



# Baltimore County Local Workforce Area Plan

Workforce Innovation and Opportunity Act (WIOA)

2016 - 2020

*2019 Update*



Workforce Development Board | Department of Economic & Workforce Development

## Baltimore County Workforce Development Board

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## Letter from the Workforce Development Board Chair

Anna-Maria Palmer, Chair  
Baltimore County Workforce Development Board  
Baltimore County Department of Economic & Workforce Development  
400 Washington Avenue, Suite 100  
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To the Members of the Governor's Workforce Development Board and the Maryland Department of Labor, Licensing and Regulation:

I am pleased to present an amended copy of the WIOA Local Workforce Area Plan for 2016-2020 for Baltimore County. Submitted in 2016, the original plan focused primarily on our local workforce board's goals to establish a demand-driven workforce system and develop skilled, job-ready residents to supply the talent needed to retain and grow County companies. The Workforce Development Board (WDB) formed working committees to provide in-depth analyses of the local workforce system's capacity from a supply, demand, and operational perspective. The resulting recommendations were foundational to developing a local strategy for our transition to and implementation of the new WIOA legislation in Baltimore County.

Subsequently, DEWD and the WDB have prioritized its research efforts to identify the industries that serve as the greatest economic and employment drivers for the County, so that we may better align our workforce, education, and training partners to meet employers' future demand. The resulting *Job Connector Toolkit* is a resource that provides comprehensive data analysis and labor market insight on Baltimore County's nine targeted priority industry clusters, and the correlating occupations projected to be in greatest demand for each. Moving forward, the Board and DEWD plan to utilize research, data, and tools for guiding our local public workforce system to be data-driven and evidence-based in our efforts to:

- Meet the talent needs of Baltimore County employers;
- Raise the quality of the County's workforce; and,
- Catalyze matchmaking between job seekers and employers.

This Local Workforce Area Plan and the *Job Connector Toolkit* represents many years of dedicated service on the part of the County's private sector-led Workforce Development Board. The amendments to this plan are indicative of our significant progress in achieving key local objectives, and thoughtful consideration of input from local business, education and workforce leaders. We are confident that these kinds of data-driven and strategic planning strategies will enable Baltimore County to meet WIOA's ambitious goals for transforming our workforce system to be even more responsive to the evolving needs of industry, employers, and job seekers in the Baltimore Metropolitan Region for many years to come.

Sincerely,



Anna-Maria Palmer, Chair

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## Acronym List

ABE	Adult Basic Education
ABEL	Adult Basic Education and Literacy
ACE	Accelerating Connections to Employment
ADA	Americans with Disabilities Act
AJC	American Job Center
ALICE	Asset Limited Income Constrained, Employed
AMS	Administrative Management System
BDR	Business Development Representatives ( <i>Economic Development</i> )
BFU	Business and Finance Unit ( <i>DEWD</i> )
BSC	Business Services Consultant ( <i>Workforce Development – State</i> )
BSR	Business Services Representatives ( <i>Workforce Development – State</i> )
CAFL	Center for Adult and Family Literacy
CAREER (Team)	Coalition of Agencies Ready to Engage in Employment and Retention
CBO	Community Based Organization
CC	Career Consultant
CCBC	Community College of Baltimore County
CDA	Career Development Assessment
CFDA	Catalog of Federal Domestic Assistance
CLEO	Chief Local Elected Official
CRC	Civil Rights Center
CRS	Career Resource Specialist
CSBG	Community Service Block Grant
DEWD	Department of Economic and Workforce Development
DLLR	Department of Labor, Licensing & Regulation
DOL	Department of Labor
DOPs	DEWD Operational Policies
DORS	Division of Rehabilitation Services
DSS	Department of Social Services
DVOP	Disabled Veteran Outreach Specialist
DWDAL	Division of Workforce Development & Adult Learning
EARN	Employment Advancement Right Now
EEOC	Equal Employment Opportunity Commission
EOO	Equal Opportunity Officer
ESOL	English for Speakers of Other Languages
ETP	Eligible Training Provider
GAAP	Generally Accepted Accounting Procedures
GED	General Educational Development
HPO	High Priority Occupations

## Acronym List

HHS	(U.S. Department of) Health and Human Services
ICS	Individualized Career Services
IEP	Individual Employment Plan
ISS	Individual Service Strategy
JAWS	Job Access with Speech
JCT	Job Connector Toolkit
JOTF	Jobs of the Future
JVSG	Jobs for Veterans State Grant
ITA	Individual Training Account
LEA	Labor Exchange Administrator
LLSIL	Lower Living Standard Income Level
LMB	Local Management Board
LQ	Location Quotient
LVER	Local Veteran Employment Representative
MOU	Memorandum of Understanding
MSFW	Migrant and Seasonal Farmworkers
MTC	Maryland Tech Connection
MWE	Maryland Workforce Exchange
NAICS	North American Industry Classification System
OFCCP	(DOL) Office of Federal Contract Compliance Programs
OJT	On-the-Job Training
OMB	Office of Management and Budget
PII	Personal Identifiable Information
POS	Priority of Service
QCEW	Quarterly Census of Employment and Wages
RESEA	Reemployment Services and Eligibility Assessments
RFP	Request for Proposal
ROW	Re-employment Opportunity Workshop
RRES	Rapid Re-employment Services
RS	Retention Specialist
RSA	Resource Sharing Agreement
SBDC	Small Business Administration's Small Business Development Center
SBE	Significant Barriers to Employment
SCSEP	Senior Community Service Employment Program
SNAP	Supplemental Nutrition Assistance Program
SOC	Standard Occupational Classification
STCT	(BCPS) School to Career Transition
TAA	Trade Adjustment Act

## Acronym List

TANF	Temporary Assistance to Needy Families
TCA	Temporary Cash Assistance
TMC	Talent Management Coordinator
TSA	Training Scholarship Application
VRI	Video Remote Interpreting
WP	Wagner-Peyser
WARN	Worker Adjustment and Training Notification
WbL	Work-based Learning
WDB	Workforce Development Board
WIOA	Workforce Innovation & Opportunity Act

## Introduction

The Workforce Innovation and Opportunity Act (WIOA) was signed into law July 22, 2014 and became effective July 1, 2015. WIOA replaces the 1998 Workforce Investment Act and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

Section 108 of WIOA requires all Local Boards to develop and submit to the Governor a comprehensive 4-year Local Plan and to make that plan available for public comment. This document is Baltimore County's formally adopted plan, and it has been amended to address revisions requested by the Governor's Workforce Development Board and Maryland Department of Labor, Licensing and Regulation.

Baltimore County's amended Local Workforce Area Plan details how the local area will work to achieve WIOA's vision of a job-driven workforce system that helps job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy.

The updated plan aligns with the strategic goals of Maryland's *Benchmarks of Success* to:

- Increase the earning capacity of Maryland's workforce system customers by maximizing access to employment;
- Increase the earning capacity of Maryland's workforce system customers by maximizing access to and use of skills and credentialing;
- Increase the earning capacity of Maryland's workforce system customers by maximizing access to and use of life management skills;
- Increase the earning capacity of Maryland's workforce system customers by eliminating barriers to employment; and,
- Strengthen and enhance the effectiveness and efficiency of Maryland's workforce system.



- 1(A) An analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of businesses in those industry sectors and occupations. The analysis should identify local priority industries based on employer (and WIOA partner) input as well as how the Local Board plans to maximize opportunities for sustainable employment through those local industry priorities and needs.**

### Economic Overview

Baltimore County is located in the north-central part of Maryland, and with a 2018 population of 835,087, it is the third-most populous county in Maryland. The population is expected to increase by 1.5 percent by 2022, adding 12,517 residents. The County is the third-largest land area of any political subdivision in the state of Maryland, with 612 square miles and an additional 28 square miles of water. Over the past few decades, the predominant land use in the County has changed from rural to an urban and rural mix. Baltimore County is comprised of 29 unincorporated communities.

The County remains the top job center in the region and the second largest job center in the state. More than 47,800 businesses employ 432,711 workers, with more than 500 of these businesses employing over 100 workers. Jobs in Baltimore County increased by 3.4 percent from 2012 to 2017 from 397,058 to 410,521.

Within the last eight years, Baltimore County has seen a steady trend of falling unemployment rates, declining by more than 50 percent since January 2010. Starting at 8.6 percent in January 2010, it decreased to 4.0 percent by September 2018, the lowest it has been in more than a decade falling even lower than Maryland's September rate. This trend suggests that Baltimore County can expect to see job growth in the future. The County's employment picture is as positive as its unemployment status and trends. As the number of jobs increased, the labor force participation rate increased from 65.0 to 65.8 percent over the same time period. The economy is diverse and growing, benefitting from the region's high quality of life, thriving business communities, and educated and skilled workforce.

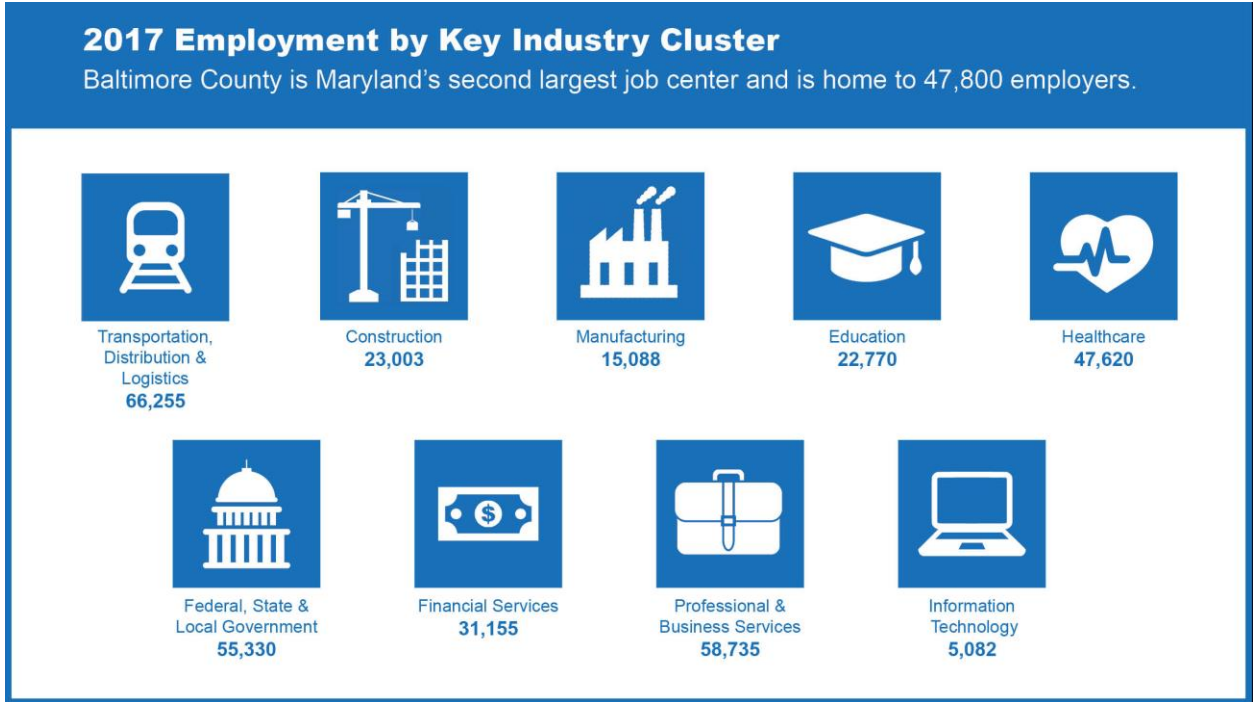
### Industry Overview

#### *Analyzing Emerging In-Demand Industry Sectors and Occupations*

Baltimore County has projected growth across its industries, but jobs have changed and there's greater employer demand for advanced professional skills and technical credentials. Through further research and comprehensive analysis of local industry and occupational data found in the [Jobs of the Future report](#), DEWD developed the Baltimore County [Job Connector Toolkit](#). The Toolkit was designed to help align anticipated business needs with the local workforce and education systems to build a skilled talent pipeline. With the [Job Connector Toolkit](#), DEWD is better equipped to learn more about where job growth will occur in Baltimore County and how businesses, workers, and our overall economy can benefit from the jobs of the future.

Baltimore County's local economy is balanced by both stability and dynamic growth across a broad range of industry sectors. Baltimore County government has identified nine key industries

that drive 50 percent of Baltimore County’s employment and will account for 75 percent of the County’s job growth through 2024. These diverse industries represent the highest concentrations of employment in the County and are the core focus of the County’s economic development efforts.



### **Baltimore County's jobs future looks bright over the next decade:**

- **More than 17,000 jobs are coming with the redevelopment of Sparrows Point.** According to a [2016 study by Sage Policy Group](#), Tradepoint Atlantic's redevelopment at Sparrows Point will create 10,000 direct jobs, and 7,000 indirect jobs by 2025, primarily in transportation, distribution and logistics. Additionally, Baltimore County is home to the third highest number of transportation, distribution and logistics employers in Maryland.
- **The construction industry is one of Baltimore County's leading industries, accounting for six percent of the County's overall employment and 14 percent of Maryland's construction jobs.** Employment projections indicate a bright outlook through 2024, spurred by strong job growth from major construction and development projects throughout the Greater Baltimore region.
- **Baltimore County accounts for 14 percent of Maryland's manufacturing jobs and is home to 36 percent of the Baltimore Region's top 25 manufacturers.** A diverse spectrum of more than 500 large, mid-sized and small manufacturing employers call Baltimore County home, benefitting from the County's strategic location and integrated supply chain with distribution networks.
- **With over 60,000 healthcare workers, Baltimore County's healthcare industry generates \$3 billion in worker income and makes up 18 percent of the state's employment in the industry.** Baltimore County is home to more than 2,700 healthcare employers including five major medical centers.
- **Financial Services is one of Baltimore County's most important industries as the third largest of the nine target industry clusters.** With over 2,000 Financial Services employers, Baltimore County employs more than 20 percent of the state's workers in this industry. Despite being negatively impacted by the Great Recession, employment growth in Financial Services has outpaced overall employment growth in Baltimore County for more than a decade and is expected to experience strong growth through 2024.
- **Baltimore County serves as a major location for corporate headquarters and branch office operations with a strong base of 4,500 professional and business services companies.** Baltimore County employs more than 13 percent of the state's workers in this industry, with overall employment growth projected to continue through 2024.
- **The Information Technology (IT) industry is projected to be the fastest growing of Baltimore County's nine priority industries.** Although overall employment in IT occupations decreased by 25 percent from 2001-2018, rapid growth occurred in middle-skilled jobs within the same period, and they are projected to increase by 19 percent through 2024. With over 5,000 IT employees, Baltimore County employs more than 13 percent of the state's workers in this industry.
- **Despite modest declines in federal employment, the Government sector (Federal, State and Local) in Baltimore County employs more than 55,000 workers, accounting for 11 percent of the State's total workers in this sector.** These statistics represent conservative estimates, as they may not include employment data for companies that are federal contractors or subcontractors.

- **Office and Administrative Support occupations account for 11 percent of all Baltimore County employment.** Support Service Occupations across all industries are critical to the daily operation, administration, and management of business, and can be an entry-point to any of the industries.

*Industry Trends – Analysis of job gains and losses within Baltimore County’s nine key industry sectors*

Baltimore County boasts a diversified economy, with workforce demands that span across multiple sectors of the economy. The County has historically performed well in sectors such as Education and Healthcare, with the County being home to several anchor institutions in those industries. The majority of our key industry sectors remained stable or saw modest increases between 2016 and 2017. Industries that experienced the greatest gains in this time frame were Education (25.25%) and Manufacturing (10.08%). Tables 1.1-1.9 compare the average number of reporting units, employment, and wages from 2016-17 in Baltimore County.

*Source Note:* Estimated figures for the employment and wage data in Tables 1.1 through 1.9 were derived from various sources: Maryland Department of Labor, Licensing and Regulation QCEW—2016 and 2017 Annual Employment; Maryland Occupational Wage Estimates May (OES) 2016 and 2017 - Baltimore County Workforce Region; and, The Job Connector Toolkit List of In-Demand Occupations by Industry. The 2016 employment and wage data in these tables are calculated estimates based on occupations that were identified in the Job Connector Toolkit as being In-Demand Occupations for Baltimore County. As a result, some industries may have variances in the percentage of growth over the year due to the inclusion of additional 2017 occupational data not accounted for in the 2016 data.

