

# BALTIMORE CITY LOCAL WORKFORCE INVESTMENT ACT MODIFICATION OF TWO YEAR PLAN



BALTIMORE

July 1, 2011 - June 30, 2012

**Baltimore City**  
*Mayor's Office of  
Employment Development  
and the  
Baltimore City  
Workforce Investment  
Board*

**MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT**  
**Workforce Investment Act**  
**Modification of**  
**Two Year Local Plan for Baltimore City**  
**Program Year 2011**  
**April 19, 2011**

**III. GENERAL NARRATIVE**

**A. WIA ORGANIZATION**

**Grant Recipient and Administrative Entity Identification**

The Mayor's Office of Employment Development is both the grant recipient and the administrative entity representing the Baltimore City Local Workforce Investment Area (LWIA) and the Baltimore City Workforce Investment Board (BWIB). The mailing address is:

**Mayor's Office of Employment Development**  
**417 E. Fayette St., Suite 468**  
**Baltimore, Maryland 21202**  
**Director: Karen Sitnick**  
**Telephone: 410-396-1910**

E-mail: [ksitnick@oedworks.com](mailto:ksitnick@oedworks.com)

**B. TITLE I OPERATIONAL AREAS**

**1. Collaborative Local Labor Market Plan**

**Describe your local economic environment, including areas of significant growth or decline, labor force characteristics and current industry needs. What strategies will be implemented to meet the demands of the local labor market, particularly industries and occupations that are high-growth and high-demand?**

**Provide a detailed analysis of your LWIB's economy, the labor pool, and the labor market context.**

The Baltimore Workforce Investment Board (BWIB) recognizes that the labor market is regional and that substantial opportunity for employment lies both inside and outside city boundaries. Using labor market information and other data, it has established criteria for the selection of target sectors that represent

high growth/high demand industries that offer opportunities for workforce preparation strategies to prepare Baltimore residents for careers. Research and analysis has been conducted and the following eight target industries have been identified as areas on which to focus workforce development efforts: Health Care and Social Assistance; Bioscience; Business Services; Computer, Internet, Data and Software Related Services; Hospitality and Tourism; Construction; Port Occupations; and, Sustainable Energy and Environmentally-driven Services.

The Population Estimates Program of the U.S. Census Bureau estimates that there were 639,337 residents of Baltimore City 2009. This figure represents a 6 person increase from the 639,343 residents counted in the 2008 Population Estimates Program of the U.S. Census. According to the 2009 American Community Survey, more than three quarters (76.9%) of the population aged 25 years or older in Baltimore City had at least a high school diploma or an equivalent, and slightly less than one quarter (24.9%) of people 25 or older had bachelor's degrees. This represents an increase in the proportion of City residents that had at least a high school diploma or an equivalent (+2.9 percentage points) The median age of Baltimore City residents decreased from 35.4 to 34.3 years compared to the last plan period. Black / African American people accounted for almost two-thirds (63.4%) of the city's population. Around one-third (31.8%) of people were White / Caucasian. The remaining 4.8% of Baltimore City residents identified themselves as belonging to some other race or a mixture of races. Independent of race, 2.7% of Baltimore City residents identified themselves as being Hispanic or Latino.

Baltimore City's labor market has been significantly impacted by the recent economic downturn. Baltimore City's unemployment rate ranged from 11.5% to 10.4% in 2010, with an annual average of 10.8%. In February 2011 the unemployment rate was 10.3%. The number of weekly new unemployment claims in April of 2011 was slightly higher than it was in corresponding week in 2010. Baltimore City's unemployment rate was 3.0 percentage points higher than the state of Maryland (7.3%) in February 2011.

Current Employment Statistics show that average non-farm employment in Baltimore City decreased by 3.6% from 2008 through 2010. Employment in government jobs decreased by 2.5%, and the private sector saw its payrolls drop by 5.1%. Goods producing industries were hit much harder with employment decreasing by 15.7%, whereas employment in service-producing industries fell by 2.7%. Despite an overall loss in the number of service-sector jobs,

the losses were tempered by gains in Education and Health Services. Overall, the largest decreases during this time period were experienced by information, construction and manufacturing industries.

However, within the 12 months period between the first quarter of 2010 and corresponding quarter of 2009 Baltimore City lost 6,240 jobs which is 1.9%. The biggest losses were seen in Natural Resources, Mining subgroup of Goods Producing industries (11%) and in Information services (21%). Federal Government saw the biggest increase of 28% and Health Care, Social Assistance and Education experienced an increase in their labor force by 2.3%. During the same 12 month period, the State lost 55,142 jobs (2.3%)

In the first quarter of 2011 about a quarter (24.6%) of workers in Baltimore City were employed by local, state, or federal government agencies. The other 75.4% worked for private employers. Among the employees of private firms, 9.0% worked in goods producing (manufacturing) industries, and the remaining 91.0% worked in service industries.

Using data provided by the state Department of Labor, Licensing and Regulation (DLLR) and other sources, MOED monitors and tracks changes in labor market information about Baltimore City, the Baltimore Metropolitan Statistical Area, and Maryland. This information includes, but is not limited to: labor force size, unemployment rate, average wages paid within sectors and industries, layoffs and plant closings, industry profiles, occupational profiles, and employment and wage information for firms by size of company,

The GWIB's cluster industry series, found on DLLR's website, provides MOED with information that can be used to guide decisions about training and job development within high-growth industries. The cluster analyses provide industry information about wages, employment growth, and business size. Additionally, the occupational analyses provide information about the wages, employment opportunities, and educational/training requirements.

The City of Baltimore's Comprehensive Master Plan, adopted by the City Council in June 2006, created the framework for what Baltimoreans want Baltimore to be: a world-class city. LIVE · EARN · PLAY · LEARN: the city's Comprehensive Master Plan categories focus the plan on discrete, attainable goals. To that end, EARN and

LEARN categories focus specifically on the Baltimore's workforce development system that engages partners and stakeholders in a process of building strategies that "unify" their work for a common goal. Based on existing assets and market analysis of potential strengths, the BWIB identified eight growth sectors that are poised to show increases in jobs and earnings within the city over the coming decades. These sectors have been identified as bio-science; business services and real estate; construction; computer, internet and data-related services; healthcare and social services; hospitality and tourism; port related occupations and added this year, sustainable energy and environmentally-driven services. These eight high growth/high demand industries defined by the BWIB have been infused and are specifically articulated in the city's plan to promote growth and jobs. These strategies include: working in partnership with and providing for the needs of workforce system partners to develop upgraded information about industries and occupations in which growth will occur; the knowledge, skills and abilities needed for those occupations; designated career paths; and strategies to reduce, if not, eliminate barriers to employment for Baltimore residents.

In July 2008, the Office of Sustainability was created under the Department of Planning. Their mission is to create a sustainable Baltimore by "meeting the current environmental, social, and economic needs of our community without compromising the ability of future generations to meet these needs." In April 2011, the second Baltimore Sustainability Plan was released which highlighted progress that has been made in achieving the plans goals. The plan focuses on Planet (natural resources needed to eat, breath, and live), People (improve the quality of life in the community), and Prosperity (creating jobs in the community). Developing a "green jobs" workforce through training for clean energy jobs, and new jobs and industries created by recycling materials is a primary goal of the plan. Another goal of the Office of Sustainability was to create a Green Jobs Coalition. MOED and the BWIB established this coalition and is overseeing its efforts to examine the development of "green jobs" and City projects which will utilize "green or greener" employees.

In the fall of 2010, the Baltimore Workforce Investment Board, as a result of their bi-annual strategic planning process, established the following priorities each with a set of recommended strategies for guiding its work:

Priority #1: Build the City's future workforce

- Work in partnership with relevant agencies to address the current low rate of high school completion in Baltimore City.
- Expand and improve career development education and work-based learning opportunities for youth.

Priority #2: Increase the City's labor participation rate

- Advocate for expanded education and training opportunities for job seekers and low-wage workers.
- Promote a broadening of education and training opportunities for individuals facing various barriers to employment.

Priority #3: Build Better Connections Between and Among Businesses, Educational Institutions, and the Public Workforce System

- Support the development and/or continuation of initiatives that address workforce needs in target industry sectors.
- Educate employers about new laws and regulations impacting the current and future workforce.
- Assist in better aligning educational programs with the needs of the 21<sup>st</sup> century workforce.
- Improve student preparation for learning, so as to facilitate overall achievement, at all levels (e.g. K-12, community colleges, four-year colleges and universities) and within the workforce.

Priority #4: Foster Collaboration and Engagement Between Workforce Entities in the Baltimore Region

- Enhance collaboration among regional workforce investment areas (WIA's)

Priority #5: Promote the efficiency of Baltimore's Workforce System

- Identify research and data collection efforts to promote the BWIB's overall priorities and provide substantive information for quality decision-making.

In addition, the BWIB through its Public Policy Committee continues to address legislative and administrative barriers to employment for diverse populations of job seekers. The priorities adopted by the board include:

- Increased resources for training of low-wage, incumbent workers and job seekers and adult literacy and workplace literacy training.

- Increased resources for training of incarcerated individuals and ex-offender employment
- Additional resources for connecting youth, particularly those most in need of assistance, to education and workforce training thus enhancing the pipeline of qualified job seekers into the workforce.

**2. Local Area Governance (LWIB)**

**Describe how the LWIB will coordinate the following Title I activities/functions with local elected officials:**

The role of the Board and the relationship with the Mayor is presented in the BWIB/LEO (Local Elected Official) agreement, (Attachment 1). The Board has been charged by the Mayor to provide the overall guidance, strategic planning, and coordination for the workforce development system in Baltimore. The Special Assistant to the Deputy Mayor for Neighborhood and Economic Development has been designated by the Mayor to serve as her representative on the board. The Board will report to the Mayor, on a regular basis, on its progress and accomplishments.

The BWIB will continue to coordinate its activities with local officials by providing the local elected official with advance notice of all pending BWIB meetings and information on the agendas of the full board and committee meetings. The Board, its committees and task forces are developing specific action plans for each major priority. These plans are shared with the Mayor and cabinet in regular briefings. In addition, the Director of the Mayor’s Office of Employment Development (MOED) is a member of the Mayor’s Cabinet and provides direct communication between the Cabinet and the BWIB.

Generally, the BWIB committees and task forces have been impaneled to deliberate on the workforce development issues and to coordinate the related activities and functions. Information about the following activities and functions are provided to local officials by the Director of MOED at regular Cabinet meetings.

