Emphasis on soft skills • Better engagement earlier • Virtualize workforce to eliminate transportation issues • Through successes, become an organization that people come to: <ul style="list-style-type: none"> ○ influence ○ advocacy ○ expertise ○ information • Better partners with placement firms • Agile training programs that churn out qualified workers – this would be a great incentive for employers to engage with One-Stops 	<ul style="list-style-type: none"> • Better communication to broad business community • Given depth of housing and transportation issues, what impact can we have? • Matching location of jobs to where people live
TRANSITION TO WIOA	
<ul style="list-style-type: none"> • Make employers more aware and informed • Make individuals aware in user-friendly ways; accessible everywhere • Better leverage partners • Develop single-source portals for info sharing • High-touch, multiple channels of touch • Opportunity for a regional approach 	<ul style="list-style-type: none"> • Need Δ management resources and expertise • How best to engage employers and individuals with resource limitations • Need to better connect to businesses of all sizes • Cultural challenge with change • Better branding of One-Stops • Need for regional approach • Soft skills are critical