*Disclaimer of Data Accuracy*

Data shown are based on historic County, Metropolitan Statistical Area (MSA), State and national datasets. If you have any questions related to the data presented, we encourage you to e-mail [datasupport@baltimorecountymd.gov](mailto:datasupport@baltimorecountymd.gov).

**Employment & Wage Data (2016-17) - Baltimore County's Nine Targeted Industries**

<b>TABLE 1.1 – TRANSPORTATION, DISTRIBUTION &amp; LOGISTICS (TDL)*</b>				
	<b>Average Number of Reporting Units</b>	<b>Annual Average Employment</b>	<b>Annual Average Wage</b>	<b>Average Weekly Wage Per Worker</b>
Baltimore County (2016)	4,143	66,986	\$40,366	\$776
Baltimore County (2017)	4,081	66,255	\$40,811	\$785
2016-2017 Difference	62	731	\$445	\$9
2016-2017 Percent Difference	-1.5%	-1.09%	1.10%	1.16%
Number of TDL Employers in Baltimore County: 539 (2.6% of all jobs in Baltimore County)				
<p><b>*Sources:</b> "TDL": QCEW Private Sector: Service Providing Industries - Trade, Transportation &amp; Utilities                      Number of TDL Employers: MD Workforce Exchange Industry Profile (Transportation &amp; Warehousing); Employer information is provided by Infogroup®.</p>				

<b>TABLE 1.2 – CONSTRUCTION</b>				
	<b>Average Number of Reporting Units</b>	<b>Annual Average Employment</b>	<b>Annual Average Wage</b>	<b>Average Weekly Wage Per Worker</b>
Baltimore County (2016)	2012	23,134	\$61,447	\$1,182
Baltimore County (2017)	2015	23,003	\$64,016	\$1,231
2016-2017 Difference	3	131	\$2,569	\$49
2016-2017 Percent Difference	0.15%	-0.57%	4.18%	4.15%
Number of Construction Employers in Baltimore County: 2,332 (6.2% of all jobs in Baltimore County)				
<p><b>Sources:</b> QCEW Private Sector: Goods Producing Industries - Construction                      Number of Construction Employers: MD Workforce Exchange Industry Profile (Construction); Employer information is provided by Infogroup®.</p>				

TABLE 1.3 – MANUFACTURING				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2016)	503	13,707	\$68,312	\$1,314
Baltimore County (2017)	501	15,088	\$72,624	\$1,397
2016-2017 Difference	2	1,381	\$4,312	\$83
2016-2017 Percent Difference	-0.4%	10.08%	6.31%	6.32%
Number of Manufacturing Employers in Baltimore County: 802 (4.0% of all jobs in Baltimore County)				
<p><b>Sources:</b> QCEW Private Sector: Goods Producing Industries - Manufacturing</p> <p>Number of Manufacturing Employers: MD Workforce Exchange Industry Profile (Manufacturing); Employer information is provided by Infogroup®.</p>				

TABLE 1.4 – EDUCATION*				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2016)	no data available	18,180	\$66,985	\$1,288
Baltimore County (2017)	103	22,770	\$59,127	\$1,137
2016-2017 Difference		4,590	\$7,858	\$3151
2016-2017 Percent Difference		25.25%	-11.73%	-11.72%
Number of Education Employers in Baltimore County: 747 (10% of all jobs in Baltimore County)				
<p><b>*Sources:</b> "Education": QCEW data for Education are combined with statistics for Healthcare (<i>Private Sector: Service Providing Industries - Education &amp; Health Services</i>). The employment and wage data for the Education industry in this table are estimates based on 2016 and 2017 Maryland Occupational Wage Estimates (DLLR OES) for occupations that were identified in the Job Connector Toolkit as being In-Demand Occupations.</p> <p>Number of Education Employers: MD Workforce Exchange Industry Profile (Educational Services); Employer information is provided by Infogroup®.</p>				

TABLE 1.5 – HEALTHCARE*				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2016)	no data available	45,012	\$41,583	\$799
Baltimore County (2017)	680	47,620	\$53,483	\$1,029
2016-2017 Difference		2,608	\$11,900	\$230
2016-2017 Percent Difference		5.79%	28.62%	28.79%
Number of Healthcare Employers in Baltimore County: 5,039 (17.1% of all Jobs in Baltimore County)				
<p>*Sources: "Healthcare": QCEW data for Healthcare are combined with statistics for Education (<i>Private Sector: Service Providing Industries - Education &amp; Health Services</i>). The employment and wage data for the Healthcare industry in this table are estimates based upon 2016 and 2017 Maryland Occupational Wage Estimates (DLLR OES) for occupations that were identified in the Job Connector Toolkit as being In-Demand Occupations.</p> <p>Number of Healthcare Employers: MD Workforce Exchange Industry Profile (Health Care &amp; Social Assistance); Employer information is provided by Infogroup®.</p>				

TABLE 1.6 – GOVERNMENT - Federal, State & Local				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2016)	331	55,406	\$48,803	\$939
Baltimore County (2017)	332	55,330	\$48,870	\$940
2016-2017 Difference	1	76	\$67	\$1
2016-2017 Percent Difference	0.3%	-0.14%	0.14%	0.11%
Number of Government Employers in Baltimore County: 330 (Estimated - Limited data available)				
<p>Sources: QCEW Government Sector Total: Federal, State &amp; Local</p> <p>Number of Government Employers: No data available in MD Workforce Exchange Industry Profile (Government &amp; Federal Government) - Employer information is provided by Infogroup®; This anecdotal data was taken from the Job Connector Toolkit.</p>				

TABLE 1.7 – FINANCIAL SERVICES*				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2016)	2336	30,934	\$87,411	\$1,681
Baltimore County (2017)	2350	31,155	\$86,791	\$1,669
2016-2017 Difference	14	221	\$620	\$12
2016-2017 Percent Difference	0.6%	0.71%	-0.71%	-0.71%
Number of Financial Services Employers in Baltimore County: 2,300 ( 6.3% of all jobs in Baltimore County)				
<p><b>*Sources:</b> "Financial Services": QCEW Private Sector: Service Providing Industries - Financial Activities</p> <p>Number of Financial Services Employers: MD Workforce Exchange Industry Profile (Finance &amp; Insurance); Employer information is provided by Infogroup®, as well as anecdotal data taken from the Job Connector Toolkit.</p>				

TABLE 1.8 – PROFESSIONAL & BUSINESS SERVICES				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2016)	4572	60,392	\$44,773	\$861
Baltimore County (2017)	4562	58,735	\$46,037	\$885
2016-2017 Difference	10	1,657	\$1,264	\$24
2016-2017 Percent Difference	-0.22%	-2.74%	2.82%	2.79%
Number of Professional & Business Services Employers in Baltimore County: 4,745 (14.4% of all jobs in Baltimore County)				
<p><b>Sources:</b> QCEW Private Sector: Service Providing Industries - Professional &amp; Business Services</p> <p>Number of Professional &amp; Business Services Employers: MD Workforce Exchange Industry Profile (Professional, Scientific &amp; Technical Services and Administrative &amp; Support Services); Employer information is provided by Infogroup® as well as anecdotal data taken from the Job Connector Toolkit.</p>				



TABLE 1.9 – INFORMATION TECHNOLOGY				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2016)	259	4,968	\$69,996	\$1,346
Baltimore County (2017)	254	5,082	\$74,583	\$1,434
2016-2017 Difference	5	114	\$4,587	\$88
2016-2017 Percent Difference	-1.93%	2.29%	6.55%	6.54%
Number of Information Technology Employers in Baltimore County: 612 (1.5% of all jobs in Baltimore County)				
*Sources: "Information Technology": QCEW Private Sector: Service Providing Industries - Information Number of Information Technology Employers: MD Workforce Exchange Industry Profile (Information); Employer information is provided by Infogroup®.				

*Industry Trends – Anticipated growth within Baltimore County’s nine key industry sectors*

Baltimore County’s nine priority industries represent the traditional leading sectors of the State and regional economy, and all provide a strong mix of high and middle skilled jobs with strong wages and access to benefits. They are projected to continue to generate the strongest employment growth through 2024.

It should be noted that while greatly impacted by the recession and other factors in previous years, significant drivers in the local economy such as Manufacturing, Government, and the Information Technology sectors show signs of recovery and are now projected to experience growth within subsectors of those industries through 2024.

**Table 1.10 – Growth Projections (2014-2024) - Baltimore County's Nine Targeted Industries**

Industry	Employment			Percent Change
	2014	2024	Change	
<b>TOTAL ALL INDUSTRIES</b>	<b>289,804</b>	<b>300,702</b>	<b>10,898</b>	<b>3.76%</b>
<b>TRANSPORTATION, DISTRIBUTION &amp; LOGISTICS</b>	<b>6,133</b>	<b>6,673</b>	<b>540</b>	<b>8.8%</b>
<b>CONSTRUCTION</b>	<b>22,147</b>	<b>22,848</b>	<b>701</b>	<b>3.2%</b>
<i>Construction of Buildings</i>	4,728	5,061	333	7.0%
<i>Heavy and Civil Engineering Construction</i>	1,829	2,306	477	26.1%
<i>Specialty Trade Contractors</i>	15,590	15,481	-109	-0.7%
<b>MANUFACTURING</b>	<b>14,649</b>	<b>14,172</b>	<b>-477</b>	<b>-3.3%</b>
<b>EDUCATION</b>	<b>34,532</b>	<b>35,004</b>	<b>472</b>	<b>1.4%</b>
<b>HEALTHCARE</b>	<b>61,412</b>	<b>65,582</b>	<b>4,170</b>	<b>6.8%</b>
<b>GOVERNMENT</b>	<b>47,333</b>	<b>44,546</b>	<b>-2,787</b>	<b>-5.9%</b>
<b>INFORMATION TECHNOLOGY</b>	<b>5,968</b>	<b>5,883</b>	<b>-85</b>	<b>-1.4%</b>
<b>FINANCIAL SERVICES</b>	<b>22,525</b>	<b>24,225</b>	<b>1,700</b>	<b>7.5%</b>
<b>PROFESSIONAL &amp; BUSINESS SERVICES</b>	<b>75,105</b>	<b>81,769</b>	<b>6,664</b>	<b>10.02%</b>
<i>Real Estate and Rental and Leasing</i>	7,625	7,673	48	0.6%
<i>Professional, Scientific, and Technical Services</i>	27,705	31,206	3,501	12.6%
<i>Management of Companies and Enterprises</i>	3,952	4,114	162	4.1%
<i>Administrative and Support and Waste Management and Remediation Services</i>	24,717	27,419	2,702	10.9%
<i>Other Services (Except Government)</i>	11,106	11,357	251	2.3%

Source: Analysis of EMSI data were used to determine industry subsectors included in this table. The Quarterly Census of Employment and Wages (QCEW) is the core employment data produced by state Labor Market Information (LMI) offices and only includes all employees covered by unemployment insurance. Employment totals in the table above might be lower or higher for some industries than other employment data sources for Baltimore County.

## Occupational Data

### *An industry specific approach to Identifying occupations in highest demand in the nine priority industries*

A central focus of the Workforce Innovation and Opportunity Act (WIOA) is the establishment of industry-focused approaches to build a skilled workforce. Such approaches are proving to be one of the most effective ways to align service providers to meet the talent needs of employers. Through better alignment of education, training, and employment services, industry-specific strategies hold the promise of increasing the number of workers in Baltimore County and the region who gain the industry-recognized and academic credentials they need to work in the most in-demand occupations.

Baltimore County's [Job Connector Toolkit](#) targets a specific set of occupations within each of the nine priority industries based on demand and access to employment opportunities that provide family-sustaining wages and opportunities for growth and advancement.

On the job seeker side, industry-specific workforce initiatives excel at leveraging employment opportunities for both highly-skilled and experienced talent as well as individuals with barriers to employment. Because an industry-specific approach is designed to meet employer needs, there are ample opportunities to target training and support services to overcome the hurdles that have kept disconnected jobseekers from finding employment in the past, and to develop outreach strategies to attract new entrants to the job market and those in career transition to these in-demand occupations.

Employers throughout the Baltimore Metropolitan Region are hiring, and Baltimore County has projected job growth across several of its targeted industries through 2024. Jobs have changed, and greater demand for advanced professional skills and technical credentials can sometimes limit the pipeline of qualified, work-ready candidates for high-growth occupations. Conversely, while Baltimore County benefits from a highly educated workforce, there are some disparities in the number of entry- and middle-skilled occupations that provide family sustaining wages or a path for advancement within the industry.

Research on projected employer demand for workers with specific educational requirements, technical skills, and occupational credentials across the nine key industries reveals significant overlap within the occupational and career groupings that will be critical to sustaining the growth of three distinct industry subclusters in Baltimore County:

- **SKILLED TRADES:** Transportation, Distribution & Logistics (TDL), Construction, Manufacturing
- **“EDS, MEDS & FEDS”:** Education, Healthcare, Government (Federal, State and Local)
- **BUSINESS SERVICES:** Financial Services, Professional & Business Services, Information Technology

The tables below highlight key occupational data for the nine priority industries as detailed in the [Job Connector Toolkit](#). Occupational groupings were derived from O\*Net Career Clusters and Standard Occupational Classification (SOC) codes. High demand occupations were determined based on statistical data for Baltimore County (2016), including employment numbers, education level, and mean wages. Occupations with wages slightly below the locally determined minimum mean are included as an exception when there is significant industry demand and opportunities for career advancement.

**SKILLED TRADES – Transportation, Distribution & Logistics (TDL), Construction, and Manufacturing**

The Skilled Trades cluster needs highly skilled and experienced workers across every occupational career cluster to meet the demand of current growth and expansion projects, while attracting new talent to the Skilled Trades to prepare for an aging workforce and the projected job growth through 2024.

**Table 1.11 – TDL Occupational Groupings and In-Demand Occupations**

Transportation Operations & Logistics Planning	Material Moving & Operating Vehicles	Facility & Mobile Equipment Maintenance
<b>In-Demand Occupations:</b>		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Light Truck or Delivery Service Drivers</li> <li>• Dispatchers, Except Police, Fire &amp; Ambulance</li> <li>• Maintenance and Repair Workers, General</li> <li>• Installation, Maintenance and Repair Workers, All Other</li> <li>• Motor Vehicle Operators, All Other</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy and Tractor Trailer Truck Drivers</li> <li>• Industrial Machinery Mechanics</li> <li>• Mobile Heavy Equipment Mechanics, Except Engines</li> <li>• Industrial Truck &amp; Tractor Operators</li> <li>• Automotive Service Technicians &amp; Mechanics</li> </ul>	

**Table 1.12 – Construction Occupational Groupings and In-Demand Occupations**

Design, Pre-Construction & Construction	Construction/Transportation & Material Moving	Maintenance/Operations, Installation & Repair
<b>In-Demand Occupations:</b>		
<p><i>In addition to the occupations related to Transportation, Material Moving, and Maintenance and Repair occupations listed above, these are additional in-demand occupations specific to the Construction industry.</i></p>		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Carpenters</li> <li>• First Line Supervisors of Mechanics, Installers &amp; Repairers</li> <li>• Operating Engineers &amp; Other Construction Equipment Operators</li> <li>• Cement Masons &amp; Concrete Finishers</li> <li>• Heating, Air Conditioning &amp; Refrigeration Mechanics &amp; Installers</li> <li>• First Line Supervisors of Production &amp; Operating Workers</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Laborers</li> <li>• Electricians</li> <li>• Plumbers, Pipefitters &amp; Steamfitters</li> <li>• Electrical &amp; Electronics Engineering Technicians</li> <li>• Civil Engineering Technicians</li> <li>• Mechanical Drafters</li> </ul>	

**Table 1.13 – Manufacturing Occupational Groupings and In-Demand Occupations**

Production Process Development	Production & Quality Assurance	Maintenance, Installation & Repair
<b>In-Demand Occupations:</b>		
<i>In addition to the occupations related to Maintenance, Installation and Repair occupations listed above, these are additional in-demand occupations specific to the Manufacturing industry.</i>		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>● First Line Supervisors of Production &amp; Operating Workers</li> <li>● Purchasing Agents, Except Wholesale, Retail &amp; Farm Products</li> <li>● Production Workers, All Other</li> <li>● Production, Planning &amp; Expediting Clerks</li> <li>● Electrical &amp; Electronic Equipment Assemblers</li> <li>● Mixing &amp; Blending Machine Setters, Operators &amp; Tenders</li> </ul>	<ul style="list-style-type: none"> <li>● Machinists</li> <li>● Mechanical Engineers</li> <li>● Electrical Engineers</li> <li>● Welders, Cutters, Solderers &amp; Brazers</li> <li>● Industrial Engineers</li> <li>● Industrial Production Managers</li> </ul>	

**Skilled Trades Education & Training**

- Many occupations have a minimum educational requirement of a high-school diploma or equivalent; individuals must attain post-secondary non-degree awards leading to industry recognized certifications, credentials and licensure.
- Occupations within the Skilled Trades may require short-, moderate- or long-term apprenticeship which includes comprehensive classroom, vocational and on-the-job training under a master tradesperson.
- WIOA encourages greater use of Apprenticeship models and flexible training modalities:
  - Adaptable to industry/employer demand to develop a skilled workforce
  - Includes formal Registered apprenticeships as well as newly emerging innovative models for “apprenticeable” occupations (example: Healthcare)

**EDS, MEDS & FEDS - Education, Healthcare and Government (Federal, State and Local)**

This subcluster moniker has been a catch phrase for the region for many years because of previously projected growth and on-going support for the significant number of anchor institutions in Baltimore County within these three industries. These industries will continually have high demand at every level for highly-skilled, highly educated talent with professional credentials and experience in their field.