- 1) **Developing the local workforce investment plan and conducting oversight of the one-stop system, youth activities and employment and training activities.**

To develop the initial five year local workforce investment plan, the City's WIB engaged in a one-day planning retreat focusing on three of six challenge areas required by the State, which resulted in a series of goals and priority actions to achieve those goals. Subsequent to this retreat, the board impaneled five committees: Business Services, Youth Council, Career Center Network, Welfare Employment, and Evaluation Committees to develop strategies to reach these goals. In September 2000 the BWIB was formally and officially re-constituted as the Baltimore Workforce Investment Board (BWIB). Its new membership was appointed by the Mayor and approved by the Governor's Workforce Investment Board (GWIB). A new committee structure was defined as follows: Planning, Infrastructure, Marketing, Evaluation and Accountability, and the Youth Council. These committees, in concert with the Executive Committee worked to provide oversight and direction to youth activities, employment and training activities and the one-stop system.

Since its inception, the BWIB has conducted, and will continue to conduct, annual strategic planning sessions and develop annual work plans based on the BWIB's overall role and key priorities. The BWIB's current structure was redesigned in the Fall of 2010 and now includes the following committees and task forces:

- Executive Committee
- Public Policy Committee
- Workforce System Effectiveness Committee
- Youth Council
- Baltimore Regional Initiatives Taskforce
- Training and Post Secondary Education Committee

**2) Selecting one-stop operators with the agreement of the Local Elected Official.**

In accordance with the grandfathering option provided through the Workforce Investment Act, the LEO appointed the Mayor's Office of Employment Development as the One Stop Operator for Baltimore City. Any changes relative to managing the activities of the individual centers are conducted through a

competitive process under the guidance of the BWIB and the LEO.

- 3) **Selecting eligible youth service providers based on the recommendations of the youth council, and identifying eligible providers of adult and dislocated worker intensive services and training services.**

Eligible youth service providers are identified in keeping with procedures outlined by the Youth Council, and are approved by the BWIB.

Adult providers selected in accordance with State guidelines may also be eligible to provide older youth occupational skills training.

Providers of pre-vocational and intensive services for adults and dislocated workers are selected via agreements with partners or through a competitive process in keeping with established procedures. Training providers of the Individual Training Accounts are selected according to State guidance.

- 4) **Developing a budget for the purpose of carrying out the duties of the local board.**

The BWIB does not have a budget that is separate and apart from that of the Mayor's Office of Employment Development.

- 5) **Negotiating and reaching agreement on local performance measures.**

The State defined WIA performance measures are used to report local performance. The BWIB will explore negotiations with the State regarding adjustments and local performance standards under WIA. The BWIB, through its Workforce System Effectiveness Committee, is identifying other locally based performance benchmarks to review at regular intervals.

- 6) **Assisting the Governor in developing the Statewide Employment Statistics System under the Wagner-Peyser Act.**

Assistance was provided by MOED in the development of the Statewide Employment Statistical System under the Wagner-Peyser Act.

7) **Coordinating workforce investment activities with economic development strategies and developing employer linkage.**

A MOED staff person, the Business Liaison, functions as the Workforce liaison to the Baltimore Development Corporation (BDC).

This staff person works in conjunction with the BDC when employers indicate that there is an impending company expansion or a workforce development need. This close coordination of effort between BDC and MOED results in advance notice to MOED of employers who are planning a move to Baltimore City or an expansion of their current business. This relationship allows MOED to meet with the company to present workforce development services.

Reviewing these relationships and advising on ways to increase coordination of workforce investment activities with economic development is accomplished through the Workforce System Effectiveness Committee of the BWIB.

**3. Local Board Staffing**

The MOED provides direct staff support to the BWIB and its committees.

The BWIB does not provide core, intensive services, or training services, and is not certified as a One Stop operator. This follows the directives outlined in WIFI 9-99.

**4. Youth Council**

Baltimore City's Workforce Investment Board (BWIB) developed and implemented the following policy for establishing its Youth Council to ensure coordination and integration among the BWIB, the Mayor and the Council regarding youth activities/functions:

Members currently serving on the BWIB and on various youth committees throughout the City were asked to indicate their interest in serving on Baltimore City's Youth Council by completing an application; applications were also distributed to a wide range of community organizations, human service agencies and businesses.

The BWIB Executive Committee reviewed the pool of candidates and approved Council membership based on: evidence of past productive participation; bringing access to other youth resources to the system; assuring diversity and adequate representation of constituencies; assuring required partners as referenced in the legislation; assuring employer needs and resources are appropriately represented and assuring youth input.

The BWIB Chair appointed a chairperson for the Youth Council from the BWIB membership.

The proposed Youth Council membership roster was submitted to the Mayor for review and approval; the Mayor met with the Council at its initial meeting, empowered them to build Baltimore's youth workforce system and pledged his personal support to the effort.

As members rotate off of the Youth Council (move out of the area, change jobs, etc.), the process outlined above is repeated to select new members. Members leaving the Council are encouraged to recommend another candidate from within their organization. New members receive orientation and a guide to Youth Council processes and protocols.

The Youth Council has identified a long-range goal and several immediate tasks. The Council will address moving these efforts forward in the following manner:

**a. Coordinating local youth activities:**

As designated by the Mayor, the Youth Council assumes the lead role in promoting the long-range goal of *facilitating the development and implementation of a coordinated and comprehensive youth workforce development system for Baltimore*. The Council utilizes a "resource mapping" approach to catalogue the services offered by the many youth serving organizations and human service agencies throughout the City. A sub-work group of the Council continues to define the scope and scale of these existing services and develops a formal plan for engaging these groups in a city-wide youth workforce development effort. The Council also participates in an annual strategic planning session to identify current issues affecting

youth and to map out strategies to guide its work for the next two years.

**b. Developing portions of the local plan related to eligible youth:**

All Youth Council members are oriented to the Workforce Investment Act legislation and have the opportunity to attend a training session on the regulations relative to the Youth section of the Act. All members acquire a thorough understanding of the program elements required by WIA. Council members decide the appropriate service mix of those elements necessary to meet the needs of eligible youth and recommend the best use of funds to support and leverage these services. Input from Council members' deliberations and decisions provide guidance for the youth section of the local plan.

**c. Recommending eligible youth service providers:**

A sub-committee of the Youth Council has been formed to identify the criteria to be used in selecting eligible youth service providers. Council members use information from the National Youth Coalition's PEPNet (Promising and Effective Practices) as well as documents such as the American Youth Policy's Forum's "Some Things Do Make A Difference" and the Sar Levitan Youth Policy Network's "Making Connections", to help guide their analysis. The subcommittee's recommendations incorporate selection criteria set by the state and the full council reviews and approves the approach. The committee prepares and generates a Request for Proposal (RFP) to identify interested youth service vendors. A proposal review committee comprised of Youth Council members, educators, youth serving organizations, and the business community rates and ranks each proposal. Recommendations are then presented to the full Youth Council for submission to the BWIB for approval.

**d. Coordinating oversight, monitoring and corrective action of the local area's youth programs:**

Accountability and performance outcomes are significant aspects of the local youth plan. Youth performance standards are included in all service provider contracts and the results of quarterly monitoring done by MOED staff/ Youth Council volunteers is presented to the Youth Council for review and discussion. Such monitoring is conducted at least quarterly (desk) and annually or once during the term of the agreement if the term

is less than a year (on-site). Programs that do not demonstrate positive performance are provided technical assistance; those that continue to perform below expectations are not retained.

**5. One Stop System for Service Delivery**

- a. In accordance with the Workforce Investment Act, the BWIB and LEO have appointed the Mayor's Office of Employment Development as the One-Stop Operator for Baltimore City. The Baltimore City One-Stop service locations are as follows:

Eastside Career Center  
3001 E. Madison Street  
Baltimore, Maryland 21205  
410-396-9035  
410-361-9648 (fax)

Re-entry Center @ Northwest Career Center  
Mondawmin Mall  
Baltimore, Maryland 21215  
410-523-1060  
410-523-0970 (fax)

Baltimore Works Career Center  
1100 N. Eutaw Street  
Baltimore, Maryland 21201  
410-767-2148  
410-333-7398 (fax)

All have been operational since July 1, 2000.

Access Point (Satellite Sites) Effective 2006  
Learning Bank  
1200 W. Baltimore Street  
Baltimore Md. 21223

Enoch Pratt Free Library  
1251 Light Street  
Baltimore Md. 21230

Under a contract with the Department of Social Services, MOED also operates the Workforce Reception Center where services to the TANF population are provided. Referrals are made by DSS, and customers have access to a variety of services including the MWE.

Workforce Reception Center  
100 W. 23<sup>rd</sup> Street  
Baltimore, Maryland 21218  
410-396-6770

- b. Describe the general operation and delivery of service in your One-Stop Centers. This should include a description of how services are currently provided by each of the required and optional One-Stop partners, and particularly the integration of Wagner-Peyser and WIA services. Also address how services are provided to individuals within the local area that do not have access to a physical One-Stop Center.**

**Accessibility to One Stop Services**

It is our intention to maintain operations at three One Stops strategically located throughout Baltimore City – Eastside Career Center, 3001 E. Madison Street; the Re-entry Center at Northwest Career Center, 2401 Liberty Heights Avenue, Mondawmin Mall; and the Baltimore Works Career Center, 1100 N. Eutaw Street. All centers are conveniently accessible via mass transportation. The MWE and the MOED website provide access or links to employment opportunities, labor market information, and a ready pool of job seekers. MOED also provides our community and faith based partners with bi-weekly information on current job openings via “Hot Job Alerts”. MOED regularly outreaches to the community by sharing One Stop services and job opportunities at community fairs, the Mayor’s Town Hall Meetings, and other festivals.

MOED will continue to oversee day-to-day management of the Eastside and ReC @ Northwest One-Stop Career Centers, and continue to contract with the AFL-CIO to manage the activities of the Baltimore Works One-Stop Career Center.

**Communications**

MOED has an ongoing robust marketing and communications campaign that addresses the need to inform all City residents and businesses about the services and activities that are available.

### **MOED/Job Service Collaboration Efforts**

Through joint planning sessions, a collaborative model has been developed to provide services to all customers including, but not limited to, Wagner Peyser, Veterans, Trade Act and WIA eligible customers. This model includes streamlining and coordinating the operational procedures and process for customer flow and services within the one-stop operating system. This has been accomplished through coordinated orientation sessions, outreach, retention services, marketing efforts, targeted workshops, integrated staffing, job development and collaborative management and oversight. Baltimore City job seekers and employers are addressed in a seamless and cost effective manner.

Specifically, Job Service staff deliver a majority of core services that include: interviewing and screening for job opportunities, assisting customers with MWE registration, assisting with electronic resumes, providing job referrals, connecting customers to labor market information, conducting informal assessments, facilitating the movement of core customers to intensive services when appropriate, and conducting follow up on core customers. Workshop Leaders provide soft skills and readiness activities for all customers primarily in group settings. Job Service and WIA staff jointly facilitate rapid response activities, both on the job site and in the One Stop Centers.