**Table 1.14 – Education Occupational Groupings and In-Demand Occupations**

Teaching & Training	Administration & Administrative Support	Professional Support Services
<b>In-Demand Occupations:</b>		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Office &amp; Administrative Support Workers</li> <li>• Educational, Guidance, School &amp; Vocational Counselors</li> <li>• Instructional Coordinators</li> <li>• Education, Training &amp; Library Workers, All Other</li> <li>• Bus Drivers, School or Special Client</li> </ul>	<ul style="list-style-type: none"> <li>• Education Administrators</li> <li>• Teachers – Pre-School through Post-Secondary</li> <li>• Special Education Teachers</li> <li>• Training &amp; Development Managers</li> <li>• Librarians</li> </ul>	

**Table 1.15 – Healthcare Occupational Groupings and In-Demand Occupations**

Therapeutic Services	Diagnostic Services	Support Services & Health Informatics
<b>In-Demand Occupations:</b>		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Nursing Assistants</li> <li>• Receptionists &amp; Information Clerks</li> <li>• Medical Secretaries</li> <li>• Dental Assistants</li> <li>• Medical Records &amp; Health Information Technicians</li> <li>• Healthcare Support Workers, All Other</li> </ul>	<ul style="list-style-type: none"> <li>• Registered Nurses</li> <li>• Licensed Practical &amp; Licensed Vocational Nurses</li> <li>• Emergency Medical Technicians &amp; Paramedics</li> <li>• Medical &amp; Health Services Managers</li> <li>• Surgical Technologists</li> </ul>	

**Table 1.16 – Government Occupational Groupings and In-Demand Occupations**

Governance, Regulation, Revenue & Taxation	Public Management & Administration	Support Services – Administrative, Management & Operations
<b>In-Demand Occupations:</b>		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Office Clerks General</li> <li>• First Line Supervisors of Office &amp; Administrative Support Workers</li> <li>• Claims Adjusters, Examiners &amp; Investigators</li> <li>• Police &amp; Sheriff’s Patrol Officers</li> <li>• Eligibility Interviewers, Government Programs</li> </ul>	<ul style="list-style-type: none"> <li>• General &amp; Operations Managers</li> <li>• Compliance Officers, Except Agriculture, Construction, Health &amp; Safety, Transportation</li> <li>• Construction &amp; Building Inspectors</li> <li>• Appraisers &amp; Assessors of Real Estate</li> <li>• First Line Supervisors of Police and Detectives</li> </ul>	

*Eds, Meds, and Feds Education & Training:*

- Occupations in the Government and Public Administration career clusters have varying requirements for minimum education and skill levels; they are almost equally split between high- and entry-skilled occupations.
- Entry-level occupations require a minimum of a high-school diploma or in some cases a post-secondary non-degree award. Higher-skilled professional occupations require post-secondary degrees (Associates, Bachelors, Masters)
- Most occupations require moderate or long-term classroom, vocational and on-the-job training and practical experience
- Many occupations within this subcluster require individuals attain industry recognized certifications, credentials and licensure which must be maintained over the course of one’s career.

**BUSINESS SERVICES - Financial Services, Professional & Business Services and Information Technology**

The Financial Services, Professional & Business Services, and Information Technology (IT) industries depend heavily on a middle- and highly-skilled and educated workforce with professional acumen and credentials/licensure related to various aspects of business management and administration, operations, data processing, sales and service and technical assistance and support functions.

**Table 1.16 – Financial Services Occupational Groupings and In-Demand Occupations**

Accounting & Business Finance	Securities & Investments	Banking, Consumer & Insurance Services
Financial Services is the most highly skilled of Baltimore County’s nine target industries, with 72% of all jobs classified as high-skilled, and 59% of employment in highly-skilled computer and mathematical occupations.		
<b>In-Demand Occupations:</b>		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Tellers</li> <li>• Loan Interviewers &amp; Clerks</li> <li>• Credit Authorizers, Checkers &amp; Clerks</li> <li>• Insurance Sales Agents</li> <li>• Insurance Claims &amp; Processing Clerks</li> </ul>	<ul style="list-style-type: none"> <li>• Accountants &amp; Auditors</li> <li>• Financial Managers</li> <li>• Personal Financial Advisors</li> <li>• Securities, Commodities &amp; Financial Services Sales Agents</li> <li>• Loan Officers</li> </ul>	

**Table 1.17 – Professional & Business Services Occupational Groupings and In-Demand Occupations**

Business Management	Architecture, Engineering, Science & Technology	Professional Sales & Office / Business Services
Employment in this cluster is concentrated in a mix of high- and entry skilled occupations. The greatest demand is in Office & Administrative Support occupations which include a mix of middle and entry-skilled jobs.		
<b>In-Demand Occupations:</b>		
<i>In addition to the occupations related to Financial Services and Information Technology, these are additional in-demand occupations specific to the Professional &amp; Business Services industry.</i>		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Customer Service Representatives</li> <li>• Bookkeeping, Accounting &amp; Auditing Clerks</li> <li>• Paralegals &amp; Legal Assistants</li> <li>• Sales Representatives, Services, All Other</li> <li>• Payroll &amp; Timekeeping Clerks</li> </ul>	<ul style="list-style-type: none"> <li>• Lawyers</li> <li>• Civil Engineers</li> <li>• Architectural &amp; Engineering Managers</li> <li>• Managers, All Other</li> <li>• Administrative Services Managers</li> </ul>	

**Table 1.18 – Information Technology Occupational Groupings and In-Demand Occupations**

Information & Support Services	Network Systems	Programming & Software Development
While employment growth over the past decade has occurred across the IT cluster, middle-skilled jobs saw the most significant increases and are projected to increase most rapidly through 2024.		
<b>In-Demand Occupations:</b>		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Computer User Support Specialists</li> <li>• Computer Network Support Specialists</li> <li>• Information Technology Support Workers, All Other</li> <li>• Data Entry Keyers</li> <li>• Telecommunications Line Installers &amp; Repairers</li> </ul>	<ul style="list-style-type: none"> <li>• Computer Occupations, All Other</li> <li>• Software Developers, Applications and Systems Software</li> <li>• Computer Systems Analysts</li> <li>• Computer &amp; Information Systems Managers</li> <li>• Network &amp; Computer Systems Administrators</li> <li>• Computer Programmers</li> <li>• Information Security Analysts</li> </ul>	

*Business Services Education & Training:*

- Many of the occupations within the Business Services cluster require extensive higher education credentials, certifications, professional degrees, and demonstrated experience in the industry.
- There are short- to moderate-term educational programs, vocational training and work and learn experiences that provide the professional and technical credentials needed for several middle-skilled occupations that can lead to advancement opportunities across these industries.
- There are opportunities for non-traditional training modalities; many employers have customized training programs for employees with the right combination of professional and technical skills.



## SUPPORT SERVICE OCCUPATIONS

Support Service Occupations (SSOs) are jobs that can be found across all nine priority industry sectors that are critical to the daily operation, administration, and management of a business.

**Table 1.19 – Support Service Occupations and In-Demand Occupations**

Administrative & Clerical	General Management, Operations & Maintenance	Professional Sales & Service
Office and administrative support occupations account for 11% of employment in Baltimore County, creating entry points to any of the career clusters listed above, depending upon one’s interests, skills and abilities.		
In-Demand Occupations:		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> <li>• Secretaries &amp; Administrative Assistants, Except Legal, Medical &amp; Executive</li> <li>• Customer Service Representatives</li> <li>• Office Clerks, General</li> <li>• Bookkeeping, Accounting &amp; Auditing Clerks</li> <li>• Shipping, Receiving &amp; Traffic Clerks</li> <li>• Billing &amp; Posting Clerks</li> <li>• Bill &amp; Account Collectors</li> <li>• Office &amp; Administrative Support Workers, All Other</li> <li>• Maintenance &amp; Repair Workers, General</li> </ul>	<ul style="list-style-type: none"> <li>• First Line Supervisors of Office &amp; Administrative Support Workers</li> <li>• Executive Secretaries &amp; Executive Administrative Assistants</li> <li>• Management Analysts</li> <li>• Business Operations Specialists</li> <li>• Managers, All Other</li> <li>• Financial Managers</li> <li>• Sales &amp; Marketing Managers</li> <li>• Property, Real Estate &amp; Community Association Managers</li> </ul>	

### *Support Service Occupations Education & Training:*

- Employers demand specific skills across the board for ALL potential employees:
  - Demonstrated work-readiness skills – punctuality, appropriate interpersonal skills, critical thinking, communication and problem-solving skills, etc.
  - Moderate to advanced computer skills including proficiency using a computer and word and data processing programs
  - Occupationally specific credentials (administrative/office skills, project management skills, etc.)
  - Industry specific credentials along with recognized certifications
  - Many students and job seekers may have a combination of these skills which become their portable, stackable credentials and can be used to advance them along a career path within a specific industry or transferred across several industries.

### Conclusion and Next Steps

The “Jobs of the Future: Trends in Occupational Employment 2015-2024” report and subsequent “Job Connector Toolkit” provide Baltimore County’s workforce development system with rich and valuable sources of information to guide future local workforce development initiatives. While the report identified the nine industry sectors that drive the local economy, it will be the Board’s task going forward to prioritize sectors within that universe where industry demand converges with opportunities

to prepare job seekers for middle-skilled jobs that pay sustainable wages and offer career pathways for future advancement. In selecting targeted sectors and occupations, the Board will place special emphasis on supporting workforce development initiatives aimed at occupations that present the most promising opportunities for individuals with barriers to employment.

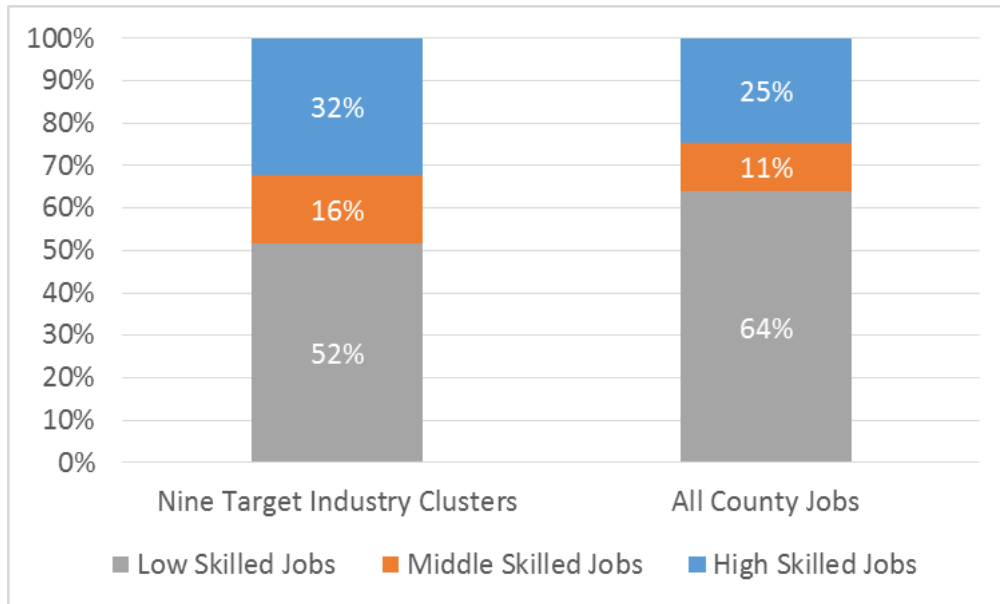
**Section 2 – Strategic Planning to Maximize the Earning Capacity of Marylanders**

**2(A) An analysis of the knowledge and skills needed to meet the needs of the businesses in the Local Area, including employment needs in in-demand industry sectors and occupations.**

**Labor Market Analysis**

Baltimore County’s targeted industry clusters require a higher degree of skills and education than the County’s traditional sectors, indicating an increased need for educational and workforce development services in the County. 32 percent of jobs in the nine targeted industry clusters are high-skilled jobs that require a bachelor’s degree or above, versus 25 percent of all jobs in Baltimore County. Table 2.1 displays the overall skill level of the nine industry clusters compared with total County employment.

**Table 2.1: Overall Skill Level of Nine Target Industry Clusters Compared to all County Employment**



*Statistical Data – Analysis Highlights of Local Industry and Occupational Trends*

As detailed in the Economic Analysis in Section 1 (*Occupational Data*), research on projected employer demand for workers with specific educational requirements, technical skills, and occupational credentials across the nine key industries reveals significant overlap within the occupational and career groupings that will be critical to sustaining the growth of three distinct industry sub-clusters in Baltimore County – Skilled Trades; “Eds, Meds & Feds”; and Business Services:

**Skilled Trades:** *Includes Transportation, Distribution & Logistics (TDL), Construction, Manufacturing*

Many occupations found across the Skilled Trades industries have a minimum educational requirement of a high-school diploma or equivalent, but individuals must attain post-secondary non-degree awards leading to industry recognized certifications, credentials, and licensure.

These occupations may require short-, moderate- or long-term apprenticeship which includes comprehensive classroom, vocational, and on-the-job training under an experienced tradesperson.

***“Eds, Meds & Feds”:*** *Includes Education, Healthcare, Government (Federal, State and Local)*

These industries will continually have high demand at every level for highly-skilled, highly educated talent with professional credentials and experience in their field. Entry-level occupations require a minimum of a high-school diploma or in some cases a post-secondary non-degree award. Higher-skilled professional occupations require post-secondary degrees (Associates, Bachelors, and Masters), with most of them requiring individuals attain industry recognized certifications, credentials and licensure which must be maintained over the course of one’s career. Occupations within these industries typically require moderate or long-term classroom, vocational and on-the-job training and practical experience in the field of expertise.

***Business Services:*** *Includes Financial Services, Professional & Business Services, Information Technology*

Industries within this cluster depend heavily on a middle- and highly-skilled and educated workforce with professional acumen and credentials/licensure related to various aspects of business management and administration, operations, data processing, sales, service and technical assistance, and support functions. Many of the occupations within the Business Services cluster require extensive higher education credentials, certifications, professional degrees, and demonstrated experience in the industry. There are short- to moderate-term educational programs, vocational training and work and learn experiences that provide the professional and technical credentials needed for several middle-skilled occupations that can lead to advancement opportunities across these industries. Additionally, these occupations are well-suited to non-traditional training modalities; many employers have proprietary training programs for candidates with the right combination of professional and technical skills.