Businesses are jointly served by WIA, Wagner Peyser, and Veterans staff with a full menu of services designed to accommodate the needs of business including Maryland Business Works, Customized Training, posting job openings, job matching, and facilitating recruitment efforts.

### **Other Partner Services Within the One Stop**

Each partner is committed to cross training related to the specific services offered, eligibility requirements and processes governing their customers and funding streams to ensure a seamless service delivery. The partnerships range from permanent staffing, routine workshops, orientations and intake sessions for which customers are scheduled by appointment. The Memoranda of Understanding define the contribution and responsibilities of partners within the one-stops. A comprehensive operating plan jointly developed and agreed upon by all partners guides the work of the partners.

The types of services are based on the unique needs of each customer. It may emanate from customer requests, counselor referrals, or a combination thereof.

One-stop core services are delivered in a self-service or facilitated self-service manner and primarily consist of: computer technology, literature, videos, group orientations, workshops, job fairs, and special events offered on a regular schedule. The majority of core services are delivered by non-WIA funded staff either on-site or remotely. Staff assisted core services are delivered by WIA funded staff.

Appropriate intensive services are delivered in both group and one-on-one sessions by staff trained in the eligibility, assessment and service priorities of the One-Stop operator. Partner specialists provide the educational and/or training services authorized under intensive services. Training services authorized under WIA are delivered either by the One-Stop operator, partner organizations, contractual arrangements, or through vendors appearing on the approved Eligible Training Provider List (ETPL).

**c. Describe how the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities) are being met.**

The needs of dislocated workers, displaced homemakers, low-income individuals such as public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment (including ex-offenders, older individuals, people with limited English-speaking ability, and people with disabilities) are met through the services provided at the One Stops or through referrals to appropriate partners. Through the increased collaboration of each of the One-Stop partners listed in Attachment 2 specialized services and/or resources are made available to targeted populations in a seamless and more cost-effective manner. Such services may include workshops, mentoring, internships, basic computer skills, seminars, job matching and placement services designed to meet the needs and unique concerns of dislocated workers, welfare recipients, veterans, ex-offenders, individuals with disabilities, and older workers.

Job Readiness training may be provided to address the special needs of targeted groups experiencing severe barriers to employment. These targeted groups include ex-offenders, substance abusers, limited English speaking, non-high school/GED graduates, older workers, public assistance recipients, and persons with disabilities. Specific changes include provision of core services/activities for public assistance recipients; establishment of customer e-mail addresses, provision of labor market information; and additional job matching services. Since July, 2005, the Re-entry Center (ReC) at the Northwest Career Center has provided transitional services either directly or through partner services to ex-offenders that include: assistance in obtaining identification documents, legal services, child support assistance, clothing, referrals to housing and health services, cognitive restructuring, in-depth case management, literacy, and job placement.

Limited English speaking customers may be assisted through computer assisted training programs and contractual arrangements with training providers.

The needs of persons with disabilities are addressed by the One Stop through the cross training of staff on the identification of the various types of disabilities and the specific services available to this population. Services to persons with disabilities are provided via workstation accessibility technology that allows the customer to access all one-stop services and activities that include: digital learning labs, high tech labs, career labs and assessment tools.

Finally, all customers are exposed to the benefits and demands of non-traditional employment through career planning sessions, seminars, employer/training provider recruitment forums and on-line labor market information, posters and brochures.

**d. Describe the role, if any, of local faith or community-based organizations in your workforce development system.**

Faith Based Organizations and Community Based Organizations play a large part in career center activities. Center staff conducts outreach and marketing to community organizations to keep them informed and engaged in center activities. In addition, upon request, the career centers participate in FBO and CBO activities such as job fairs, Career Days, and provide career/job search workshops. One area of increased community and faith-based coordination is in Baltimore's workforce system's ex-offender re-integration and employment initiative. Dozens of non-profit

groups including Catholic Charities, the Job Opportunities Task Force, Goodwill Industries of the Chesapeake, and many faith-based leaders participate in the activities that are a part of this effort. The career centers provide information about employment and training opportunities through our website, formal partnership meetings, and through fax for those organizations that do not have access to the internet. The Baltimore Neighborhoods Indicators Alliance ([www.bnijafi.org](http://www.bnijafi.org)) is used to obtain updated information on new FBO's and/or CBO's in order to market One Stop services and activities.

- e. **Provide a copy of each Memorandum of Understanding (MOU) and Resource Sharing Agreement (RSA) between the Board and the One Stop partners at each Center as an attachment to the plan.**

Memoranda of Understanding and Resource Sharing Agreements are being submitted under separate cover.

**Mandated Partners**

The One-Stop Partners and representative for each are:

- 1) Programs authorized under Title I of the Workforce Investment Act  
Mayor's Office of Employment Development  
Karen Sitnick, Director
- 2) Programs Authorized under Title I -Job Corps  
Maryland Job Corps  
Adams and Associates, Inc.  
Rodney Butler, Executive Director
- 3) Wagner-Peyser Act Programs  
Department of Labor Licensing and Regulations  
Paulette Francois, Assistant Secretary  
Division of Workforce Development
- 4) Programs authorized under Title I of the Rehabilitation Act of 1973  
Maryland State Department of Education  
Division of Rehabilitative Services  
Robert A. Burns, Assistant State Superintendent

- 5) Activities authorized under Title V of the Older American's Act of 1965  
Family and Children's Services  
Katheryn Damico
- 6) Post secondary vocational education activities authorized under Carl D. Perkins Vocational and Applied Technology Education Act  
Baltimore City Community College  
Dr. Carolane Williams, President
- 7) Activities authorized under Chapter 2 of Title II of the Trade Act of 1974  
Department of Labor, Licensing and Regulation  
Paulette Francois, Assistant Secretary  
Division of Workforce Development
- 8) Veteran's activities authorized under Chapter 41 of Title 38 United States Code  
Department of Labor, Licensing and Regulation;  
Veteran's Services  
Paulette Francois, Assistant Secretary  
Division of Workforce Development
- 9) Employment and training activities carried out under the Community Services Block Grant Act Housing and Community Development  
Community Action Centers  
Paul T. Graziano, Commissioner  
Reginald Scriber, Deputy Commissioner
- 10) Employment and training activities carried out by the Department of Housing and Urban Development  
Housing Authority of Baltimore City  
Paul T. Graziano, Commissioner
- 11) Programs authorized under State Unemployment Compensation Laws  
Department of Labor, Licensing and Regulation  
Unemployment Insurance  
Julie E. Squire, Assistant Secretary, Unemployment Insurance
- 12) Programs authorized under Title II of the Workforce Investment Act (adult basic education and literacy training)  
Baltimore City Community College  
Dr. Carolane Williams, President

## **6. Services**

### **a. Adults and Dislocated Workers**

#### **1) Describe local strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services.**

All core, intensive and training services authorized under the WIA, as well as all partners providing services are available to adults and dislocated workers through the One-Stop Delivery system. Additionally, strong partnerships exist between the various employment and training programs in Baltimore City that promote access to a wide variety of programs and services in a manner that is seamless to the customer, such as job readiness, basic literacy, computer literacy, financial literacy, transitional employment services, job matching, labor market information, training, and job placement.

MOED also delivers a diverse menu of training opportunities for adults and dislocated workers through WIA and supplemental grant funds. This includes the ITA vouchering program, employer driven training utilizing the customized training strategy and on- the -job training opportunities through a National Emergency Grant. All training opportunities will target those jobseekers affected by the downturn of the economy.

#### **2) Describe your supportive service policy for adults and dislocated workers in accordance with the definition at sections 101 (46) and 134 (e) (2) of the WIA Act.**

The Mayor's Office of Employment Development's supportive services system is designed to directly assist individuals who are participating in One Stop Center activities (i.e. may include daily, weekly, and monthly bus passes to attend GED classes, skills training, job interviews, etc.) or link them to resources provided by partner agencies. To maximize resources and avoid duplicating services, MOED has developed partnerships with a wide range of agencies and community based organizations to link customers to supportive services such as clothing closets, child care support services, substance abuse treatment, temporary housing, and emergency food. Paramount to providing intensive employment and training services is the ability to assist customers through referrals to supportive services.

Staff regularly mobilize all of their creativity and resources to find solutions for customers facing challenges that may inhibit their ability to obtain and retain employment. Staff is trained to identify and define the problem and develop a customized plan so that customers can get the assistance they need. This plan is then integrated into the customer's Individual Employment Plan (IEP). These strategies include:

- **Transportation Assistance:** The Mayor's Office of Employment Development has forged successful relationships with several entities that provide transportation assistance to individuals seeking employment, or those who have obtained employment that is not easily accessible by public transportation.
- **Substance Abuse Intervention:** The Mayor's Office of Employment Development has taken a proactive approach in piloting relationships with the Baltimore Substance Abuse System and several other organizations to which customers can be referred for treatment. To that end, staff are professionally trained to identify the signs of substance abuse and to make the appropriate referrals on behalf of those customers. Customers returning to the One-Stop Career Centers following intervention have an improved chance of successfully completing their job search and/or training plan.
- **Crisis Intervention:** Career Development Facilitators (CDF's) at the respective One-Stop Career Center locations are trained to conduct a complete assessment of all customers. This includes identifying crises that may affect the participant's ability to be successful in the program. This may include referral to agencies dealing with problems of domestic violence, housing, health, budgeting, and so forth. Regular staff development activities include presentations from professionals knowledgeable in these areas. CDF's use the information obtained from the staff development activities to assist with the identification of potential abusers as well as to make referrals to available services for those in need.

**3) Describe your needs-related payment policy for adults and dislocated workers as defined in section 134 (e)**

The MOED does not provide needs based payments with WIA formula. We do however, provide matching dollars for employers to pay the wages of customers participating in customized training or OJT.

**4) Describe the Individual Training Account policy used in the local area. See Attachment 3.**

The MOED advocates that the Individual Training Account (ITA) initiative empowers and assists customers through a comprehensive assessment and development of their skills, aptitudes, abilities, and values. The ITA initiative is paramount to the customer's long term success and career planning process by helping them acquire marketable skills to successfully enter or re-enter the workforce at sustainable wages. Accordingly, all customers who are in need of training begin the process with an interest and aptitude assessment, and participation in a Training Strategies Workshop. The ITA initiative also includes the identification and implementation of an action plan to remove or stabilize Baltimore City resident's employment and training related barriers.

Customers choosing and deemed appropriate to access training through the ITA process are referred to the Training Strategies Workshop. The workshop provides customers with an in-depth orientation to the ITA process, policies and application requirements. The curriculum also introduces the resources available to them to facilitate their decision making process. To reinforce the information provided in the workshop, an ITA application packet is provided to each customer. The application process requires customers to justify that their career choice is in an occupation/industry with high growth projections (20% +). Using current labor market information, customers thoroughly research the demands, entry requirements, salary potential and certification requirements of their career choice, compare the performance and ancillary services of chosen vendors, and research job opportunities.