*See the Economic Analysis in Section 1 for a detailed analysis of the trends across these nine industries, and the projected occupational demand for each of them.*

#### ***Qualitative Data – Employer Input & Industry Trends***

In 2016, DEWD convened an Industry Roundtable Discussion with 14 business and industry members of the Workforce Development Board in attendance, directly or indirectly representing each of the County’s nine priority industries. The discussion addressed labor shortages, workforce challenges, and recommendations to address them across the nine priority industries:

- **Healthcare** – Entry-level Certified Nursing Assistant (CNAs) and Geriatric Nursing Assistants (GNAs) are in particular demand, along with Registered Nurses (RNs), technicians and entry front-line staff who have computer and critical thinking skills. Retirement of the Baby Boom generation of nurses and nurse instructors is driving demand, but other factors also play a role. Millennials are less drawn to the profession—particularly since women have more career paths open to them in other industries. Licensed Practical Nurses (LPNs) are more frequently seeking additional education to advance along career pathways to become RNs,

Nurse Practitioners and other higher-level professional roles. This creates the need to backfill the LPN positions.

For the job seeker, many entry-level occupations pay wages well below the cost of living for the Baltimore County area, creating a need for secondary employment to earn supplemental income, or selecting Healthcare career options offering more lucrative salaries and benefits. There is competition to attract the limited talent available among the healthcare institutions, medical practices and health maintenance organizations spanning a broad range of specialty and support services.

- Manufacturing & Skilled Trades – Employers in manufacturing and the skilled trades need skilled workers to fill good paying jobs that offer benefits and excellent career pathway opportunities. Unfortunately, negative, outdated perceptions of skilled trades and manufacturing sustain a stigma that continues to discourage students and job seekers transitioning from other industries from pursuing training in these fields. For youth and young adults, the Career and Technical Education (CTE) division of Baltimore County Public Schools (BCPS) conducts ongoing educational outreach to parents and guidance counselors to overcome negative stereotypes of manufacturing, and promote skilled trades and manufacturing as viable career options. Adult job seekers are encouraged to assess their interests and aptitude for careers in this industry while exploring opportunities with local labor organizations and major employers that offer comprehensive training and apprenticeship options.
- Transportation, Distribution & Logistics – There is a shortage of drivers, with retiring drivers increasing demand. Younger drivers tend to be more comfortable with a shifting career path and often do not stay; older (35± years) drivers are more steady, having tested the water elsewhere. However, employers are sometimes reluctant to or restricted from hiring newly trained, inexperienced CDL-A drivers because they are considered high-risk by insurance providers.
- All Industries – Today’s workers are much more likely to change careers many times with emergent demographic shifts and socio-economic trends. Automation, technology, and artificial intelligence are transforming the nature of work in every industry and occupation, impacting business, the economy and the workforce. With these dynamic changes come substantial demand for skill shifts, presenting significant challenges for organizations to remain productive while upskilling incumbent workers and growing the future workforce. How employers brand qualifications and occupations is important in order to attract and retain skilled talent—for example, skills and credentials acquired through apprenticeship programs should be valued equally with post-secondary degree awards, just attained through a parallel career track. Additionally, education and training providers must become adept at developing curricula that is adaptable to diverse audiences - students, adult learners, and mid-life/mid-career professionals in transition from declining industries.

Concerns specific to education, basic skills, occupational training and work-based learning experiences were identified as key challenges in meeting the current and projected demand for skilled workers:

- Importance of Soft Skills/Basic Core Competencies - Essential soft skills (punctuality, honesty, communication skills, accountability, etc.) are critical and too often lacking. Building core

education skills must begin no later than middle school—high school is too late. Messaging about criminal backgrounds and social media should start at an early age; what you do early in your life will impact your opportunities in the future.

Employers are looking for the same workplace readiness skills and unblemished backgrounds from within the available labor force. Adult learners and job seekers must embrace the concept of lifelong learning if they hope to stay competitive in work environments that value higher cognitive skills, social and emotional intelligence, and advanced technical skills and are less dependent on tasks requiring physical, manual and basic cognitive skill sets.

- Apprenticeship - Employers all learned their jobs by doing their jobs, whether they went to college or not. Apprenticeship is a proven, highly effective model for training and development that has been demonstrated across a variety of fields, whether called “apprenticeships,” “internships,” or some other moniker. In Baltimore County, CCBC is an important leader in helping to increase capacity for internship programming. CCBC provides skills training for fourteen apprentice programs, in which over 1600 apprentices are enrolled. Upon completing their apprenticeships, journeypersons can be awarded up to one year of college toward an Associates in Applied Science degree program. Additionally, DEWD’s Workforce Development Board has active members representing the Skilled Trades and several labor organizations with comprehensive training and apprenticeship programs.
- Providing Youth Work Experiences through Internships - Youth programming is critical for developing soft skills through summer youth employment opportunities. The need to pay interns for learning on the job can hurt businesses’ ability to provide valuable internship opportunities. In Baltimore County, DEWD partners with The Community College of Baltimore County (CCBC) to provide young adults with comprehensive education and workforce development services to prepare them for success in the workplace and in life. The program, Learn Earn Achieve Progress (LEAP), offers youth an opportunity to obtain their GED or high school diploma, support the exploration of essential hard and soft skills, gain an industry recognized certification, and acquire employment and work-based learning experiences. Also, in 2018, the Youth Services Team organized DEWD’s first Youth Networking Event hosted by GBMC and supported by members of the Workforce Development Board. The goal of this event was to bring 30 emerging professionals (LEAP participants) together with industry professionals in an engaging live networking setting. The youth were able to gain skills to increase confidence, social engagement, and develop real world relationships with industry professionals.
- High Quality Technology Training – Certain training providers have created another economy by developing expensive coursework to receive minimal credentials/certifications and telling students they can expect to earn a lot of money—when the training really has no value to employers. Notably too there are gaps in training program outcomes. For example, there are skilled trade programs that have great apprenticeship models but no viable candidates, and then there are technology sector training programs with lots of people coming through who are not viable candidates. DEWD will explore opportunities to bridge these gaps and create connections between job seeking customers and training programs that have demonstrated success with student outcomes within the nine targeted industries.

- Workforce Development System – DEWD is continually exploring innovative ways to connect the 20,000+ people per year who come through the County’s workforce centers with local employers. Industry and employer-specific recruitment initiatives are thoughtfully coordinated through the Business Development Team and AJC staff to attract and refer properly qualified candidates to meet the employers’ workforce needs.

Current technological trends impacting workforce recruitment, hiring and retention include the following:

- Responding to Candidates – Too much manual sifting through application information creates delays, often losing candidates because response is slow or non-existent. Human touch can be important in evaluating and responding to applicants. Some companies just use recruiters.
- Homegrown Talent – Networking and upskilling are important. A good strategy has been to get to people at a young age in the schools, developing them through internships and working in partnership with them to bring onboard additional talent (referral incentives). DEWD is also exploring creative ways to work with adult and dislocated worker populations to upgrade individuals’ professional and occupational skills, and help them attain industry recognized certifications to add to their portable stackable credentials. DEWD regularly coordinates recruitment and informational events that connect skilled talent in our AJCs with hiring employers and industry professionals.
- The challenges of a multi-generational labor force – Though the demands for skills vary from industry to industry, a common theme emerged from the employers regarding their need for a threshold level of soft skills in job candidates before an interview process can proceed successfully. The retirement of the “Baby Boomer” generation workers and their replacement by a millennial generation workforce with different life/career expectations is not altogether smooth. Preparing young people with appropriate educational goals from the earliest age, summer job, internship, apprenticeship and other facilitated employment training programs will increase their workforce readiness. Conversely, preparing adult and mature workers who are staying in the workforce longer requires technical upskilling and coaching programs tailored to support older workers in learning how to leverage their years of experience while adapting to today’s challenging work environments.

**2(B) An analysis of the workforce in the Local Area, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the Local Area, including individuals with barriers to employment.**

Dynamic economies are able to attract, develop, and retain talent. The overall age of an area’s population, (with a strong supply of younger workers) is an important marker for the relative supply of talent. DEWD regularly conducts extensive research on Baltimore County’s workforce to gain a clearer picture of relevant demographics and examine emerging trends.

*Baltimore County Workforce Demographics*

*Baltimore County population by age*

As Table 2.2 below shows, thirty seven percent of Baltimore County’s population falls within the 25-34 year-old age bracket associated with working millennials, making Baltimore County’s numbers comparable with those of the State and region. The County has experienced a large decline in terms of workers in the prime 35-49 working age demographic, while seeing dramatic increases in the aging of the workforce. The County’s concentration of older residents has seen significant increases for the 60-69 age demographic, while there was a modest decline for the elder population cohorts, ages 75-84.

**Table 2.2: Baltimore County Population by Age (2001-2018)**

Age Cohort	2001 Population	2018 Population	Change	% Change	2001 % of Cohort
Under 5 years	44,919	49,793	4,874	11%	5.89%
5 to 9 years	49,168	50,601	1,433	3%	6.44%
10 to 14 years	54,070	50,906	(3,164)	(6%)	7.09%
15 to 19 years	50,864	52,338	1,474	3%	6.67%
20 to 24 years	47,892	52,910	5,018	10%	6.28%
25 to 29 years	46,072	58,502	12,430	27%	6.04%
30 to 34 years	53,413	58,640	5,227	10%	7.00%
35 to 39 years	59,350	53,374	(5,976)	(10%)	7.78%
40 to 44 years	63,242	48,651	(14,591)	(23%)	8.29%
45 to 49 years	58,484	50,719	(7,765)	(13%)	7.67%
50 to 54 years	54,446	55,060	614	1%	7.14%
55 to 59 years	39,253	59,202	19,949	51%	5.14%
60 to 64 years	30,530	54,253	23,723	78%	4.00%
65 to 69 years	27,311	47,789	20,478	75%	3.58%
70 to 74 years	27,663	34,099	6,436	23%	3.63%
75 to 79 years	25,395	22,636	(2,759)	(11%)	3.33%
80 to 84 years	17,622	16,861	(761)	(4%)	2.31%
85 years and	13,293	21,750	8,457	64%	1.74%
Total	762,986	838,087	75,101	10%	100.00%

Source: U.S. Bureau of the Census

*Baltimore County population by race/ethnicity*

Baltimore County has become increasingly more diverse within the last decade, with a 14 percent decrease in the population of White residents juxtaposed with significant increases in the Black (50%), Asian (111%), Hispanic (193%), and Mixed Race (138%) ethnicities. As a whole, Baltimore County is on par with the national average in this regard.



**Table 2.3: Baltimore County Population by Race/Ethnicity**

Race/Ethnicity	2001 Population	2018 Population	Change	% Change	2001 % of Cohort
White, Non-Hispanic	551,682	474,729	(76,953)	(14%)	72.31%
Black, Non-Hispanic	160,165	240,754	80,589	50%	20.99%
Asian, Non-Hispanic	25,674	54,062	28,388	111%	3.36%
White, Hispanic	12,243	35,841	23,598	193%	1.60%
Two or More Races, Non-Hispanic	7,915	18,836	10,921	138%	1.04%
Black, Hispanic	2,033	6,135	4,102	202%	0.27%
American Indian or Alaskan Native, Non-Hispanic	1,838	2,195	357	19%	0.24%
Two or More Races, Hispanic	611	2,764	2,153	352%	0.08%
American Indian or Alaskan Native, Hispanic	280	1,429	1,149	410%	0.04%
Native Hawaiian or Pacific Islander, Non-Hispanic	238	316	78	33%	0.03%
Asian, Hispanic	209	637	428	205%	0.03%
Native Hawaiian or Pacific Islander, Hispanic	98	389	291	297%	0.01%
Total	762,986	838,087	75,101	10%	100.00%

Source: U.S. Bureau of the Census

#### Nativity and Foreign Born

In 2013-2017, an estimated 87.9 percent of the people living in Baltimore County, Maryland were U.S. natives. Approximately 12.1 percent of Baltimore County, Maryland residents in 2013-2017 were foreign-born with 52.0 percent of foreign born being naturalized U.S. citizens (an estimated 80.7 percent entered the country before the year 2010). Foreign-born residents of Baltimore County, Maryland come from different parts of the world, with the largest percentage coming from Asia (40.9 %), followed by Latin America (27.0 %), Africa (16.3 %), Europe (14.6 %), with smaller percentages from Northern America (0.9 %) and Oceania (0.2%).<sup>1</sup>

#### Population by Income

The median income of households in Baltimore County, Maryland was \$71,810. An estimated 4.7 percent of households had income below \$10,000 a year and 7.8 percent had income over \$200,000 or more. Baltimore County is slightly below Maryland averages, but is well above the national average for median household income.

**Table 2.4: Baltimore County Population by Household Income (in 2017 Dollars) (2013-2017)**

Income Type	Baltimore County	Maryland	U.S.
Median Household Income	\$71,810	\$78,916	\$57,652
Per Capita Income in past 12 months	\$37,270	\$39,070	\$31,177
Persons in Poverty	9.1%	9.7%	14.6%

Source: U.S. Bureau of the Census

<sup>1</sup> Source: U.S. Census Bureau American Community Survey [2013-2017 5-Year Narrative Profile for Baltimore County, MD](#) (Nativity and Foreign Born)

**Table 2.5: Baltimore County Household Income Distribution (By Percent Households) 2013-2017**

Distribution	Baltimore County	Maryland	U.S.
Less than \$10,000	4.7 percent	4.9 percent	6.7 percent
\$10,000 to \$14,999	2.8 percent	3.0 percent	4.9 percent
\$15,000 to \$24,999	6.7 percent	6.3 percent	9.8 percent
\$25,000 to \$34,999	7.6 percent	6.9 percent	9.5 percent
\$35,000 to \$49,999	11.9 percent	10.3 percent	13.0 percent
\$50,000 to \$74,999	18.5 percent	16.5 percent	17.7 percent
\$75,000 to \$99,999	13.7 percent	13.1 percent	12.3 percent
\$100,000 to \$149,999	18.1 percent	18.7 percent	14.1 percent
\$150,000 to \$199,999	8.2 percent	9.7 percent	5.8 percent
\$200,000 and over	7.8 percent	10.7 percent	6.3 percent

Source: U.S. Bureau of the

#### *Poverty Levels and Income Constrained Populations in Baltimore County*

In 2013-2017, 9.1 percent of people were in poverty. An estimated 11.5 percent of children under 18 were below the poverty level, compared with 7.6 percent of people 65 years old and over. An estimated 8.7 percent of people 18 to 64 years were below the poverty level.<sup>2</sup>

#### *United Way ALICE Project*

The United Way *ALICE Project*<sup>3</sup> provides comprehensive research-based analysis at the state and local level to foster a better understanding of who is struggling within our local communities and to equip them with the information needed to create innovative solutions. The project provides a framework, language and tools to measure and understand the vulnerability of a growing number of households that do not earn enough to afford basic necessities, establishing the “ALICE” (Asset Limited, Income Constrained, Employed) population. These are households that do not meet the Federal Poverty Level threshold, yet face significant challenges in self/family sufficiency.

The ALICE Report for the state of Maryland highlights cumulative data for the entire state as well as local data for Maryland’s 24 counties (and 282 county subdivisions). The report explores whether conditions in Maryland have improved since the Great Recession, and if families have been able to work their way above the “ALICE Threshold”. At the onset of the ALICE project in Maryland, the Federal Poverty Level reported that in 2014 only 10 percent of Maryland households faced financial hardship; however, an additional 25 percent qualified as ALICE. While the total number of households and those living below the ALICE Threshold varied across Maryland’s 24 counties, Baltimore County had the largest number, with 125,865 households living below the ALICE Threshold. In addition to declining industries and job losses during the recession, local economic conditions may have been impacted over time by our close proximity

<sup>2</sup> Source: U.S. Census Bureau American Community Survey [2013-2017 5-Year Narrative Profile for Baltimore County, MD](#) (Poverty and Participation in Government Programs)

<sup>3</sup> United Way of Central Maryland – [“ALICE® Report: A Study of Financial Hardship in Maryland”](#)

to Baltimore City, a persistent-poverty area where 20 percent or more of the population has lived in poverty over the last 30 years.

Table 2.6 represents the total number of households in Baltimore County that have income above the Federal Poverty Level (FPL), but not high enough to afford a basic household budget that includes housing, child care, food, transportation, and health care.