Completed applications are reviewed with the customer by center staff to ensure completeness and accuracy. The center supervisor also reviews the completed application packet and provides sign-off approval prior to submission to the Contract Specialist. Once the funding is approved by the Contract

Specialist, a “Welcome to ITA” packet is issued to the customer who reinforces their responsibility while in training and provides the start date and estimated end date of training. Extensive follow-up is conducted while the customer is in training to ensure that they are progressing and to offer assistance and guidance, as needed. Customers are required to submit attendance and grades to center staff, and in concert with center staff, develop and participate in a job search plan commencing 30-60 days prior to their estimated training completion date. The BWIB set the current cap for ITA vouchers at \$3,000, allowing for the consideration of exceptions based on an individual’s documented need and circumstances that would prevent them from preparing for a high demand occupation. The cap will be reviewed after final budget allocations are set. Generally, training should be completed within one year.

***Customized Training*** is an alternative strategy which assists businesses in hiring skilled workers for hard-to-fill or newly created positions.

Training guidelines are as follows:

- Businesses are responsible for a 50% match for each dollar invested in skills training. The match can be made monetarily or with in-kind contributions.
- Businesses agree to hire successful completers into full-time permanent positions with health benefits.
- Medical benefits requirement may be waived for businesses with less than 50 employees or whose wage at completion of training is greater than or equal to \$10 an hour.
- Businesses agree to pay new employees a competitive hourly rate for their industry sector.
- Businesses establish minimum qualifications and screen candidates from an established applicant pool.
- Businesses are fully involved in the interview, applicant selection and training process.

- Proposals are reviewed by Business Services staff on an on-going basis. Approval is granted for proposals meeting the strategy requirements.
- Proposals must be approved and a signed agreement in place before applicant recruitment can begin. Typically, the agreement process takes 60-90 days.
- Training must be completed in a reasonable timeframe, on average 1-4 months, not exceeding one year.
- Training costs must be reasonable and fully documented. The average cost for training is approximately \$3,000 per person.
- Training can be employer-based and/or offered by qualified vendors (e.g., OJT or classroom).

**5) Describe the local priority of service policy developed by the LWIB for providing Intensive and Training Services to Adult Participants under WIA Title I.**

Should insufficient funds be available to provide intensive or training services to all eligible customers that meet the criteria for such, priority will be given to public assistance or other low-income individuals. The MOED's priority of service policy will be implemented based on funding obligation or expenditures that fall above our quarterly projections.

**6) Describe the local policy for defining "self sufficiency" and "inability to retain employment" (663.230).**

**Definitions of Self Sufficiency:**

**Employed Adults and Dislocated Workers:**

An annual wage greater than or equal to 100% of the Lower Living standard. Employed individuals may qualify for intensive and re-training services if they lack the skills to retain or gain employment at a sustainable wage.

**Definition of Unable to Retain Employment**

Unable to retain is determined based on employer or industry indicators that support a decline or elimination of an occupation within the local labor market, industry or worksite. An indicator of individuals who are unable to retain a job may be recurring job terminations.

- 7) Identify the staff contact person (and an alternate) who will work with the State Dislocated Worker Unit to plan and provide Rapid Response services in the local area.**

**Rapid Response Contacts**

Rosalind Howard, Manager, Business Services  
Mayor's Office of Employment Development  
Business Services  
3001 E. Madison Street  
Baltimore, Maryland 21205  
443-984-3014  
[rhoward@oedworks.com](mailto:rhoward@oedworks.com)

Rosemary Woren,  
Senior Program Development Specialist  
Mayor's Office of Employment Development  
Business Services  
3001 E. Madison Street  
Baltimore, Maryland 21205  
443-984-3014  
[rworen@oedworks.com](mailto:rworen@oedworks.com)

- 8) What policies and strategies does the local have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?**

In accordance with the Jobs for Veterans Act (PL 107-288), the Veterans' Benefits, Health Care, and Technology Act of 2006 (P.L. 109-461) and 20 CFR Part 1010, published on December 19, 2008, MOED will ensure that eligible veterans and eligible spouses are identified at the point of entry, are

aware of their entitlement of priority of service and are given an opportunity to take full advantage of priority of service and the full array of employment, training, and placement services available under priority of service and any applicable eligibility requirements for those programs and/or services, consistent with the requirements outlined in Training and Employment Guidance Letter NO. 10-09 and Veterans' Program Letter NO. 07-09. The Initial assessment and registration documents must identify veteran status. Veterans advancing to intensive level and training services must document their veteran status by supplying a copy of their DD214 or other veterans' documentation. Priority of service for veterans as defined in the public law is as follows:

- Veterans must meet the program operator's eligibility requirements before priority is applied.
- Veterans will be afforded priority when they meet program eligibility requirements, and when two or more applicants are of equal status, skill or ability.
- First to be served will be public assistance recipients and low- income individuals who are also veterans.
- Second to be served will be public assistance recipients and low-income non-veterans.
- Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

The Career Centers utilizes a direct referral system from the greeter station to the appropriate next step via a referral card identifying the jobseeker as a veteran. Next steps include a connection with a Job Service Interviewer for job search assistance or referral to a Veterans' Representative for case management and additional support services.

The Career Centers post information advising customers that Veteran Services are available and explaining "Priority of Services" for Veterans.

## **b. Youth**

**What is the LWIB's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders,**

**children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities, and other youth at risk?**

- 1) Comprehensive services to eligible youth and meeting WIA requirements regarding youth program design. (Reference CFR 664.405.664.410) including those with special needs or barriers.**

### **Program Design**

Baltimore's local plan sets the vision for providing eligible youth with a comprehensive menu of services to ensure they acquire the academic credentials and the marketable job skills necessary to make the successful transition to adulthood.

As the Youth Council moved forward with its plan to craft a full-scale plan and select youth service providers, it had the benefit of the work that went into and came out of the School-to-Work and Youth Opportunity application process. A "blue print" was created for building a community anchored youth system which addresses outreach and recruitment, assessment and individualized career planning, referral to services, case management, and placement and follow up. A network of "community places/homerooms" augmenting the public schools is recommended as the most effective means of reaching youth to begin the process of engaging them in services. A format has been designed that will continue to guide the Youth Council in its deliberation of selecting the specific services to fall under the WIA's four major categories: Employability Preparation, Improving Educational Achievement, Support for Youth, and Leadership Development. The following provides some of the services Baltimore's Youth Council uses in its youth program design:

### **Objective Assessment**

Upon enrollment, each youth receives both an academic and occupational assessment. The analyses of these assessments help the selected Service Provider develop a customized plan with the youth to ensure that the appropriate academic services and supports are provided. Youth must take level 10 of the TABE.

Providers have the choice of several occupational interest and aptitude tests to offer youth. These are a combination of electronic, web-based and paper products. The appropriate test is selected based on the counselor's initial assessment of the youth's ability, education level and desire to determine a career area. Once identified, the youth is provided with opportunities for exposure and training in the career.

### **Development of an Individual Service Strategy (ISS)**

The ISS begins once the youth is enrolled. Demographic, academic and career interest data are entered on the forms. Working with the youth, the career counselors/youth advocates update the ISS monthly. Initial documents are submitted to the Fiscal Agent's MIS unit.

### **Preparation for post secondary educational opportunities is provided via:**

- College counseling, SAT support, and college tours
- Scholarships for high school students
- Activities targeting middle school youth in preparation for post secondary experiences

### **Linkages between academic and occupational learning include:**

- Support to School Based Career Academies
- Industry Advisory Boards - curricula validation, teacher externships, student work place exposure
- Exposing out of school youth to alternative learning connected to training in career growth industries such as information technology and computer repair/help desk
- Entrepreneurial training and school based enterprises
- Promoting multiple pathways to education and training for all youth

### **Preparation for unsubsidized employment includes:**

- Job Clubs
- Job Shadowing
- Community Based Youth Opportunity Initiative for Out-of-School Youth
- On the Job Training
- Career Mentoring Program

**Intermediaries and strong employer connections include:**

- WIB supported private sector summer jobs campaign
- Employer driven customized training opportunities
- Pipelines for job preparation with industry associations

**Ten Program Elements**

**1. Alternative Secondary Schools**

- Youth Opportunity Academy
- Collaboration with Baltimore City Public Schools Alternative Options/schools
- New and expanded school drop out and recapture learning centers
- Community college GED/high school options

**2. Summer Employment Opportunities**

Summer employment opportunities have been incorporated into our year round strategy for preparing youth for careers. Such summer opportunities include:

- YouthWorks – Private Sector and public funded summer jobs program
- NAF – summer internships for youth in related academies
- Community based work and learning activities

**3. Paid/Unpaid Work Experience**

- Internships
- Try out employment

**4. Occupational Skills Training**

- Office Administration including Microsoft Office Suite
- National Retail Certification
- Computer/Information Technology Career Training
- Entry level health related occupations
- Construction

## **5. Leadership Development Opportunities**

- Communications Dynamics Course
- Community Revitalization Projects
- City's Youth Commission

## **6. Guidance and Counseling**

- Career Awareness & Interest/Skills Assessment
- One Stop Center Career Services
- Case Management & Career Advocacy

## **7. Supportive Services**

- Mentoring
- Youth Opportunities Comprehensive Support

## **8. Follow Up Services**

- Career Seminars
- Job Fairs
- Job Coaches
- WIA Services Website

## **9. Tutoring**

- Novell
- Plato
- Computer lab instructors between classes

## **10. Adult mentoring**

- Advisory Board members adopt students
- Relationship with Maryland Mentoring Partnership

### **Coordination with Job Corps and Youth Opportunity Grant:**

Baltimore City's Youth Council membership includes a representative from Career Development Services, the outreach and recruitment arm of the Maryland Job Corps Centers, as well as the Youth Opportunity (YO) project manager. This, along with ongoing communication through the Baltimore Youth Provider Network, ensures that strong coordination will continue among the many youth serving programs in Baltimore. As a required One-Stop Partner, Job Corps will hold regular hours in each One-Stop site to

facilitate Job Corps recruitment, intake and placement services.

## **2) US/DOL New Vision for Serving Youth**

Baltimore's Youth Council builds on existing relationships developed across the city with CBO's, Faith Based institutions and local agencies to support a comprehensive, integrated workforce system for youth that is aligned with the Department of Labor's youth vision.

The initial step in implementing the tenets of the vision is to encourage service providers to focus on the neediest youth during the RFP (Request for Proposal) process. Additionally, over the Youth Council will focus on:

- Leveraging resources among providers to support programming;
- Funding alternative education models;
- Encouraging youth to pursue careers in high growth industries;
- Promoting coordination and real partnerships across agencies to inform and address youth policy issues; and
- Developing a five year strategic youth plan and implementing strategies.