**Table 2.6: Household, Household Income, and % ALICE Households**

Household Data for Baltimore County	Point-in-Time Data		% Change
	2014	2016	
Total Population (Baltimore County)	826,925	831,026	0.50%
Total Number of Households	311,099	312,921	0.59%
Median Household Income	\$68,257	\$78,945	15.66%
Percentage of ALICE Households & Poverty	40%	38%	-5.00%

#### Baltimore County ALICE Households – where are they?

There are 30 Baltimore County communities with residents living at or below the ALICE Threshold or poverty level. The percentage of ALICE and poverty level households within those communities range from 20 percent up to as high as 65 percent. Communities in southeastern and southwestern Baltimore County have seen the greatest impact of a depressed economy, with six communities with 50 percent or higher of total households at or below the ALICE Threshold or poverty level. The red text in Table 2.7 below indicates communities that were at or above 50 percent, or the percentage of households that are in the ALICE and poverty level demographic that experienced an increase between 2014 and 2016.

**Table 2.7: Baltimore County ALICE & Poverty Level Households by Community**

Baltimore County ALICE & Poverty Level Households by Community						
Community	2014		2016		% Change 2014-2016	
	Total HHs	% ALICE & Poverty	Total HHs	% ALICE & Poverty		
Arbutus	8,019	39%	7,847	38%	(-2.14%)	(-2.56%)
Baltimore	2,383	60%	2,314	60%	(-2.90%)	(0%)
Bowleys Quarters	2,541	42%	2,466	39%	(-2.95%)	(-7.14%)
Carney	12,278	42%	12,895	44%	5.03%	4.76%
Catonsville	15,145	33%	15,064	32%	(-0.53%)	(-3.03%)
Cockeysville	9,208	42%	8,905	47%	(-1.52%)	11.90%
Dundalk	23,786	56%	23,425	58%	(-1.52%)	3.57%
Edgemere	3,276	48%	3,200	36%	(-2.32%)	(-25.00%)
Essex	14,704	54%	14,748	53%	0.30%	(-1.85%)
Garrison	3,353	32%	3,491	42%	4.12%	31.25%
Hampton	1,855	20%	1,776	20%	(-4.26%)	0%
Kingsville	1,575	27%	1,591	27%	1.02%	0%
Landsdowne	2,975	65%	2,904	61%	(-2.39%)	(-6.15%)
Lochearn	10,178	48%	10,135	46%	(-0.42%)	(-4.17%)
Lutherville	2,574	27%	2,586	26%	0.47%	(-3.70%)
Mays Chapel	4,803	20%	4,736	25%	(-1.39%)	25.0%
Middle River	9,765	51%	9,791	49%	0.27%	(-3.92%)
Milford Mill	11,735	49%	11,675	43%	(-0.51%)	(-12.24%)
Overlea	4,941	46%	4,799	47%	(-2.87%)	2.17%
Owings Mills	12,898	37%	12,700	38%	(-1.54%)	2.70%
Parkville	12,625	50%	12,579	48%	(-0.36%)	4.00%
Perry Hall	11,320	33%	11,348	33%	0.25%	0%
Pikesville	13,785	36%	14,010	35%	1.63%	(-2.78%)
Randallstown	12,077	38%	12,449	36%	3.08%	(-5.26%)
Reisterstown	10,094	48%	10,150	44%	0.55%	(-8.33%)
Rosedale	6,965	47%	6,760	44%	2.94%	(-6.38%)
Rossville	6,012	42%	6,046	45%	0.57%	7.14%
Timonium	4,117	31%	4,154	28%	0.90%	(-9.68%)
Towson	20,976	36%	21,030	36%	0.26%	0%
White Marsh	3,568	30%	3,582	28%	0.39%	(-6.67%)
Woodlawn	14,620	40%	14,335	43%	(-1.95%)	7.5%

Source: United Way ALICE Report: Maryland (ALICE in Baltimore County: 2014 & 2016 Point-in-Time Data)

The data on Baltimore County’s ALICE population found in the 2018 Report indicate modest declines in the number of total households at or below the poverty level in some local communities, but overall the statistics show the rates remained persistently high in most of these communities between 2014 and 2016. The ALICE findings warrant further analysis to understand the economic, unemployment, and demographic factors contributing to these dynamic trends. The ALICE Project data will be foundational to developing DEWD’s strategies for reaching out to Baltimore County communities most in need, refining programs and services to

meet those needs, and engaging with employers and industries offering employment options with career advancement opportunities and self/family sustaining wages.

*Employment and Unemployment*

As stated in the Economic Analysis in Section 1, Baltimore County has seen a steady trend of falling unemployment rates, which have declined by more than 50 percent since January 2010. As of September 2018, Baltimore County’s unemployment rate fell to a record low of 4.0 percent, a significant drop of .3% over the previous month. It has not been this low in over eight years and is lower than Maryland’s unemployment rate during the same period.

The County’s employment picture is also demonstrating a positive trend. Based on Maryland’s *Quarterly Census of Employment and Wages* (QCEW), Baltimore County employed 432,711 people in 2017 with jobs increasing from 2012 to 2017 by 3.4 percent from 397,058 to 410,521. As the number of jobs increased, the labor force participation rate increased from 65.0% to 65.8% between 2012 and 2017. The County is projected to continue to experience positive employment growth, with employment projected to increase by 12,902 jobs by 2024.

**Table 2.8: Labor Availability**

Civilian Labor Force (May 2018)	Baltimore County	Baltimore-Columbia-Towson Metropolitan Statistical Area (MSA)
Total Civilian Labor Force	454,842	1,505,560
Employment	436,580	1,445,720
Unemployment	18,262	59,840
Unemployment Rate	4.0 percent	4.0 percent

Source: Maryland Department of Labor, Licensing and Regulation; U.S. Bureau of the Census

*Educational Attainment*

Baltimore County is one of the most educated communities in the United States. Our universities and secondary schools consistently achieve, providing the County with a well-educated home-grown workforce. The County is also home to research tech centers and incubators that support business growth and provide workforce training opportunities.

Fast Facts:

- 93 percent of County residents over the age of 25 have a high school diploma or higher.
- 37 percent of County residents over the age of 25 hold bachelor's degrees or higher. The national average is 30.3 percent.
- The Baltimore metropolitan area is home to 25 major colleges and universities, educating more than 160,000 students each year
- The County is home to five major colleges and universities, enrolling an estimated 63,786 students in fall 2017.

- Baltimore County offers 159 public schools—107 elementary, 28 middle and 24 high schools, enrolling 113,282 as of February 2018. There are also 220 private schools in Baltimore County.

*Education Pipeline*

In 2017, there were 15,001 college graduates in Baltimore County, MD. This pipeline has remained stable over the last 5 years. The highest share of these graduates come from "Liberal Arts and Sciences, General Studies and Humanities, Other", "Psychology, General", and "Business Administration and Management, General". While 28 percent of Baltimore County residents have only a high school diploma, 20 percent went on to receive an associate’s degree and 19 percent have a bachelor’s.

**Table 2.9: Education Attainment by Level – Local, State National Comparison**

Education Level	2001 Population	2018 Population	2001 County % Population	2001 State % Population	2001 National % Population
Less Than 9th Grade	25,150	21,352	5%	5%	8%
9th Grade to 12th Grade	51,145	37,190	10%	10%	11%
High School Diploma	142,653	155,721	28%	27%	29%
Some College	105,179	115,296	20%	20%	21%
Associate's Degree	29,959	38,689	6%	6%	7%
Bachelor's Degree	95,660	123,652	19%	18%	16%
Graduate Degree and	66,327	89,638	13%	14%	9%
Total	516,073	581,538	100%	100%	100%

Patterns of occupational employment are changing in Baltimore County, driven by national changes in business workforce needs as well as the changing composition of the Baltimore County economy. To further understand the level of education and skills needed to qualify for in-demand jobs in Baltimore County, data was collected on the typical minimum level of educational attainment required to enter an occupation in one of three categories:

- High skilled jobs are occupations that require a Bachelor’s degree or higher;
- Middle skilled jobs are occupations that require more than a high school diploma but less than a bachelor’s degree;
- Low skilled jobs are occupations that require a high school diploma or less.

**Table 2.10: Baltimore County Total Employment by Degree Requirements**

Skill Level	2001	2015	2024	2001- 2015	2015-2024
				% Change	% Change
Total	359,764	372,326	12,563	3.5%	3.5%
High-Skilled Jobs	81,126	91,827	97,661	13.2%	6.4%
Middle-Skilled Jobs	38,906	42,563	44,458	11.7%	4.5%
Low (Entry)-Skilled Jobs	240,542	237,936	243,096	-1.1%	2.2%

Source: Jacob France Institute analysis of EMSI Data

**Table 2.11: Baltimore County Total Employment by Education Level**

Education Level	2001	2015	2024	2001- 2015	2015-2024
				% Change	% Change
Total	360,132	372,748	385,650	3.5%	3.5%
Less than High School	93,238	97,358	101,175	4.4%	3.5%
High School Diploma or Equivalent	147,304	140,578	141,921	-4.6%	1.0%
Postsecondary Non-Degree Award	19,446	21,382	22,435	10.0%	5.0%
Some College, No Degree	4,549	4,900	5,047	7.7%	3.0%
Associate's Degree	14,101	16,282	16,977	15.5%	4.3%
Bachelor's Degree	65,885	73,682	78,383	11.8%	6.4%
Master's Degree	5,321	6,702	7,111	26.0%	6.0%
Doctoral or Professional Degree	9,919	11,443	12,167	15.4%	6.3%
Unallocated	368	422	435	14.5%	3.1%

Source: Jacob France Institute analysis of EMSI Data

### *Labor Market Trends*

A high share of Baltimore County's workforce is employed in higher wage, higher skilled occupations. The overall occupational composition of Baltimore County is competitive nationally in terms of the concentration of employment in higher wage occupations, but the County has a somewhat lower concentration of employed residents in these occupations than the State and region. Overall, the County is competitive nationally in terms of its share of Baltimore County residents employed in: management, business, and financial occupations; computer, engineering, and science occupations; education, legal, community service, arts, and media occupations; and healthcare practitioners and technical occupations. These occupations tend to be high wage, high skilled occupations.

While the County has a strong concentration of employment in the higher skilled occupations discussed above, the County also has higher concentrations of workers employed in many middle and lower skilled occupations than the State or region (but generally lower than the nation) in: protective service occupations; sales and office occupations; and production, transportation, and material moving occupations. Many of these occupational groupings are important to the manufacturing and port industries, logistics and distribution centers clusters.

Tables 2.12-2.14 on the next three pages show the top occupations (by 2018 Employment) in each of the three skill levels—low, middle and high—and their corresponding 2018 employment total median wage and typical entry level of education required in Baltimore County.

**Table 2.12: Total Employment by Leading High-, Middle- and Low-Skilled Occupations**

SOC Code	Occupation and Skill Level	Employment 2018	Median Wage	Typical Entry Level Education
<b>High-Skilled Occupations</b>				
13-0000	Business and Financial Operations Occupations	27,090	\$32.92	Bachelor's degree
11-0000	Management Occupations	23,830	\$49.77	Bachelor's degree
29-1000	Health Diagnosing and Treating Practitioners	15,991	\$40.59	Doctoral or professional degree
13-1000	Business Operations Specialists	15,869	\$33.32	Bachelor's degree
47-2000	Construction Trades Workers	14,366	\$19.27	Postsecondary, non-degree award
25-2000	Preschool, Primary, Secondary, and Special Education School Teachers	12,166	\$28.26	Doctoral or professional degree
13-2000	Financial Specialists	11,220	\$32.36	Bachelor's degree
29-1140	Registered Nurses	7,900	\$35.25	Associate's degree
17-0000	Architecture and Engineering Occupations	7,423	\$37.32	Bachelor's degree
11-3000	Operations Specialties Managers	5,423	\$56.60	Bachelor's degree
17-2000	Engineers	4,985	\$43.58	Bachelor's degree
19-0000	Life, Physical, and Social Science Occupations	3,675	\$33.50	Doctoral or professional degree

Source: Analysis of EMSI Data



**Table 2.13: Total Employment by Leading High-, Middle- and Low-Skilled Occupations**

SOC Code	Occupation and Skill Level	Employment 2018	Median Wage	Typical Entry Level Education
<b>Middle-Skilled Occupations</b>				
29-0000	Healthcare Practitioners and Technical Occupations	25,499	\$34.18	Postsecondary, non-degree award
25-0000	Education, Training, and Library Occupations	24,920	\$26.14	Bachelor's degree
53-0000	Transportation and Material Moving Occupations	23,482	\$15.43	Postsecondary, non-degree award
47-0000	Construction and Extraction Occupations	18,866	\$20.43	Postsecondary, non-degree award
15-0000	Computer and Mathematical Occupations	14,859	\$41.10	Postsecondary, non-degree award
15-1100	Computer Occupations	14,071	\$41.04	Postsecondary, non-degree award
33-0000	Protective Service Occupations	12,986	\$17.24	Postsecondary, non-degree award
53-3000	Motor Vehicle Operators	11,156	\$17.40	Postsecondary, non-degree award
29-2000	Health Technologists and Technicians	9,091	\$24.68	Postsecondary, non-degree award
21-0000	Community and Social Service Occupations	7,739	\$21.16	Bachelor's degree
11-1020	General and Operations Managers	6,644	\$55.65	Bachelor's degree
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	6,331	\$21.70	Bachelor's degree

Source: Analysis of EMSI Data

**Table 2.14: Total Employment by Leading High-, Middle- and Low-Skilled Occupations**

SOC Code	Occupation and Skill Level	Employment 2018	Median Wage	Typical Entry Level Education
<b>Low-Skilled Occupations</b>				
43-0000	Office and Administrative Support Occupations	62,648	\$17.62	High school diploma or equivalent
41-0000	Sales and Related Occupations	46,161	\$13.99	Less than high school
35-0000	Food Preparation and Serving Related Occupations	31,220	\$9.85	Less than high school
41-2000	Retail Sales Workers	24,732	\$9.94	Less than high school
39-0000	Personal Care and Service Occupations	18,337	\$11.40	Less than high school
35-3000	Food and Beverage Serving Workers	16,735	\$9.50	Less than high school
49-0000	Installation, Maintenance, and Repair Occupations	15,939	\$22.31	High school diploma or equivalent
43-4000	Information and Record Clerks	15,211	\$16.45	Less than high school
31-0000	Healthcare Support Occupations	13,680	\$14.48	High school diploma or equivalent
37-0000	Building and Grounds Cleaning and Maintenance Occupations	13,537	\$12.31	Less than high school
43-6000	Secretaries and Administrative Assistants	12,365	\$18.81	High school diploma or equivalent
39-9000	Other Personal Care and Service Workers	11,662	\$11.35	High school diploma or equivalent
51-0000	Production Occupations	11,446	\$16.19	High school diploma or equivalent
37-2000	Building Cleaning and Pest Control Workers	9,541	\$11.48	High school diploma or equivalent
53-7000	Material Moving Workers	9,516	\$12.90	High school diploma or equivalent
33-9000	Other Protective Service Workers	8,460	\$12.92	High school diploma or equivalent
43-9060	Office Clerks, General	8,268	\$14.04	High school diploma or equivalent
31-1000	Nursing, Psychiatric, and Home Health Aides	8,163	\$13.51	Postsecondary, non-degree award
43-4050	Customer Service Representatives	7,817	\$16.79	Less than high school
53-7060	Laborers and Material Movers, Hand	7,799	\$12.11	Less than high school

Source: Analysis of EMSI Data

## Findings

- **The educational and skills needs of the Baltimore County employer community have been increasing and are expected to continue to increase in the future.** Employment in high skilled occupations (requiring a bachelor's degree and above) increased by 13 percent in 2001-15 and is expected to continue to grow by 6 percent through 2024. In contrast, employment in low skilled (high school or less) occupations has fallen by one percent since 2001 and is projected to grow by only 2 percent through 2024. Employment in middle skill occupations increased by 12 percent since 2001 and is projected to grow by five percent through 2024. It is clear that as the national, State and Baltimore County economies have changed the outlook for better educated workers has and will continue to improve. As a result, programs to enhance the skills and education levels of the County's workforce can be expected to become more important over time.
- **Employment in very high education requirement occupations expanded significantly.** County employment in very high level of education requirement occupations has grown rapidly since 2001, with 26 percent growth in occupations requiring a master's degree and 15 percent growth in occupations requiring a doctorate or professional degree. While these occupations represent only a small portion, five percent, of total employment, the rapid employment growth in these occupations indicates the importance of the County's strong higher education system. Employment in occupations requiring a bachelor's, master's and doctoral/ professional degree are all projected to increase by more than 6 percent through 2024, far outpacing growth in other, less skilled occupations. This strong demand for highly educated workers indicates that the educational requirements of County jobs is shifting towards more highly skilled positions requiring greater education and training.
- **Employers are increasingly demanding higher technical and professional skills of their workforce.** According to a recent report by McKinsey Global Institute<sup>4</sup>, the impacts of digitization and automation will forever change the future of work as we know it, placing new demands on the workforce for skill shifts. Physical and manual skills pale in comparison to the need for basic and higher cognitive skills, social and emotional intelligence and high degrees of technical proficiency.

## Gap Analysis

A workforce development system gap is the difference between the number of workers demanded by the employer community and the supply of workers available to meet that demand. 'Alignment' in terms of how well the industry, education, training and workforce development resources in the County work together to support employment growth is described at two levels:

1. The alignment of the County's resident workforce to the occupational demands of the County's employer community;
2. The alignment of County's workforce development system in terms of degrees granted with a focus on the public and private education system to the occupational demands of the County's employer community.

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<sup>4</sup> McKinsey Global Institute – “Skill Shift: Automation and the Future of the Workforce”

The data indicates that there is a strong level of alignment between the occupational composition of the County's current workforce and the needs of its nine target industry clusters. There is a strong level of alignment between the County's workforce and the needs of its employer community in the following areas:

- A high concentration of Baltimore County residents are employed in Business and Financial Operations occupations, which aligns with the high demand for these occupations in the Corporate Operations Centers/Shared Services; Federal Agencies; Information Technology Services; Manufacturing; and Financial Services clusters;
- A high concentration of Baltimore County residents are employed in Computer and Mathematical occupations, which aligns with the high demand for these occupations in the Corporate Operations Centers/Shared Services; Federal Agencies; Information Technology Services; and Financial Services clusters;
- The high concentration of Baltimore County residents employed in Life, Physical, and Social Science occupations aligns with the needs of the Federal Agencies cluster and its high concentration of employment in Education, Training, and Library occupations aligns with the needs of the Public and Private Higher Education cluster;
- Baltimore County is particularly well positioned in terms of the alignment of its workforce with the needs of the Healthcare Cluster, with high concentrations of workers in Healthcare practitioners and technical occupations; Community and social service occupations; and healthcare support occupations;
- Overall, there are multiple levels of alignment between the occupational composition of the County's workforce and six of the nine target industry clusters. Baltimore County has a high concentration of employment in the core occupations demanded by the: Corporate Operations Centers/Shared Services; Federal Agencies; Healthcare; Information Technology Services; Financial Services; and Public and Private Higher Education clusters.

There is a weaker level of alignment between the composition of the County's workforce and the needs of the Manufacturing; Port Industries, Logistics and Distribution Centers; and Construction clusters. There is a somewhat lower concentration of County residents employed in Construction and Extraction occupations, Production occupations, and Transportation and Material Moving occupations. It is important to note that a low concentration of employment does not necessarily indicate a workforce gap for these industries; simply a lower level of resident employment in these core occupations. Workers may commute to jobs in the County in these clusters from other jurisdictions. Furthermore, all three of these industries have experienced either long term, in the case of Manufacturing and Port Industries and Logistics and Distribution Centers, or recent, in the case of Construction, declines in County employment. Resident employees impacted by reductions in staffing may have changed occupations due to job losses in these industries.

### *Barriers to Employment*

In 2012, Baltimore County entered into a coalition of local governments, regional organizations and state agencies in the Baltimore region to design strategies to reduce regional disparities and foster greater opportunity and success throughout the region. The coalition, named the Opportunity Collaborative, published a comprehensive report, entitled the Regional Plan for Sustainable Development. It also produced a report determining the scope of barriers to employment

opportunity that impact job seekers in the Baltimore region. The study was based on a review of literature, interviews with workforce development managers and a survey of over 1,000 active job seekers in the region. The study found that most of the region's low-skilled job seekers face multiple and complex barriers to employment opportunity.

Data from the Opportunity Collaborative reports are summarized below:

**A challenging job market:** Over half (53 percent) of new jobs that are expected to be created between 2012 and 2020 will have minimum education requirements that are beyond a high school diploma and virtually all jobs that do not require at least some college education have average wages that are less than a living wage. The survey of job seeker respondents found:

- Approximately 62 percent of job seekers report they are unable to find a job that offers a living wage;
- 41 percent indicate that they have been laid off from a job and need new skills;
- 49 percent indicate that the cost of obtaining the training or education they need is too high.

**Transportation and housing barriers:** Transportation and housing barriers present an additional set of circumstances for residents to be successful in the job market. The survey found that few jobs are transit-accessible in the construction, manufacturing, transportation and logistics, information technology, or business services sectors. The survey of job seeker respondents found:

- 25 percent of job seekers indicate that they can't get to jobs by accessing public transportation;
- 23 percent face difficulties finding permanent housing;

According to a survey of workforce development directors in the region, most transportation problems are linked to the distance between where most low-skilled or low-income workers live and where most new jobs are being created.

**Basic reading and math barriers:** Basic math and reading skills are a necessity for many jobs and are also a prerequisite for entering education programs that lead to higher paying jobs. In the survey of the regional job seekers:

- 30 percent of job seekers indicated that low math skills were a barrier to employment;
- 28 percent reported having difficulties with basic computer skills;
- 14 percent reported literacy problems as a barrier to employment;
- 13 percent reported that lack of a high school diploma was a barrier.

**Criminal record barriers:** Individuals with a criminal background face a number of barriers to getting hired due to company policies for security background checks or because workers require a security clearance for their job. Twenty-one percent of job seekers reported that they have a criminal record and that this is a barrier to employment. Studies have also shown that targeted law enforcement in lower-income and communities of color ensure over-representation of African Americans in the criminal justice system, further challenging their future employment opportunities.

Most of the Baltimore region's low-skilled job seekers face multiple and complex barriers to employment – including poverty levels, race, education levels, age and criminal records.

**Poverty Levels:** As noted previously in this section, according to a 2016 study from The United Way of Central Maryland, 9 percent of Baltimore County households were in poverty (slightly below the state average) while 29 percent of household were included in the ALICE population (Asset Limited, Income Constrained, Employed) which is slightly higher than the state average. The ALICE

population includes households that earn more than the Federal Poverty level, but less than the basic cost of living for the County. Combined, the number of ALICE and poverty-level households equals the total population struggling to afford basic needs.

**Racial Disparities:** Unemployment rates also vary by race. According to a 2017 report from Brookings Institute<sup>5</sup>, of the total out-of-work population in Baltimore County, Whites had the highest rate of unemployment at 58.8 percent, more than double that of the Black population at 23.9 percent. This is a stark contrast to years prior as minority populations were historically the hardest hit by economic downturns. The Latino and Asian populations' unemployment rates were significantly lower at 6.3 percent and 9.1 percent respectively.

**Education Levels:** Differences in employment outcomes in the region can also be highlighted by level of education. Between 2005 and 2012, for every three new highly skilled individuals entering the labor market, one low skilled worker dropped out or was left unemployed. Individuals with a Bachelor's degree or higher had a low unemployment rate of 3.1 percent in 2012, but the unemployment rate for people with less than a high school diploma was 20.4 percent. Also, people with a high school diploma experienced a comparatively better unemployment rate at 11.1 percent, and people with some college or an associate's degree saw a 9.7 percent unemployment rate.

**Age Factors:** Additionally, age also plays a role in employment outcomes. According to the American Community Survey, workers age 45 and older had lower unemployment rates, especially in the age 45 to 54 category, which had an unemployment rate of 6.4 percent. By comparison, workers age 20 to 24 had an 18.2 percent unemployment rate and younger than that, age 16 to 19 had an unemployment rate of 24.9 percent.

As a result of the myriad and compounding barriers to employment that many Baltimore Region residents face, Baltimore County will continue to identify and respond to the challenges and needs of those who have dropped out of the employment pipeline; encourage those who have low skills to achieve higher education and technical skills; and give individuals facing racial, financial, social and transportation barriers an opportunity to work in a family-sustaining career.

**2(C) An analysis of the workforce development activities (including education and training) in the Local Area, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the Local Area.**

A comprehensive analysis of the workforce development activities (including education and training) available in Baltimore County's Workforce Investment Area (WIA) was conducted in preparation for the local plan, and continues as a part of continuous process improvement efforts. Data were collected for the analysis through detailed surveys and interviews with partner organizations.

The analysis provides a profile for each partner organization that includes:

- An overview of the partner's services;
- A discussion of the partners' capacity to meet the workforce development needs of job seekers and employers in the local area;

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<sup>5</sup> Brookings Institute – “Meet the Out-of-Work in Baltimore County”

- An overview of connections between the profiled partner and other partners in the local workforce system; *and*
- A description of the partner’s strengths, challenges and opportunities.

A detailed organizational analysis for key partners is featured in subsequent sections of the workforce plan:

- Section 4 – American Job Center Delivery System
- Section 5 – Title I – Adult, Youth, and Dislocated Worker Functions
- Section 6 – Title II – Adult Education and Family Literacy Functions
- Section 7 – Title III – Wagner-Peyser Functions
- Section 8 – Title IV – Vocational Rehabilitation Functions
- Section 9 – Temporary Assistance for Needy Families Functions
- Section 10 – Community Service Block Grant Functions
- Section 11 – Jobs for Veterans State Grants Functions
- Section 12 – Trade Adjustment Assistance for Workers Program Functions
- Section 13 – Unemployment Insurance
- Section 14 – Senior Community Service Employment Program Functions
- Section 15 – Reintegration of Ex-Offenders Functions

**2(D) A description of the Local Board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the *Benchmarks of Success*, and the performance accountability measures based on primary indicators of performance described in Section 116(b)(2)(A) of WIOA in order to support Local Area economic growth and economic self-sufficiency.**

Baltimore County’s Workforce Development Board has adopted Vision and Mission Statements that provide a strategic framework for the Board’s goals, structure, and activities:

Vision Statement

Baltimore County’s Workforce Development Board will lead a local public workforce system that meets the talent needs of Baltimore County employers, raises the quality of Baltimore County’s workforce, and catalyzes matchmaking between job seekers and employers.

Mission Statement

The Baltimore County Workforce Development Board’s business-majority membership provides leadership and advisory oversight to build a local public workforce development system that:

- Provides Baltimore County employers with workforce solutions that support the success and vitality of the local economy.
- Develops a work-ready talent pipeline prepared with skills aligned to local and regional industry demand.

- Operates an efficient, innovative, solutions-oriented workforce development system in which the services and resources delivered *to customers are responsive to their needs and promote their success.*

Baltimore County’s Workforce Development Board is applying Maryland’s Benchmarks for Success model to build workforce system effectiveness, support transparency about progress, and help align local and regional resources and strategies with a common vision working towards the shared goals and activities of the WIOA system. The vision for the State of Maryland, as laid out in the State Workforce Plan and the Benchmarks of Success, is to increase the earning capacity of Marylanders by maximizing access to employment, skills and credentialing, life management skills, and supportive services.

Table 2.15 details the Benchmarks of Success strategic goals, including Baltimore County’s local strategies for accomplishing the goals.



**Table 2.15 – Baltimore County local strategies for accomplishing Benchmarks of Success**

Benchmarks of Success Strategic Goal	Local Strategies for Accomplishing the Goals
<p>1. Increase the earning capacity of Maryland’s workforce system customers by maximizing access to employment;</p>	<ul style="list-style-type: none"> <li>• Initiate and engage in local and regional employer recruitments.</li> <li>• Explore creating a local employer guide for the local workforce development system</li> <li>• Streamline access to job information and labor market information upon arrival at an American Job Center.</li> <li>• Enhance opportunities for the unemployed and underemployed (i.e. incumbent workers).</li> </ul>
<p>2. Increase the earning capacity of Maryland’s workforce system customers by maximizing access to and use of skills and credentialing;</p>	<ul style="list-style-type: none"> <li>• Enhance partnerships with training providers (i.e.: CCBC and BCPS) to improve the preparation of youth and adults for the workforce.</li> <li>• Utilize the Job Connector Toolkit to enhance workshops/seminars and orientation to jobs.</li> <li>• Develop jobseeker trainings that increase access and knowledge about Baltimore County’s high priority occupations.</li> <li>• Utilize work-based learning experiences to demonstrate ability to achieve credential attainment.</li> </ul>
<p>3. Increase the earning capacity of Maryland’s workforce system customers by maximizing access to and use of life management skills;</p>	<ul style="list-style-type: none"> <li>• Continue utilizing Workplace Excellence curriculum and training to prepare jobseekers for employment.</li> <li>• Explore aligning partner resources in life management skills to provide greater access to jobseekers.</li> </ul>
<p>4. Increase the earning capacity of Maryland’s workforce system customers by eliminating barriers to employment; and</p>	<ul style="list-style-type: none"> <li>• Provide streamlined customer flow among partner organizations to better serve barriered populations.</li> <li>• Continue providing professional development opportunities to WIOA staff that are serving barriered populations.</li> <li>• Continue pursuing grant and funding opportunities related to eliminating critical barriers to employment (i.e. addiction services, transportation, childcare, and counseling services).</li> </ul>
<p>5. Strengthen and enhance the effectiveness and efficiency of Maryland’s workforce system.</p>	<ul style="list-style-type: none"> <li>• Continue convening the American Job Center (AJC) steering committee, Youth steering committee, CAREER TEAM, including PROJECT Improve (See Section 3 for more details).</li> <li>• Continue collaborating with regional partners around efficient workforce development programs and opportunities.</li> </ul>

The following performance accountability measures have been negotiated with DLLR for FY19 (7/1/2018-06/30/2019) and will run through FY20 (7/1/2019-06/30/2020):

**Table 2.16 – Baltimore County FY19-20 Negotiated Performance Accountability Measures**

<b>Adult Measures</b>	
Credential Attainment within 4 Quarters after exit	58%
Employment Rate 2nd Quarter after exit	75%
Employment Rate 4th Quarter after exit	71%
Median Earnings 2nd Quarter after exit	\$6,300
<b>Dislocated Worker Measures</b>	
Employment Rate 2nd Quarter after exit	80%
Employment Rate 4th Quarter after exit	76%
Credential Attainment within 4 Quarters after exit	56%
Median Earnings 2nd Quarter after exit	\$8,300
<b>Youth Measures</b>	
Employment or Placement Rate 2nd Quarter after exit	67%
Employment or Placement Rate 4th Quarter after exit	61%
Credential Attainment within 4 Quarters after exit	65%
<b>Wagner-Peyser Act Measures</b>	
Employment Rate 2nd Quarter after exit	58%
Employment Rate 4th Quarter after exit	57%
Median Earnings 2nd Quarter after exit	\$5,800

## Section 3 – Strategic Planning to Strengthen the Local Workforce System

### 3(A) Taking into account analyses described in Section 2, a strategy to work with the entities that carry out the core programs to align resources available to the Local Area, to achieve the strategic vision and goals described in subparagraph.

As noted in Section 2, the fifth Strategic Goal of the *Benchmarks of Success* is to strengthen and enhance the effectiveness and efficiency of Maryland’s workforce system. In order to better align local and regional resources to carry out Baltimore County’s core workforce programs, the Local Area will prioritize these efforts:

- Continue convening the American Job Center (AJC) steering committee, Youth steering committee, and the CAREER Team, including Project IMPROVE.
- Continue collaborating with regional partners around efficient workforce development programs and opportunities

### 3(B) A description of the workforce development system in the Local Area that identifies the programs that are included in that system and how the Local Board will work with the entities carrying out workforce development programs identified in the State Plan. The description should also include how the Local Board and the programs identified plan to align and integrate to provide services to customers. The description should also include programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).