### **Alternative Education Programs**

To ensure that we are connecting high school drop outs and those at risk of dropping out with secondary and post secondary education and training, Funding is weighted 85%-15% out of school/in school youth. All providers are required to have an educational component in their program design.

### **Skills for the 21<sup>st</sup> Century**

Working with the BWIB, youth programming utilizes the Workforce Innovation in Regional Economic Development (WIRED) principles which support the development of a regional, integrated approach to workforce and economic development and education. The BWIB and its Youth Council continue to work with the local economic development arm, the Baltimore Development Corporation, to catalyze the creation of high-skill and high-wage opportunities.

### **Serving Youth Most in Need**

Youth programs funded under WIA use a targeted recruitment process to engage foster youth, juvenile offenders, and children of incarcerated parents through the following programs:

#### **OSK (Operation Safe Kids)**

Operation Safe Kids is a collaborative project with the Baltimore City Health Department that strives to reduce youth violence by providing adjudicated youth comprehensive, integrated case management that supports youth in the community while ensuring accountability. Targeted youth for the program include:

- Adjudicated youth ages 13 – 17 who reside in the most high risk communities; and
- Have 3 or more arrests or 2 or more convictions for crimes of violence; OR
- Have a history of involvement in the drug trade.

Through Operation Night Light, youth receive twice-weekly curfew checks from Baltimore City Police Department officers and Department of Juvenile Services case managers.

#### **BHYI (Baltimore Homeless Youth Initiative)**

BHYI was created in response to a need for a comprehensive continuum of housing, resources, services and care for Baltimore's homeless and unstably housed youth and young adults between the ages of 14-24.

While Baltimore has many valuable resources for the homeless, there are significant gaps, especially for older youth. None of the homeless services in the city are designed specifically for youth ages 16-24; most of the transitional housing facilities do not have the capacity to provide significant supplementary services, and there are few coordinated linkages among the services.

BHYI believes that in order to achieve self-sufficiency in adulthood, youth need basic competencies, a sense of being connected to others and community, a sense of control over one's future, and a stable identity. Effective youth

development requires a holistic approach in order to successfully address the multiple needs of homeless youth and young adults. Achieving a significant impact on their development depends on the collaboration of many community partners.

BHYI is focusing its attention on a few key goals. This initiative is in the predevelopment phase of creating a permanent, supportive housing project for homeless youth. The building will be called Restoration Gardens, and will be located in Southern Park Heights at the site of the old Springhill Elementary School. The land is being acquired by the Deltas and the building is being developed by Aids Interfaith Residential Services (AIRS). BHYI is also preparing to assist Baltimore Homeless Services to seek out and count the number of homeless youth as part of the Homeless Census in early 2007.

BHYI recently received a U.S. Department of Health and Human Services Compassion Capital Grant to be used to increase the sustainability and capacity of BHYI and its members in serving homeless youth. The grant will provide technical assistance and training in the areas of leadership development, organizational development, program development and community engagement.

### **3) Sixth youth eligibility criteria**

The sixth eligibility criteria for youth (Ref: WIA Regulations 664.210) to be used in this jurisdiction is youth who live in a high poverty census area.

### **4) Justification for additional barrier**

Living in a poverty area has a multiplicity of adverse affects on youth. Higher rates of crime, violence, drug traffic, substandard housing and dysfunctional families, conditions standard to high poverty areas, make it more difficult to gain the skills and promote the interest and attitudes needed to succeed in the labor force.

## 5) Monitoring of 5% ratio

All youth engaged in WIA funded activities will be enrolled in a common Management Information System. On a monthly basis, enrollments, leaves, exits, and performance reports will be reviewed at which time the 5% window will be monitored and adjustments made as needed.

## 7. Customer Flow System

**Describe the customer flow process used in the local area (eligibility determination, assessment, movement through core to intensive to training services, priority of service, individualized training plans, case management and follow-up).**

### Customer Flow

Services are offered in a manner that result in customers accessing a comprehensive menu of employment opportunities, training offerings, partner services, and educational initiatives to ensure that customers gain access to the best employment and training opportunities to succeed. Services are classified into three categories - core, intensive and training services. The One-Stop Career Centers will utilize the Triage Model of customer flow. The Triage Model ensures that customers are not forced to follow a prescribed set of processes that may not meet their needs. Rather, a Greeter provides the customer with an informal needs assessment and written and verbal overviews of center services and activities. This process will enable the Greeter to quickly assess the customer's needs and triage customers to the appropriate center services.

All customers are encouraged to attend scheduled information sessions which are designed to orient customers to the full range of services and activities offered by the center and all One Stop partners. Partner activities are set based on their availability. Customers who are unable to attend such sessions are provided with written materials that describe the center's services and the monthly calendar of center activities. New customers are required to enroll in the Maryland Workforce Exchange (MWE) system prior to accessing center services. Customers are assisted in determining and accessing their appropriate next step (additional core services, intensive services or training services) by the assigned partner staff. Customers assessed as meeting the requirements for intensive or training services are scheduled to meet with appropriate staff. This customer flow model provides effective employment and training practices to assist customers in achieving their career objectives.

Although all One-Stop staff are trained to provide core services as well as assisted core services, these services are provided primarily by Wagner Peyser staff, and as appropriate, by other partners.

Customers requesting assistance with either translation services or assistance with job search services due to special needs are afforded the same services as other center customers through additional assistance from staff. Interpreters are available through the Language Links program, and ADA approved disability workstations are available for those who are site impaired.

### **Referral Process to Other Agencies**

The Mayor's Office of Employment Development refers customers to training and educational programs as well as other agencies and programs to meet their needs. For example, customers seeking employment who have reading and math grade levels of 0-6.9 may be referred to one of the many non-WIA funded literacy programs available in Baltimore City. Once customers complete this activity, they are linked back to the One Stop Career Center to continue their plan of service. In this way, Baltimore City maximizes services available to customers without duplication. Referrals to the non-One Stop services are made based on the individual's objective assessment and Individual Employment Plan (IEP). If the objective assessment and/or IEP indicates that the referral to non-One Stop services are part of the continuum plan of service for the customer and there is a continuing relationship, the referral is recorded on the IEP and in Maryland Workforce Exchange (MWE) and appropriate follow-up is conducted.

### **Case Management**

Case management is the vehicle used for the delivery of intensive services. Career Development Facilitators (CDF's) verify and determine that the customer has received the appropriate core services, and this information is documented in both the customer file and in the Maryland Workforce Exchange system. As part of the initial process, CDF's introduce themselves to the customers and conduct the "Initial Assessment". The "Initial Assessment" allows the customer to communicate their goals to the CDF and barriers to employment are identified. This exchange of information determines the customer's suitability to move forward with intensive services, which include formal assessments, supporting documentation for moving customers from core to intensive, identification of barriers (transportation, child care, housing, health, substance abuse, legal, education, language, etc.), eligibility determination, and updating information in the Maryland Workforce Exchange system.

Once a customer is determined eligible, the CDF develops the Individual Employment Plan (IEP), and uses it as the tool to manage customer career objectives. This includes weekly/bi-weekly/monthly contacts to the customer by the CDF as defined in their IEP. As needed, interest and aptitude assessments, skills brush-up, referral to remediation, basic skills, or referral to training opportunities are provided. Follow-up/retention is critical to case management; therefore, the CDF provides documentation until the customer has met the “Employment Retention” objective. The CDF encourages the customer to return to the center for additional activities and services. Quarterly surveys are conducted to verify that the customer is still employed during the second and third quarters after the job start date.

### **Follow Up Process**

Follow-up services are provided for a minimum of one year to customers registered in the Maryland Workforce Exchange (MWE) system who are WIA eligible and who have engaged in intensive or training services, and for WIA customers who exit the One Stop career center services with employment. Such services may include mailers, phone calls, notices of job fairs, financial and literacy workshops, network clubs, special recruitments and job announcements to support career growth. Every effort is made to keep customers focused on their career path and support them in the achievement of life long learning and upward mobility.

## **8. Performance Management**

Tracking and managing customer services is accomplished through the Maryland Workforce Exchange (MWE), a comprehensive automated case management system, implemented by the State. The system is capable of tracking all One-Stop job seeker and employer services to include self-service, partner services, supportive services, intensive services, training services and job referrals in a manner that promotes customer satisfaction and system accountability. Weekly performance management is conducted using data from the MWE.

Monitoring of WIA performance will be conducted using the state defined performance goals under Common Measures. The PY ‘11 measures and standards are as follows:

Adult Entered Employment Rate	84%
Adult Employment Retention Rate	84%
Adult Average Earnings (adjusted for Baltimore City)	\$11,205
Dislocated Worker Entered Employment rate	91%
Dislocated Worker Employment Retention Rate	89%
Dislocated Average Earnings Change (adjusted for Balto. City)	\$13,578
Youth Placement in Employment or Education	63%
Youth Attainment of a Degree or Certificate	66%
Youth Literacy or Numeracy Gains	65%

MOED will make every attempt to achieve the federally prescribed performance measures. Specific rates and standards will be negotiated with DLLR annually.

### **Evaluation process**

Evaluation has always been, and will continue to be, an integral part of the Mayor's Office of Employment Development. As a forerunner in the field of workforce development evaluation, MOED has a Program Evaluation department that is responsible for establishing goals and monitoring performance.

The MOED will conduct program as well as grant level analyses using data that will be compiled and analyzed using statistical software. Ultimately, the results of these analyses will be used to construct meaningful modifications to the delivery system.

In addition, the MOED, in conjunction with the BWIB, establishes agency, as well as program level goals and objectives. Important to the design of goals is a deep-rooted commitment to continuous improvement. As an agency, meaningful goals that impact the area's workforce development efforts are established, and are based on the local and statewide-unified plans. Special attention is paid to the federal and state required performance measures. Each program's goals are designed to assist in the achievement of the overarching goals.

Performance is calculated and analyzed on an ongoing basis. Analysis includes (but is not limited to) service sectors and penetration, performance standard indicators, cost effectiveness, labor market analysis and outcomes by program, service strategy, and customer characteristics.

Evaluation efforts require that data be collected from many different sources. Customer activity is tracked utilizing a statewide case management system. An analysis of services and outcomes provides the opportunity for continuous improvement of the one stop system. Customer information is obtained directly at the point of service. Fiscal activity is tracked utilizing a tracking system that interfaces with the Baltimore City fiscal system.

**9. Transparency and Public Comment**  
**Include a description of the process the local will use to make the Plan available to the public and the outcome of the local's review of the resulting public comments.**

Availability of the Baltimore City Workforce Investment Act Plan was published in two local newspapers during the week of May 1 2011. The plan was made available to the public through MOED's website or a direct request by phone or email. This publication was followed by a thirty (30) day comment period beginning May 23th and ending June 24, 2011. As comments are received, the plan will be amended. The entire plan is posted on the MOED website: [www.oedworks.com](http://www.oedworks.com) .