In order to develop and implement a strategy that aligns the activities of core programs in the local area, the WDB authorized DEWD to serve as the “Convener” of a voluntary consortium of local workforce development system partners, the *Coalition of Agencies Ready to Engage in Employment and Retention* (The CAREER Team). The WDB provides oversight and guidance to the CAREER Team and its membership includes all of the WIOA Core partners as well as a variety of required and community partners. Table 3.1 overviews the programs and partners represented on the CAREER Team, along with how each partner organization contributes to the workforce system.

**Table 3.1 Partner Organizations on The CAREER Team**

WIOA Title/Program	Local Partner Organization	Connections to the Workforce System
Title I: WIOA Adult, Dislocated Workers and Youth	Department of Economic and Workforce Development (DEWD)	<p>Job seeker customers may need assistance beyond employment services and training. Successfully moving such customers towards employment may require addressing non-workforce development related issues prior to, or in concert with AJC services.</p> <p>AJC staff are trained to explore potential barriers to employment and provide partner referrals and resources to customers at each stage in the service flow: communication barriers necessitating translator services are identified at the reception desk; the initial structured interview is designed to assess customer needs for services provided by Baltimore County’s Department of Social Services, Division of Rehabilitation Services, and/or the County’s Adult Basic Education provider; and because circumstances can change, AJC staff continue to screen customers’ needs for partner services and make appropriate referrals during subsequent encounters deeper in the customer service flow as well – assessments of potential employment barriers are included in the second structured interview conducted during the assessment and referral phase, as well as the retention and follow-up phase. AJC management has committed to deliver training to workforce system stakeholder organizations and to offer more specific operational training to partners related to the customer service flow, referral processes, and researching labor market information.</p>
Title II: Adult Basic Education Provider (ABE)	Community College of Baltimore County (CCBC), Center for Adult and Family Literacy	<p>CCBC works in close collaboration with a wide range of partners in the local workforce system.</p> <p>In addition to delivering Title II services at three major campuses and other remote sites throughout the County, CCBC operates two Extension Centers co-located with the DEWD’s AJCs at the Liberty and Hunt Valley sites, streamlining the referral process and facilitating warm handoffs between the two partners. Colocation fosters the integration and coordination of the AJC/ABE services, providing a variety of on-ramps and off-ramps for AJC customers. As a case in point, CCBC partnered with DEWD to deliver successful cohort-based trainings targeting job seekers with barriers to employment. AJC staff recruited job-seeker participants for the trainings, promoted and co-presented information sessions, and participated in the screening and selection process.</p> <p>The LDSS contracts with CCBC’s Job Network program to deliver TANF-funded services, and DORS contracts with CCBC’s Single Step program to serve job seekers with disabilities. Leadership from all three programs has committed to deliver training to workforce system stakeholder organizations and to offer more specific operational training to AJC staff on case management, job development, retention and intermediaries.</p>

WIOA Title/Program	Local Partner Organization	Connections to the Workforce System
Title III: Wagner-Peyser Employment Services	Department of Labor, Licensing and Regulation (DLLR)	DLLR and DEWD are collocated at the County's Eastpoint AJC. The local Labor Exchange Administrator (LEA) has served on the Workforce Development Board, providing important support during the development of the local area's strategic local plan. Opportunities to strengthen the integration of state and local staff throughout all three AJCs is a goal. The LEA has committed to deliver training to workforce system stakeholder organizations.
Title IV: Vocational Rehabilitation Services	Maryland State Department of Education, Division of Rehabilitation Services (DORS), Region 5	DORS has established a part-time physical presence in all three of Baltimore County's AJCs to serve DORS participants, and has presented during AJC staff meetings on operational issues to promote a better understanding of DORS processes. A DORS Vocational Rehabilitation Specialist has been assigned to each AJC for direct referrals and as a technical support resource. DORS' Business Services Representatives work closely with Business Services representatives from both DEWD and DLLR to coordinate job fairs and other recruitment events. DORS was also instrumental in helping DEWD assess the ADA compliance of AJC facilities during the preparation of the area's local workforce plan.
Temporary Assistance to Needy Families (TANF)	Department of Social Services (DSS)	Leadership from DEWD and the Job Network program have participated in numerous meetings to identify and optimize opportunities to share/leverage resources. As the contracted local provider of TANF-funded services, the Job Network program integrates the Maryland Workforce Exchange into customer programming, and co-enrolls participants (as appropriate) with CCBC, DORS, and DEWD funded trainings. Job Network's leadership has committed to deliver training to workforce system stakeholder organizations and to offer more specific training to AJC staff focused on case management, job development, retention and intermediaries. DEWD leads Project IMPROVE in an effort to utilize a shared customer data platform with Job Network, DORS, and CCBC using the Maryland Workforce Exchange (MWE) as a common data platform. A long-term goal with the project is to assist programs with obtaining shared access in the MWE – so assessment scores, case notes, and services can be entered and shared among partners.
Veteran Services	DLLR	As described in Section 9 of this local plan, three <i>Disabled Veterans Outreach Specialists</i> (DVOPS) provide workforce development services to veterans in Baltimore County. Two DVOPs are stationed full-time at the Eastpoint AJC. The third rotates between the Liberty and Hunt Valley AJCs. AJC receptionists are trained to ask all new customers whether they are veterans, and to give priority to individuals self-attesting to veteran status. During the initial personal interview with a veteran customer, AJC staff complete the SBE Checklist, and refer customers to the DVOPs, at the customer's preference. Baltimore County also has one Local Veterans Employment Representative (LVER) who works closely with the County and State Business Services Representatives (BSRs) and the County's Job Developers to build relationships with businesses to secure employment opportunities for veterans.
Trade Adjustment Assistance	DLLR	The Trade Adjustment Assistance (TAA) Program in Baltimore County operates out of the Eastpoint AJC.

In 2019-20, the CAREER Team will also consider inviting the following additional partners as part of the State’s expansion of the WIOA system. These partners include:

- The Baltimore County Department of Planning
- The Baltimore County Community Action Network (CAN)
- DLLR’s Division of Unemployment Insurance
- The Baltimore County Department of Aging

The CAREER Team partnership serves as the mechanism for achieving greater service integration and efficiency across the local system. Issues identified by the CAREER Team partnership will work to accomplish several goals, including:

- Create a “no wrong door” system in which all of the services of the system can be accessed regardless of a customer’s starting point;
- Develop universal intake and referral processes that facilitate seamless service delivery;
- Streamline and coordinate shared (and divergent) performance metrics;
- Generate solutions for overcoming data collection and information sharing obstacles;
- Design new program and service strategies to more effectively assist barriered populations;
- Align customer service models across partner organizations to decrease duplicative services; and
- Facilitate co-enrollment in WIOA with partner organizations.

To establish an overarching universal framework for how partners in Baltimore County’s local system will work together to deliver workforce development programs, the CAREER Team developed Vision and Mission statements. These statements inform the CAREER Team’s efforts to align and integrate the system’s operations and offerings:

#### The CAREER Team’s Vision Statement

*We listen to the needs of our customers and hold ourselves accountable for the transformative process that occurs when we collaboratively plan, communicate, share data, engage employers, provide experiential learning opportunities, and work together to provide ongoing support and tracking.*

#### The CAREER Team’s Mission Statement

*The CAREER Team helps individuals overcome actual and perceived barriers to employment and achieve personal growth and success. Building on the strengths and resources of each partner, our network collaborates to prepare for regional, family-sustaining employment opportunities.*

Carl D. Perkins Career and Technical Education Act of 2006

Both CCBC and BCPS receive funding from the Carl D. Perkins federal program, through the Maryland State Department of Education. Perkins funding is used to improve and expand approved career and technical training programs. Examples of funding include program design, equipment, professional meetings, initial staffing for new programs and other resources that improve and expand programming. CCBC and BCPS provide annual plans to MSDE. In turn, MSDE combines plans from all Maryland Perkins recipients to submit as part of the State plan presented to the federal government.

Baltimore County Public Schools (BCPS) is the secondary education partner funded under Carl D. Perkins. BCPS utilizes Perkins funds to support its Office of Career and Technology Education (CTE Office). DEWD's Youth Services division works most closely with the CTE Office's School to Career Transition (STCT) program. STCT offers high school students opportunities to engage in a variety of work-based learning experiences, including internships, CTE capstone completers, apprenticeships, and job shadowing.

All BCPS CTE programs emphasize the development of work-place readiness skills. Students develop professional portfolios and resumes to present to perspective employers and for college admission and scholarship applications. Students who complete CTE programs are eligible for skill certificates, apprenticeship credits, state licensing, or industry-recognized certifications. Community College of Baltimore County (CCBC) is the post-secondary educational partner receiving Carl D. Perkins funds within Baltimore County. Perkins funds are used to support the Career Pathways program, a partnership between CCBC and BCPS. Career Pathways are programs of study which begin in high school and continue at CCBC, culminating in either an associate degree, further postsecondary study, or employment. The Career Pathways program combines classroom and workplace experiences to help students prepare for postsecondary education, as well as entry into technical and career fields. BCPS high school students can earn up to 23 free college credits upon successful completion of the program. Students completing a minimum of four high school credits in their Career Completer program with a technical grade point average of B or better are eligible to receive articulated college credits upon enrollment to CCBC.

**3(C) A description of how the Local Board, working with the entities identified in A, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

With guidance and oversight from Baltimore County’s Workforce Development Board, DEWD’s administrative leadership and American Job Center management will continue to work closely with core partners from CCBC, TANF, DLLR and DORS to coordinate and expand access to employment, training, education, and supportive services for eligible individuals, particularly for individuals who have barriers to employment. The AJCs will build on successful business-led cohort trainings in high-demand occupations, delivered in partnership with CCBC, to introduce career pathways models, improve access to activities leading to industry-recognized postsecondary credentials, and develop co-enrollment protocols. The DORS and TANF programs will continue working with the AJCs to increase integration of services, particularly services that introduce appropriate accommodations for individuals with disabilities.

WIOA acknowledged that one of the primary constraints to expanding services in local systems has been the siloed way in which partner organizations have traditionally operated. As a result of long years working in relative isolation, partners often lack basic awareness about what other service providers actually do. An important first step in reversing this situation must be an educational process and a new level of cross-communication. A vital function of the CAREER Team will be to improve the quality, quantity, and regularity of communications between partners, to build a greater shared understanding of partner services.

Actions DEWD has taken to create a new level of transparency include:

- Explore the establishment of a shared electronic resource library for the CAREER Team, where partners can post discussion questions, offer advice, participate in decision-making, and collaborate on projects. This will be an important tool partners will use to share information about new training opportunities seek involvement and input on new initiatives and problem-solve.
- The CAREER Team will continue to provide a series of “Partner Briefs” to educate the staff in partner organizations on the programs and services offered by other partners in the system. The Partner Briefs provide a quick, one-page snapshot of each organization’s programs and services. Partner Briefs provide a profile of each partner organization, including:

- |                       |                       |
|-----------------------|-----------------------|
| ✓ Populations served  | ✓ Staff Size          |
| ✓ Programs offered    | ✓ Performance Metrics |
| ✓ Locations           | ✓ Support Services    |
| ✓ Active Partnerships |                       |

By raising awareness across the system, access to services will be expanded. Partners will distribute the Briefs to their respective staff, who can use the information as a quick reference tool to locate the best resources to meet their customers’ needs.



*NOTE: The CAREER Team’s template for the Partner Brief, and a completed partner Brief prepared for CCBC’s Center for Family and Adult Literacy are included in the appendix located at the end of the local plan.*

**3(D) A description of the steps taken by the Local Board to engage entities identified in the formulation of its Local Plan.**

In the summer of 2015, Baltimore County’s Workforce Development Board began an intensive three-month process to produce detailed recommendations for the County’s local plan. All Board members joined one of five committees. The committees held at least one extended meeting per month, although most met more often. Board committee work to refine these recommendations will continue through 2020.

**Table 3.2 – Workforce Development Board Committees**

Committee	WIOA Requirements
Executive Committee	<p><i>In addition to serving as an executive committee for the work of the other committees, the Executive Committee developed recommendations to:</i></p> <ul style="list-style-type: none"> <li>• Describe how the Local Board will coordinate workforce investment activities with regional economic development activities, and promote entrepreneurial skills training and microenterprise services.</li> <li>• Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area.</li> <li>• Describe the roles and resource contributions of the one-stop partners in the local one-stop delivery system.</li> <li>• Describe how the Local Board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.</li> </ul> <p>Describe how AJCs are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.</p>
Industry Engagement Committee	<p><i>The Industry Engagement Committee developed recommendations to:</i></p> <p>Identify strategies, services and best practices that can be adapted by Baltimore County’s workforce development system to address employers’ current and projected workforce needs with regard to:</p> <ul style="list-style-type: none"> <li>• Create and implement effective industry-led, data-driven sector initiatives that help to identify and address issues common across prioritized industries.</li> <li>• Identify options for more flexible training and workplace learning models.</li> <li>• Describe how the Local Board will ensure the continuous improvement of eligible service providers within the system.</li> <li>• Establish a methodology and metrics to ensure that services provided (for job-readiness, basic, remedial, occupational and technical skills) are comprehensive and well-coordinated across programs with flexibility to meet the needs of local employers, workers and job seekers.</li> </ul>

Committee	WIOA Requirements
Barriers to Employment Committee	<p><i>The Barriers to Employment Committee developed recommendations to:</i></p> <ul style="list-style-type: none"> <li>• Enhance the provisions of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.</li> <li>• Describe how entities within the local workforce development system, including AJC operators and the AJC partners, will comply with the Americans with Disabilities Act of 1990 to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, staff training, etc.</li> <li>• Describe how the Local Board will facilitate access to services provided through the AJCs, including through the use of technology and through other means.</li> <li>• Develop recommendations for researching populations, benefits, and value of employing populations (and maintaining updated research).</li> </ul>
Youth Committee	<p><i>The Youth Committee developed recommendations to:</i></p> <ul style="list-style-type: none"> <li>• Describe and assess the type and availability of youth workforce investment activities in the local area, including activities for youth with disabilities. (Enhanced Program Availability).</li> <li>• Describe and assess successful models of such youth workforce investment activities.</li> </ul>

**3(E) A description of the strategies and services that will be used in the Local Area—**

***To facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs***

- Connect with professional trade/industry groups and associations to access the most recent data and resources.
- Plan roundtable discussions and skills panels with industry leaders.
- Identify key industry leaders and key growth industries.
- Set up invitation networking/discussion sessions.
- Schedule concentrated visits to key industries for face to face meetings.
- Identify key businesses to visit and develop relationships.
- Conduct targeted outreach to local employers in prioritized industries to raise awareness of the benefits of Baltimore County workforce system.
- Engage businesses on their "turf," using their language, e.g., "Return-on-Investment".

***To support a local workforce development system that meets the needs of businesses in the Local Area***

- Market available talent as pre-screened and "certified" as highly qualified and prepared for the occupation or industry sector with which they are being connected.
- Determine program infrastructure to monitor implementation of continuous improvement measures in service delivery where gaps were identified to ensure business customers are only sent quality candidate referrals.

- Establish parameters and a mechanism to measure success and return on investment for employers.
- Provide continuous customer support after candidates are hired or placed in work-based learning opportunities.
- Identify additional employee retention and resources that the workforce system can offer as cost savings benefit for business, (e.g., funds for occupational skills training for employees, funds to support On-The-Job Training [OJT], backfilling entry-level and mid-skilled positions when employees are in training or advance on career path, incentives for hiring from the workforce system talent pool, particularly from the pool of individuals with barriers to employment job seekers.)

***To better coordinate workforce development programs and economic development***

- Develop and implement processes that clearly connect the local workforce system’s activities to both existing and new local and regional economic drivers.
- Work with DEWD’s Economic Development unit to maintain an inventory of existing and new economic development initiatives and real estate development projects.
- Review inventory on a regular basis to identify workforce development implications and opportunities.
- Identify hiring trends, skills gaps and employment opportunities in the industry sectors targeted in Baltimore County’s Job Connector Toolkit.
- Promote entrepreneurial upskilling along with occupational training.
- Enhance employer engagement in targeted industries tasked with identifying the needs and expectations of the forecasted in-demand occupations and assisting in the creation of associated career pathways.
- Prioritize workforce investments that prepare workers for middle-skilled occupations.