#### IV. ADMINISTRATIVE PROVISIONS –

##### A. PARTICIPANT ELIGIBILITY PROCESS

###### 1) Youth Eligibility

**“Eligible Youth” is defined as an individual who—**

- (A) is not less than age fourteen (14) and not more than age twenty-one (21);
- (B) is a low income individual; and
- (C) is an individual who meets one (1) or more of the following:
  - (i) Deficient in basic literacy skills
    - (a.) Reading or Math score less than 8.9 on any standardized test
    - (b.) Unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society
  - (ii) A school dropout
  - (iii) Homeless, a runaway, or a foster child
  - (iv) Pregnant or a parent
  - (v) An offender
  - (vi) An individual who requires additional assistance to complete an educational program, or to secure and maintain employment.

The term “low-income individual” refers to an individual who received an income, or is a member of a family that received a total family income, for the six (6) month period prior to application for the program involved (exclusive of summer wages, payment made in employment and training programs, work study programs, unemployment compensation, child support payments, and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402, SSI insurance payment [accidents, death]) that, in relation to family size, does not exceed the higher of:

- (i) the poverty line, for an equivalent period; or
- (ii) 70 percent of the lower living standard income level, for an equivalent period;

OR

in cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements. A youth with a documented disability will be considered a family of one and have their income eligibility

determined based on their own income (excluding the family total income).

In addition, WIA allows up to five percent (5%) of a local program's youth participants to come from individuals who do not meet the minimum income criteria to be considered eligible youth, if such individuals are within one (1) or more of the following categories:

- (A) individuals who are school dropouts;
- (B) individuals who are basic skills deficient;
- (C) individuals with educational attainment that is one (1) or more grade levels below the grade level appropriate to the age of the individuals;
- (D) individuals who are pregnant or parenting;
- (E) individuals with disabilities, including learning disabilities;
- (F) individuals who are homeless or runaway youth,
- (G) individuals who are offenders, or
- (H) other eligible youth who face serious barriers to employment as identified by the local board.

**OR**

a single person 18 years of age or older who receives less than 50% of his/her support from the family member(s) with whom he/she resides.

WIA requires that at least thirty percent (30%) of youth expenditures be spent on services to Out-of-School Youth. Eligibility as an Out-of-School Youth is defined as individuals that are school dropouts, have graduated high school, or obtained a GED; and are basic skill deficient; and are underemployed or unemployed.

WIA defines Youth as individuals fourteen (14) through twenty-one (21) years of age and Adults as individuals ages eighteen (18) and older. Within both groups there is a program eligibility age overlap for individuals eighteen (18) through twenty-one (21). WIA allows concurrent enrollment for individuals within the eighteen (18) through twenty-one (21) age group; they may receive services from, and be registered in both the Youth and Adult programs.

## **2) Adult and Dislocated Worker Eligibility**

To be eligible as an Adult or Dislocated Worker, a customer must be at least eighteen (18) years of age.

Under WIA, for Adults and Dislocated Workers, core services are seen as universally accessible through the One-Stop Delivery System. Primarily, core services are informational and self-directed through the One-Stop system. Adults receiving core services are not required to provide any documentation of WIA eligibility criteria.

Individual Adults and Dislocated Workers who have made use of at least one (1) core service, and have demonstrated a need for a more in-depth level of assistance, may qualify for intensive services. Similarly, individual Adults and Dislocated Workers who have made use of at least one (1) intensive service and have demonstrated a need for more in-depth level of assistance may qualify for training services. Additionally, when funding is limited, the local "priority of service" policy will be implemented for Adults and Dislocated Workers.

### ***Dislocated Worker Eligibility***

- 1) Are unemployed and have been terminated or laid off from employment, or currently possess a notice of impending termination or layoff from employment;

**OR**

Have obtained interim employment and have been terminated or laid off from employment, shall still be considered to meet this definition when the individual's current weekly wage does not exceed seventy five percent (75%) of his/her weekly wage at the time of termination;  
**and**

- (a) Are eligible for, or have exhausted, unemployment compensation benefits in connection with or as a result of the layoff/termination; **or**
- (b) Have been employed, but is not eligible for Unemployment Compensation due to insufficient earnings; **or**
- (c) Performed services for an employer that were not covered under a state unemployment compensation law; **and**

Are unlikely to return to the industry or occupation from which they were (will be) laid off/terminated.

**OR**

2) Must have been terminated or laid off during the past three (3) years, or are employed and possess a notice of termination/ layoff as a result of any permanent closure of or any substantial layoff at a plant, facility, or enterprise.

(a) Have obtained interim employment and have been terminated or laid off from employment due to plant closure, shall still be considered to meet this definition when the individual's current weekly wage does not exceed seventy five percent (75%) of his/her weekly wage at the time of termination.

(b) The term "substantial lay off" means any reduction-in-force which is not the result of a plant closing and which results in an employment loss at a single site of employment during any thirty (30) day period of:

(i) At least thirty-three percent (33%) of the employees (excluding employees regularly working less than twenty (20) hours per week); **and** at least fifty (50) employees (excluding employees regularly working less than twenty (20) hours per week); **or**

(ii) At least five hundred (500) employees (excluding employees regularly working less than twenty (20) hours per week).

**OR**

3. Were self-employed (including farmers and ranchers) and are currently unemployed as a result of general economic conditions in the community where they reside or because of natural disasters, subject to regulations prescribed by the Secretary of Labor.

(a) Categories of general economic conditions include, but are not limited to:

- (i) Failure of one (1) or more businesses to which the self-employed individual supplied a substantial proportion of products or services;
  - (ii) Failure of one (1) of more businesses from which the self-employed individual obtained a substantial proportion of products or services;
  - (iii) Substantial layoff(s) from, or permanent closure(s) of, one (1) or more plants or facilities that support a significant portion of the state or local economy.
- (b.) Categories of natural disasters include, but may not be limited to, any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snow storm, drought, fire, explosion, or other catastrophe.

**OR**

4. Is a displaced homemaker defined as:
- (a) one who was providing unpaid services to family members in the home and who has been dependent on the income of another family member **AND**
  - (b) is unemployed or underemployed, and is experiencing difficulty in obtaining or upgrading employment.

**B. OVERSIGHT AND MONITORING-**

1. The financial activities of sub-recipients are monitored, continuously, throughout the life of contractual agreements, principally through the processing of invoices submitted (generally monthly) for payment. Invoices must be accompanied by adequate documentation to support the reasonableness, appropriateness and legitimacy of the indicated costs/charges. The review and processing of invoices is viewed as a Desk Monitoring procedure. During this Desk Monitoring process we are also testing that participants served during the period were truly eligible for service under the applicable funding stream.

We also do an on-site review of sub-recipients' records and activities on contracts with at least a one year term, during the contract period.

2. To ensure that expenditures are made against the cost categories and within the cost limitations specified in WIA regulations, detailed budgets and budget controls are put in place for the One Stop system, including sub-recipients, before expenditures are made. During the budget review and approval processes, WIA regulations, including restrictions, are taken into consideration. The approved budgets function as a major control tool during the procurement and expenditure request and approval cycles.
3. MOED has and will continue to incorporate various procedures and tools into its processes to ensure that sub-recipients are in compliance with other provisions of the Act and regulations and other applicable laws. Those procedures and tools include, but are not limited to: all contract documents being reviewed and approved by the city's law department and Board of Estimates before ratifying; requiring audited financial statements from sub-recipients, if applicable; insuring that sub-recipients are in good standing with the state's Tax Assessment office; etc.
4. Any questionable procedures and/or costs identified during the Desk or On-Site Monitoring processes are communicated to the sub-recipient in writing and in a timely manner. The sub-recipients are given an opportunity to address and discuss the issues before a final determination of allowance or rejection is issued by MOED, in writing. The sub-recipient is subsequently required to submit a detailed Plan of Corrective Action, including repayment plans if applicable, of which the detailed actions are subject to monitoring by MOED.
5. When requested or when MOED deems it necessary and/or prudent, MOED provides technical assistance to ensure that the sub-recipient/contractor consistently complies with the terms and conditions of the contract, the Act and WIA regulations.
6. MOED in conjunction with the BWIB, uses various evaluation methods to oversee the One-Stop system, youth activities and employment and training activities. The MOED, in conjunction with the BWIB, has established agency, as well as program level goals and objectives. Performance is calculated and analyzed on an ongoing basis by MOED's Evaluation Department. Analysis includes, but is not limited to, performance standard indicators, cost effectiveness, labor market analysis and outcomes by programs, service strategy, and customer characteristics. In concert with the

BWIB's Training and Post-secondary Education Committee, *The Talent Development Pipeline Study was published in 201. This study provided a "gap analysis" of the supply and demand for qualified job candidates to meet the needs of Baltimore' high growth industries over the next five to six years.*

The BWIB's Workforce Effectiveness Committee (WSEC) provides support to MOED's efforts towards continuous improvement by conducting research studies such as the state of Baltimore's workforce, comparisons to other similar local areas, and other pertinent workforce issues. Additionally the Youth Council, with the assistance of MOED, conducts quarterly monitoring visits of all youth providers evaluating contractual and WIA performance.

7. Youth Works summer worksites will be monitored by an Enrollee Service Specialist (ESS). The ESS, in coordination with the worksite supervisor, will ensure the youth gains work readiness skills and career exposure to a variety of public or private sector industries.

The field duties of the ESS include:

- Serving as liaison between the Youth Works office and the worksite.
- Visiting worksite supervisors prior to start-up of the summer program to review policies, procedures, etc.
- Establishing a weekly schedule for pick-up and distribution of materials including timesheets, paychecks, accident report forms, and other necessary paperwork.
- Reviewing documents picked-up from the worksite for completeness and accuracy
- Visiting worksites at least 2-3 times a week
- Reviewing daily attendance records of enrollees.
- Completing the Worksite Activity Review Form (WARF) as part of the monitoring process.
- Resolving worksite problems or referring to Unit Supervisor and documenting on the WARF
- Distributing and collecting enrollee's evaluations at the end of their experience

## **C. GRIEVANCE PROCEDURES/COMPLAINT PROCESSING PROCEDURES**

1. This grievance procedure is concerned with the protection of the rights, privileges and prerogatives of WIA program participants/employees/sub-recipients and other interested parties affected by

the local workforce investment system, including one-stop partners and service providers for the purpose of receiving and resolving complaints raised in connection with WIA programs operated by MOED and its sub-recipients. The Mayor's Office of Employment Development (MOED) has established procedures for resolving disagreements among the parties to any grievance in compliance with Section 181 of the Workforce Investment Act (WIA).

There shall be no reprisals against a WIA program participant/employee/sub-recipient for instituting or pursuing the resolution of a grievance. In instituting or pursuing the resolution of a grievance, program participants, MOED employees, sub-recipients and their selected representatives shall be unimpeded and entirely free from interference, discrimination, or coercion.

Employers, including private-for-profit employers of participants under the Act, are required to have a Grievance Procedure as a condition of participating in programs for the training or hiring of participants under the Act. Employers may operate their own complaint system or may utilize the complaint system established by the Mayor's Office of Employment Development (Attachment 4). Employers must inform participants and their employees of the complaint procedure they are to follow when the participant/employee begins employment.

An employer's complaint system shall provide for, upon request by the complainant, a review of an employer's decision by the MOED and the state if necessary, in accordance with 667.000 of the regulations.

- a. Complaints alleging discrimination on the basis of race, sex, religion, color, national origin, age, political affiliation or belief, and for beneficiaries only, participation in programs funded under the WIA in admission or access to, opportunity or treatment in, or employment in the administration of or in conjunction with, any WIA funded program or activity, may file a complaint, either by him/herself or through a representative, within one hundred eighty (180) days from the date of the alleged violation with the MOED's equal opportunity officer. If such a complaint is received, MOED will immediately notify DLLR and the directorate of Civil Rights, Washington, D.C. of the existence of the complaint. A complaint may be filed directly with the Directorate of Civil Rights (DCR), U.S. Department of Labor, 200 Constitution Avenue, N.W., Room N-4123, Washington, DC 20210. If the complainant elects to file his/her complaint with the MOED, the complainant must wait until the MOED issues a decision or until ninety (90) days have passed, whichever is sooner, before filing with DCR. If the

MOED has not provided the complainant with a written decision within ninety (90) days of the filing of the complaint, the complainant need not wait for a decision to be issued, but may file a complaint with DCR within thirty (30) days of the expiration of the sixty (60) day period. If the complainant is dissatisfied with the MOED's resolution of the complaint, the complainant may file a complaint with DCR. Such complaint must be filed within thirty (30) days of the date the complainant received notice of the MOED's proposed resolution.

Disabilities Discrimination: Persons with this type of discrimination complaint must first utilize or exhaust the grievance procedure of MOED before a complaint may be filed with the Directorate of Civil Rights, Washington, D.C. If such a complaint is received, MOED, will immediately notify DLLR of the existence and nature of the complaint using the Notification of Receipt of WIA Complaint Alleging Discrimination form. Complaints must be filed within one hundred eighty (180) days from the date of the alleged discrimination. Filing with the Directorate of Civil Rights must occur in writing within thirty (30) days of the MOED decision or ninety (90) days from the date of the original filing, whichever is earlier, if the complaint has not been satisfactorily resolved at the local level within sixty (60) days of the filing date regardless of whether the local procedures have been exhausted.

- b. Complaints and Grievances not alleging illegal discrimination will have resolution attempted by exhausting this grievance procedure. If resolution is not achieved, complainants may request a DLLR review of findings by filing a request with DLLR after receiving MOED's decision that resulted from the hearing of the complaint. Complaints must be filed within one (1) year of the event(s) on which the complaint is based except in the case of complaints alleging fraud or criminal activity. DLLR will render a decision on the grantee's written decision within ninety (90) days of the original complaint date.

Complaints by regular employees or their representatives that allege any labor standards violations have the opportunity for an informal resolution of the complaint. If not resolved informally, a hearing will be held in accordance with this grievance procedure. The procedure must take no longer than sixty (60) days from the date of filing to be exhausted which includes time spent informally attempting to resolve the complaint. The complainant has the right to have the decision

reviewed by DLLR. The complaint must be filed within one (1) year of the alleged occurrence.

2. The grievance should be presented by the WIA program participant/sub-recipient or other interested parties using the MOED grievance form. The aggrieved should present in writing and discuss the matter with his/her immediate supervisor within five (5) calendar days from the date of the event, or of his/her knowledge thereof, which is the basis of the grievance. The immediate supervisor will attempt to adjust the grievance within five (5) calendar days from when the grievance was presented. If not resolved to the satisfaction of all parties the grievance may be appealed to the Department Head within five (5) days after a response is given by the immediate supervisor. This appeal must be in writing and should be forwarded to the WIA program participant's/employee's/sub-recipient's immediate supervisor. The immediate supervisor will, upon receipt, forward the appeal to the Department Head along with a copy of his/her response to the grievant. The Department Head is allowed five (5) calendar days beginning with the day on which the written appeal is received for settlement.

If the matter is not satisfactorily resolved, the Second Step, the grievant may appeal the decision to the appropriate EEO Officer of MOED and request an information hearing on the matter. The appeal of the decision and request for a hearing must be submitted in writing to the EEO Officer of MOED by the grievant within five (5) calendar days after a decision is rendered.

Upon receiving an appeal and request for a hearing, the EEO Officer shall appoint an impartial hearing officer to hear the complaint. Hearings shall be conducted within ten (10) days of filing a grievance at the Third Level (within thirty (30) days of the date on which the grievance was filed with the MOED). Written notice shall be given to the complainant of the date, time, place of the hearing, the manner in which the hearing will be conducted and the issue to be decided. Written notice to other interested or affected parties and the method by which they may request to participate shall also be given when necessary.

Within five (5) days after the informal hearing, a written notice of the decision of the hearing officer shall be provided to the grievant, his/her representatives, and all other interested parties.

The written decision, including a synopsis of the facts, a statement of reasons for the decision and a statement of remedies, if applicable, will be sent to each interested party.

The entire hearing shall be recorded, and this recording shall become a part of the permanent record of the proceedings. The grievant may request a copy or transcription of this recording at his/her own expense.

If the grievant is not satisfied with the Hearing Officer's decision, he/she may appeal the decision to the Director of the Mayor's Office of Employment Development within five (5) days. The Director or her designee shall review all materials introduced and review the recording of the hearing. Within five (5) days of the Director's review, a written notice of the decision of the Director shall be provided to the grievant, his/her representative, and all other interested parties. If the grievant is not satisfied with the Director or his/her designee's decision, the grievant may appeal the decision reached to the Department of Labor, Licensing and Regulation. The appeal must be submitted in writing after receipt of the decision from the Mayor's Office of Employment Development. (Note: 10 days is not a standard used for receiving, but for determining the matter once received.)

Where a decision is made that there is probable cause to believe that an alleged act of discrimination has occurred, the Equal Opportunity Officer, the Manager for Contracting & Compliance, a Contract Specialist and the appropriate program administrator shall determine and recommend appropriate remedies to correct the violations found and prevent recurrence of those violations.

Remedies shall be tailored to the specific circumstances and violations and may include:

- a. provision of service, benefit or employment opportunity denied
- b. monetary payment for loss of employment opportunity or benefit
- c. disciplinary action(s) against the individual(s) found to have discriminated
- d. training for individual(s) found to have discriminated and for other appropriate individuals
- e. nullification of an adverse action

- f. removal of adverse records or documents from client/personnel files, and
- g. preparation of statement of no retaliation

Should the proposed remedies be acceptable to all parties, if appropriate, the EO Officer shall prepare a written Settlement Agreement which contains the specified remedies and which the complainant and respondent will sign.

The Agreement shall include a stated time frame for implementation of the remedies.

Should the complainant or respondent be dissatisfied with the recommended remedies and no solution appears probable, the Equal Opportunity Officer shall inform the complainant of additional filing rights and time frames for filing as appropriate.

Where the Equal Opportunity Officer makes a decision that there is no probable cause to believe that an alleged act of discrimination has occurred, the individual assigned the complaint shall notify the complainant and the respondent.

Where the complainant does not accept the decision of no probable cause, the Equal Opportunity Officer shall inform the complainant of additional filing rights and time frames for filing as appropriate.

#### **D. NON-DISCRIMINATION AND EQUAL OPPORTUNITY PROVISIONS**

##### **1. Reasonable Accommodation**

In serving persons with disabilities, the MOED will make every effort to provide reasonable accommodations to allow for full program participation including, but not limited to, providing auxiliary aids and services and ensuring effective communications through alternative formats.

##### **2. Communication - Individuals with Disabilities**

The MOED will take reasonable steps to provide auxiliary aids and materials to ensure that communications with individuals with disabilities, including individuals with visual or hearing impairments are assisted. Examples include but are not limited to: large print, Braille, interpreting services, allowing people with visual or learning disabilities or who have limited use of their hands access to tape recorders or a computer.

3. **Notice and Communication – Languages Other Than English**  
For individuals having limited English, particularly members of the Spanish-speaking population, MOED will provide written materials in Spanish.
4. With regard to nondiscrimination and equal opportunity in WIA Title I financially assisted program, the MOED will comply with WIA Sec. 188 and 29 CFR Part 37.

## **E. PROCUREMENT AND CONTRACTING PROCEDURES**

1. MOED follows the procurement policies and procedures outlined by the City of Baltimore. The actual procurement of most goods and non-professional services are initiated by MOED but the actual awards and placement of orders is handled by the Baltimore City Bureau of Purchases.

The city's procurement policies do allow for MOED to procure goods and services which are valued at less than \$5,000 after securing at least three (3) competitive quotes and making a sound price and quality comparison. There are few exceptions permitted to the process.

2. **Contracting Procedures (Contracting for Core, Intensive and Training Services)**

- a. MOED will advertise applicable subcontracting opportunities and make selections using sound competitive procurement procedures and practices.

The MOED will also utilize the list of Individual Training Account providers that have been approved by the Maryland Higher Education Commission. The MOED will also adhere to the parameters delineated in the Workforce Investment Field Instruction (WIFI) No. 11-99: Training Providers System.

Furthermore, the MOED shall comply with procedures to conform to the standards contained in the United States Department of Labor Regulations 29 CFR Part 97 – Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

- b. The MOED shall adhere to the acquisition, management and disposition of property as prescribed in the United States Department of Labor Regulations 29 CFR Part 97 and 29 CFR Part 95.
- c. The BWIB has prepared and implemented its Conflict of Interest policy (Attachment 5) signed by each BWIB member. This policy addresses conflicts of interest including matters related to the awarding of contracts.

## **F. FISCAL CONTROLS**

1. The MOED will utilize the Baltimore City Dynamics Financial System as the main source for financial tracking and accounting record keeping. The City Dynamics System is operated in accordance with Generally Accepted Accounting Principles (GAAP).

To further support the WIA reporting requirements, the MOED has implemented a customized version on Kintera Fundware, procurement and accounting management system, which complements the City Dynamics Financial System.

- a. The City Dynamics and FundWare systems enable MOED to track:
    - (1) Obligations /Encumbrances
    - (2) Expenditures
    - (3) Assets
  - b. The fiscal systems also permit tracking of:
    - (1) Program income
    - (2) Stand-in costs
    - (3) Excess revenues and/or expenses
  - c. These systems enable the MOED to prepare the financial reports required by the state for WIA reporting.
2. MOED's Fiscal Administration and Contracting Units are the primary units responsible for financial recording and reporting.
  3. Both the City Dynamics and the MOED's FundWare system are designed so that costs incurred are reported against the cost categories established by the MOED. Each funded activity requires an expenditures budget. Prior to the expenditure occurring, the budgeted amount requested is placed into the appropriate cost category (administration or training). Monitoring of financial documents and records by the appropriate MOED staff ensures that

the correct cost category is being charged and that costs associated with the program are proper and allowable under WIA regulations.

a. Fiscal Reporting System

The monthly receipts and expenditures reports are generated by the Baltimore City Accounting Operations Division. Interfacing these reports with the internal financial management information system, accruals are recorded. The internal Fundware accounting system is a reference for reporting expenditures to the DLLR.

b. Obligation Control System

The MOED initiates a planning cycle prior to the beginning of the program year to determine funding strategies for each of its grants. This planning process allows for control of the total obligation level of each funding source. After planning targets are identified and subsequent programs are put in place, MOED staff monitors the obligation and anticipated expenditure levels of each of its programs and grants to ensure that costs will not exceed the available funding limits. A variety of review mechanisms are in place to monitor and control the level of obligations and subsequent expenditures.

c. As planned, upon submission of a legitimate invoice submitted by the training vendor, pending reviews and approval by MOED. MOED will forward approved invoices to the City's Disbursements Department for payment to the vendor.

d. To track revenues and expenses for each grant fund, each grant is assigned a separate and discrete fund number. At the expenditure level, Fundware currently utilizes a 15-digit budget account number structure. The budget account number structure is maintained in a formal Chart of Accounts.

15-Digit Chart of Accounts Definition

<u>XXXX</u>	<u>XXX</u>	<u>XXX</u>	<u>XX</u>	<u>XXX</u>
Grant	Title	Program Activity	Cost Category	Object Sub- Object

Grant: Represents the source of WIA funding (Adult, Youth, and Dislocated Worker)

Title: Denotes the source of funds for the grant (i.e., State, Local, Federal, Other)

Program Activity: Represents the budget cost centers.

Cost Category: Denotes whether the cost associated with the activity relates to Administration or Program.

Object/Sub-Object: Denotes the classification of costs (i.e., wages, fringe costs, and payment to contractor, materials and supplies).

The **City Dynamics System** utilizes a 26-digit account number structure. There is a mapping system in place to link the Fundware account number to the corresponding City Dynamics account number.

e. Accounts Payable System

Within the MOED's infrastructure, a series of checks and balances are used to insure the accuracy and timeliness of the accounting for revenues and expenditures. Upon receipt of an invoice for payment, this document is reviewed and must be approved at two separate and independent levels before it is submitted to the City's Department of Finance for payment processing.

The Fiscal Division of the MOED maintains the chart of accounts (adds, deletes, etc.) and coordinates with the City's Accounting and Finance Divisions. Accounting entries for both contracted and non-contracted expenditures are reviewed for fiscal accuracy and correct cost categories prior to assigning charges. In the event of human or mechanical errors, the account incorrectly charged is corrected via a change request to the City's Accounting operations.

f. Staff Payroll System

The staff payroll system is a part of the Baltimore City Payroll System and requires time and attendance reports to be submitted every other week. Time and attendance reports must be approved by both the staff person and his/her supervisor. The City Payroll Department processes all payrolls and maintains all backup documentation. Entry and changes are submitted by the MOED's Human Resources Department for new employees, staff transfers, terminations and salary increases. The MOED Human Resources Department monitors all changes, and in the event of errors, initiates the appropriate changes.

g. Participant Payroll & Stipend Payment System

The participant payroll and stipend systems follow the same procedures as the staff payroll system, except the payroll changes and processing are under the control of a unique administrative unit. The time and attendance reports are signed by both the participant and the program operator.

5. The MOED assures that all financial transactions will be conducted and its records maintained in accordance with General Accepted Accounting Principles (GAAP).
6. Grant funds awarded are generally received via Cash Draw down requisitions submitted to DLLR by the BWIB/Fiscal Agent. The revenues received from DLLR are identified using a unique 26-digit account coding structure to ensure appropriate accounting of the various funding sources. Utilizing the City's Accounting and Finance structure, deposit slips are prepared denoting appropriate amounts and accounts, and forwarded to the City's Finance Office.

All check receipts are deposited daily in revenue accounts established with the Baltimore City Department of Treasury. On a monthly basis the grant revenue ledger accounts are reconciled with the deposit slips. NOTE: All Grant cash draw down requisitions submitted to DLLR are based on actual and accrued expenditures which minimizes or eliminates excess cash on hand.

Reimbursement (via grant funds) of expenditures by service providers is preceded by an invoice requesting payment. Invoices

are accompanied by back-up documentation that is retained by MOED monitoring staff. Once the controls identified (including verification/validation processes) are met, the invoice is approved for payment and submitted for processing. The City's Department of Finance, Disbursement Division, processes and disburses payment for the approved amount and forwards payment directly to the service provider.

7. Cost Allocation Plan

The MOED charges actual and estimated (budgeted) expenses to the benefiting program/funding source. Expenses benefiting a single program/funding source are directly charged while those benefiting multiple programs/funding sources are "pooled" for later pro rata allocation between the multiple programs/funding sources based on logical criterion. The bases for allocation could include, but are not limited to: number of unduplicated users; square footage of space occupied; percentage of direct personnel costs of one program to total direct personnel costs of all programs; etc.

Pooled costs are classified as Administrative Costs (ACP) or Program Costs (PCP). Additional cost pool classifications may be developed in the future. Costs that are directly charged are also categorized as Administrative or Program based on guidelines established by each funding source. The Cost Allocation Plan and its related distribution methodologies will be reviewed and re-evaluated periodically with modifications being made where warranted.

MOED intends to share allocated One-Stop Career Center costs with required partner agencies via negotiated and equitable resource sharing agreements with each. Each partner will be encouraged to contribute a fair share of the operating costs of the One-Stop system.

8. All governmental and non-profit sub-grantees of MOED must follow the applicable audit regulations of the Office of Management and Budget (OMB) Circulars, i.e. Circular A-133, N-122, A-21, 48 CFR, Part 31. An annual financial and compliance audit, if applicable, will be conducted and resulting auditor's report submitted to the Department of Labor, Licensing and Regulation/Office of Employment Training within thirty (30) days after issuance of the audit report, but no later than nine (9) months after the end of the audit period. Furthermore, the BWIB or fiscal agent ensures that all required sub-recipient audits and all sub-recipient audit resolution procedures are completed.

9. The BWIB/Fiscal Agent will have the lead responsibility for resolution of any and all debts pertaining to WIA funds awarded to sub-recipients that operate a program. Usually a potential debt is identified at the point where an audit of the program has identified questioned or disallowed costs. The resolutions to the finding(s) are:
  - a. The sub-recipient is given no more than thirty (30) days to either accept the finding(s) and acknowledge the debt or provide additional documentation not reviewed during the audit which documents the allowability of the costs questioned. NOTE: disallowed costs are automatic debt payments due to the BWIB.
  - b. If documentation is received, the BWIB/Fiscal Agent and the auditors will review and either accept or reject the documentation. This review shall conclude not more than thirty (30) days upon receipt of the documentation.
  - c. Should the original finding(s) stand, the BWIB/Fiscal Agent will notify the sub-recipient in writing of its findings and prepare a repayment schedule to recover all funds due. The repayment of funds shall not exceed six (6) months from the date of notification from the BWIB/Fiscal Agent.
  
10. In the event the sub-recipient fails to pay, one or more of the following steps will be initiated:
  - a. In the event the BWIB has a current agreement with the sub-recipient, the invoices submitted for payment will not be paid until such time the sub-recipient pays the debt in full.
  - b. In the event the BWIB has a current agreement with the sub-recipient, the agreement will be suspended until the debt is paid in full. If not paid, the agreement will be terminated.
  - c. The City of Baltimore Law Department will be notified and initiate legal actions to recover the debt.
  - d. The Baltimore City Department of Finance will be notified and place a lien on any funds the sub-recipient may be receiving from the City.

## **G. LOCAL WORKFORCE INVESTMENT BOARD (LWIB) – CHIEF LOCAL ELECTED OFFICIAL (CLEO) WORKING AGREEMENTS**

See Attachment 6.

## **H. RESPONSIBILITIES OF THE ONE-STOP SERVICE DELIVERY SYSTEM**

**Describe the process to be used by the LWIB to meet its responsibilities related to One-Stop operations as outlined in WIFI No. 7-99.**

### **Responsibilities of the Local Workforce Investment Boards for the One-Stop Service Delivery System**

1. In accordance with State and Federal guidelines, the Mayor and the BWIB have appointed The Mayor's Office of Employment Development as the Operator for Baltimore City.
2. The role of the One-Stop Operator is described in Attachment 2, BWIB/Operator Agreement and Attachment 3, One Stop Memorandum of Understanding.
3. The ongoing BWIB planning process will be the platform that defines the number and type of centers required to best service the workforce development needs of Baltimore City. Additional or subsequent appointments of One-Stop managers will be accomplished through the competitive process.
4. Each year the BWIB, through its committee structure, will provide guidance necessary to meet the minimum requirements for each center<sup>1</sup>
5. On behalf of the BWIB, MOED sets performance including customer satisfaction measures for each one-stop center. The BWIB may select additional performance measures as deemed appropriate by the Executive Committee.
6. The BWIB has adopted workforce goals as a "call to action". It recognizes the value of setting objectives and milestones and reporting quarterly on movement towards achieving goals.
7. MOED negotiates Memoranda of Understanding (MOU's) with all mandatory partners on behalf of the BWIB Executive Committee.

## **I. CONTINUOUS IMPROVEMENT/CONSUMER REPORT**

The Baltimore City One Stop System embraces the concept of a market driven eligible provider system with a customer driven consumer reports system. The Maryland Higher Education Commission (MHEC) oversees the State's Eligible List of Training Providers and reports on program enrollments and performance outcomes for all training providers listed. Customers will be educated with consumer reports provided by MHEC including timely accurate information on training provider curricula, support systems, outcomes and employment potential. Career decisions will be based on labor market information that includes employment trends, and selections will be made in high growth industries with career path opportunities. To remain competitive in such an environment, training providers must design programs that are responsive to employer, worker and job seeker needs. MHEC will monitor provider's performance on an ongoing basis and poor performers shall be deleted from the list of eligible providers. Training providers shall be made aware of the new requirements by MHEC prior to participating as an eligible provider. Technical assistance, as it relates to improving program outcomes, may be made available to eligible providers through the One Stop Operator.