***To strengthen linkages between the American Job Center delivery system and Unemployment Insurance programs.***

- DEWD staff will continue to have a presence during ROW and RESEA workshops. Job fairs, recruitment activities, high profile job postings, and other AJC initiatives will be promoted to this targeted group. A DEWD staff attended a DLLR-sponsored unemployment insurance train-the-trainer session in July 2018. The training focused on providing meaningful, customer-focused information to assist job seekers with handling mandated data entry. The DEWD staff provided an overview training for colleagues and distributed contact information and other resources from the training.

***Operate an industry-driven workforce investment model that delivers tightly integrated business and job seeker services.***

- Continue coordinating employer outreach (job fairs, etc.) across all three Baltimore County American Job Centers.
- Maintain a team structure that pairs the County’s economic development representatives with the workforce system’s business services representatives and

relevant workforce system partners, as appropriate, to assure seamless and non-overlapping delivery of services to employers.

- Develop and implement defined processes that connect workforce development services to regional economic entities and initiatives, to ensure employer demand drives workforce development activities.
- Strengthen connections with area business incubators and Baltimore County's Small Business Resource Center to assess and support entrepreneurial workforce development needs to start-up and small businesses, and provide ongoing assistance as companies grow and expand.
- Monitor and report to the Workforce Development Board on the workforce investment system's impact, focused on economic development hubs located throughout Baltimore County.

**3(F) A description of how the Local Board will ensure jobseekers have a role/voice in the Board's decision making process and in informing the services the Local Area provides.**

- Conduct Customer Satisfaction Surveys and interviews to solicit feedback about jobseeker services.
- Feature customer stories on the Baltimore County government website
- Consider other options to solicit anonymous feedback from job seekers.

**3(G) A description regarding the implementation of initiatives such as EARN Maryland, apprenticeship, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, integrated education and training, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of businesses in support of the strategy described in Section 2.**

DEWD's Business Solutions team will listen to employer needs and be prepared to offer strategic, results-driven solutions:

- A business may be incentivized to hire participants who have completed a WIOA-approved occupation skills training program. Incentives can include the attachment of funding for an OJT component to the end of the participants' training, to give the businesses the opportunity to augment classroom learning with practical application of skills through real world experience.
- AJC staff will tour key local apprenticeship programs to learn more about program requirements and application processes. Staff will, in turn, be better prepared to appropriately interview, screen, and refer job seekers who meet apprenticeship requirements to the appropriate programs.
- WIOA focuses on providing individuals with greater access to training that yields family-sustaining wages. AJC staff will look for opportunities to provide multiple sequenced trainings to enrolled individuals. Investing in stackable credentials empowers individuals to move up a career ladder, and creates opportunities to backfill entry-level positions.

- The Business Solution and Talent Management Coordinators will collaboratively host career “invitational” recruitment events in each of the three AJCs. The goal for each event is to target business needs across industries and sectors within each Baltimore County territory, and connect only those participants whose skill set, education, or experience align with the business’ needs.
- Continue pursuing grant and funding opportunities related to eliminating critical barriers to employment (i.e.: addiction services, transportation, childcare, and counseling services)

**3(H) A description of how the Local Board will coordinate workforce development activities carried out in the Local Area with economic development activities carried out in the Local Area in which the Local Area (or planning region) is located, and promote entrepreneurial skills training and microenterprise services.**

DEWD’s business solutions team includes Business Development Representatives (BDRs) who cover eastern, northern, and western territories of Baltimore County. The BDRs work directly with numerous business prospects each year to promote Baltimore County as a business base. BDRs assist companies in accessing incentives and gaining needed permits, and connecting them with the County’s workforce system and County lending services.

The BDRs partner with Talent Management Coordinators (TMCs) who are responsible for working with businesses to learn about their specific workforce needs. They assist employers in posting hiring needs to the Maryland Workforce Exchange and facilitate access to the qualified pool of AJC job seekers. TMCs organize customized recruitments and job fairs, prescreen candidates for positions and ensure employment opportunities are promoted to targeted audiences.

To promote entrepreneurial skills training and microenterprise services, the local system will continue to work to strengthen connections with area business incubators and Baltimore County’s Small Business Resource Center, to assess and support the workforce needs of start-up and small businesses, and provide ongoing assistance as companies grow and expand.

**3(I) A description of how the Local Board will leverage and coordinate supportive services in the delivery of workforce development activities carried out in the Local Area. Specifically, the Local Plan should address how the Local Board will work with Local Management Boards and other providers to deliver supportive services to job seekers;**

In accordance with TEG 19-16, Baltimore County provides supportive services to customers receiving Title I Career Services who need additional assistance to secure or retain employment. Baltimore County coordinates with partners, such as Vehicles for Change, the local homeless shelters, and other community and faith-based organizations to assist customer in accessing the supportive services they need. Supportive services coordinated through the AJCs may include support for public transportation, payments to defray the cost of childcare, dependent care, housing, and other needs-related payments, such as money to pay for equipment or special clothing required as part of a job. As Baltimore County moves forward, the CAREER Team will continue to examine ways to strategically co-enroll customers across Core Program Partners to leverage resources in regard to supportive services.

**3(J) A description of how the Local Board intends to provide a greater business voice in the delivery of workforce development activities carried out in the Local Area. The description should include how the Local Board will engage businesses on decisions regarding the type and content of training activities.**

Baltimore County's Workforce Development Board seeks out opportunities to learn about and meet the employment needs of businesses using a variety of strategies.

The Board:

- Connects with professional trade/industry groups and associations to access most recent data and resources.
- Identifies key industry leaders and key growth industries.
- Plans roundtable discussions and skills panels with industry leaders.
- Sets up invitation networking/discussion sessions.
- Schedules concentrated visits to key industries for face-to-face meetings.
- Identifies key businesses to visit and develop relationships.
- Conducts targeted outreach to local employers in prioritized industries to raise awareness of the benefits of Baltimore County workforce system.
- Engages businesses on their "turf," using their language, e.g., "Return-on-Investment."

**3(K) A description of how the Local Board will promote and cultivate industry-led partnerships, such as career pathways and EARN Maryland, in the delivery of workforce training opportunities.**

DEWD is a workforce partner in the Ready to Work Partnership Grant entitled the Maryland Tech Connection (MTC). The MTC grant is a partnership of 59 workforce development, economic development, and educational organizations throughout central Maryland. In addition, MTC will continue to partner with Employment Advancement Right Now (EARN) Maryland Partnerships, to expand on existing efforts in the region.

In addition to helping businesses gain the workforce they need to compete, MTC also assists Maryland's long-term unemployed job seekers return to employment in high-growth industries. Job seekers may receive short-term occupational training aligned with the needs of the target industries along with several key support services, including benefits screening and application assistance, financial stability services and behavioral health services.

The goal of the MTC program is to address the shortage of workers who can perform in middle- and high-skilled occupations. Participants receive training to gain the skills local and regional employers need. By building the talent pipeline of local workers, businesses gain access to high-quality, skilled workers, and save time and money spent on finding qualified workers outside of the country.

After completion of training, participants may receive hands-on work experience through work-and-learn opportunities with partner organizations. These hands-on work experiences create an essential bridge for MTC participants to successfully transition to full-time employment.

In addition to the MTC program, Baltimore County plans to evaluate the potential benefits of greater involvement in local and regional EARN programs and the WDB will continue to explore

similar initiatives in an effort to better serve the jobseekers and businesses in Baltimore County. The County is also pursuing other State and federal level opportunities to secure resources for industry led partnerships.

**3(L) A description of the role (if any) of local faith or community-based organizations in the local workforce development system.**

DEWD has a formal partnership with the Community Assistance Network (CAN) and St. Vincent DePaul through Baltimore County's Department of Planning to provide workforce development services to three (3) Baltimore County homeless shelter residents. In addition, members of DEWD staff sit on a variety of community-based organization committees whose mission it is to assist individuals with barriers to employment, such as homelessness, hunger, disability, etc.

DEWD is also actively pursuing opportunities to increase the workforce development system's ability to reach customers with transportation barriers who cannot reach one of the three brick-and-mortar AJCs. Specifically, the Director of Baltimore County's Public Library (BCPL) system continues to serve on the Workforce Development Board. With the BCPL Director's support, DEWD is exploring opportunities to introduce Career Center resources in local libraries. Additionally, DEWD conducted a series of workshops in several BCPL branches.

Through a developing strategy, DEWD has increased its outreach to community and faith-based organizations in the promotion of Career Center services by making staff available for their various events. DEWD is also, exploring a partnership with the House of Ruth Maryland to provide Career Center services and resources to their clients.

## Section 4 – American Job Center Delivery System

**4(A) A list of the American Job Centers in your Local Area, including address and phone numbers. Indicate the One-Stop Operator for each site and whether it is a comprehensive or affiliate center.**

As the Operator for the local system, Baltimore County’s Department of Economic and Workforce Development oversees three Comprehensive American Job Centers.

### American Job Centers

<i>Eastpoint American Job Center (comprehensive)</i>	<i>Hunt Valley American Job Center (affiliate)</i>	<i>Liberty American Job Center (comprehensive)</i>
7930 Eastern Boulevard	11101 McCormick Road	3637 Offutt Road
Baltimore, Md. 21224	Hunt Valley, Md. 21031	Randallstown, MD 21133
410-288-9050	410-887-7940	410-887-8912

**4(B) A description of the customer flow system and process used in the Local Area. This description should include eligibility assessment, individualized training plans, and case management.**

The customer service model in Baltimore County’s AJCs reflects the following:

- In place of the “tiered” service model, County AJCs will offer Basic Career Services, Individualized Services, and Follow-up Services, as described in the Department of Labor’s Training and Employment Guidance Letter (TEGL) 19-16.
- Participants may receive services *in any order that is deemed appropriate* – based on an interview, evaluation, or assessment, and eligibility determination.
- Collaborative relationships and protocols with partner service providers have been established to achieve seamlessly integrated services that provide comprehensive solutions for customers.

#### Basic Career Services (BCS)

DEWD’s AJC service delivery model reflects the WIOA emphasis on connecting customers more quickly to the specific services and resources they need. New customers meet with an AJC staff member for a preliminary *Personalized Customer Needs Assessment* to evaluate the customer’s needs. The staffer gathers information to answer two broad questions:

1. Can this customer benefit from services and/or resources the AJC has to offer?
2. Can this customer benefit from the services and/or resources of partners, in addition to, or instead of those available through the AJC?

Based on the outcome of the *Personalized Customer Needs Assessment*, the staffer and customer work together to develop an action plan. Partner referrals are also made, as appropriate.

If it is determined that customers can benefit from more staff-intensive services, the staffer discusses WIOA eligibility criteria and identifies the documentation the customer will need to



produce to demonstrate eligibility. A follow-up appointment is set up for the customer to pursue individual Career Services. An intake form may be used at any time during basic career services to determine a customer's need for individualized career services.

#### Individualized Career Services (ICS)

At the second appointment, ICS staff verify WIOA eligibility and work with the customer to develop an Individualized Employment Plan (IEP). The IEP may include strategies such as intensive career consultation with career planning, comprehensive assessments, short-term pre-vocational training courses, and supportive services. If the IEP indicates a possible need for training, the next step is completion of the WIOA Occupational Training Application.

The WIOA Occupational Training Application is a career planning tool that provides customers with a structured guide to help them research explore whether occupational training may be needed to meet their employment objectives and what types of training are available. Eligible customers who can demonstrate that they will benefit from training and can commit to completing training can apply to receive ITA funds to cover training costs.

Components of the WIOA Occupational Training Application include:

1. Labor market information that shows the targeted occupation(s) in which the customer wants to gain employment is (are) in demand in the local and regional market and pays sustainable wages. Customers are encouraged to use the Job Connector Toolkit as a resource for their individual research on Baltimore County's nine priority industries, and for information on the occupations that are in greatest demand.
2. A description of how training under consideration would prepare the customer for a job in his/her targeted occupation. With respect to training alternatives, staff will ensure that customers understand they have choices among programs and training providers, and will provide customers with access to the "State List of Occupational Training Providers," as well as information on the performance of these training. The WDB has also approved a resolution to provide cohort-based training in high-demand occupations through a partnership between DEWD and area training providers including the Community College of Baltimore County. Customers will receive information on these cohort programs when they are open for enrollments as another training option.
3. Evidence (assessment results, educational transcripts, etc.) that the customer possesses the prerequisite skills to successfully complete the training opportunities they are interested in.

Once the WIOA Occupational Training Application is completed to the satisfaction of the AJC case manager, an AJC manager will then consider the application and make a determination as to whether the training is approved.

#### **4(C) A description on the process the Local Board intends to provide for the solicitation and selection of a One-Stop Operator as identified in Section 107 of WIOA.**

The following bulleted list describes the Baltimore County Workforce Development Board's (WDB) process for the solicitation and selection of a One-Stop Operator (OSO):

- Educational information on the WIOA requirements related to the OSO selection were presented at the Board's September 2016 quarterly meeting.

- An OSO work group comprised of Board members convened to develop recommendations on procurement options.
- The work group provided its recommendations to the Executive Committee.
- The Executive Committee considered and approved the OSO work group’s recommendation.
- The Board Chair provided the County Executive and County Council with Board recommendations for the OSO procurement.
- Baltimore County chose to hold a competition for the OSO, releasing Request for Proposal No. P-185 through the County’s Purchasing Division.
- The OSO was selected in July 2017.

**4(D) A description of how the Local Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local businesses, and workers and jobseekers.**

The WDB is committed to maintaining a system that promotes and supports the ongoing growth of service providers in the metropolitan area, particularly those producing skilled workers for identified high-demand industries and occupations. DEWD has designated staff to ensure continuous improvement of the AJCs through the analysis of information collected from both service providers and service constituents. The County’s continuous improvement process includes: consultation with employer groups and the local chambers; regular reviews and critiques of service providers; and analysis of outcome data of services provided to both job seekers and employers.

With oversight from the WDB, DEWD has implemented a series of measures within the AJCs to ensure continuous improvement of services:

*Performance Role*

In 2018, DEWD revised the Workforce Program Planning Coordinator responsibilities, giving them oversight of all workforce development performance data and research for the agency. Under the direction of the Policy and Planning Manager, the Coordinator conducts workforce program performance evaluation, data management, and program coordination to support and advance the vision of the County Executive, the Workforce Development Board, DEWD, and Baltimore County’s local workforce system. The Workforce Program Planning Coordinator owns agency-wide responsibility for ensuring that DEWD’s WIOA services and records (both paper and electronic) are in compliance with all WIOA regulations and that DEWD consistently meets or exceeds established performance standards on all indicators – including those for Youth Services.

DEWD’s Policy & Planning Team conducts structured periodic internal reviews as described below:

- *Annually:* Develop a plan that prioritizes and organizes annual goals that build towards the achievement of goals set in strategic four-year local plan. An outcome of the annual planning process will be the identification of *quarterly milestone targets* that allow the Team to measure the progress AJC’s are making towards accomplishing annual goals.

- *Quarterly:* Conduct internal monitoring events to assess the success of AJCs in meeting performance measures negotiated by the State, as well as performance standards identified internally. The status of quarterly milestones will be reviewed and adjustments will be made, as required. Reports from monitoring events are shared with frontline AJC staff at regular staff meetings in an open, collegial dialogue that integrates professional development and engages staff in problem solving and service innovation.
- *Monthly:* Provide current performance measures, discuss and resolve problems, identify opportunities for greater service integration, and manage, evaluate, and enhance AJC services.

*AJC Managers Meetings*

DEWD AJC managers convene regularly to address continuous improvement needs that include the following:

- Discuss and resolve problems;
- Identify opportunities to enhance services;
- Promote best practices;
- Ensure consistent case management across all three AJCs; and
- Plan regular trainings for AJC staff.

**4(E) A description of how the Local Board will facilitate access to services provided through the American Job Center delivery system, including in remote areas, through the use of technology and through other means.**

DEWD acknowledges that under Section 188 of WIOA, discrimination against all individuals in the United States is prohibited on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency (LEP)), age, disability, or political affiliation or belief, or the beneficiaries, applicants, and participants only, on the basis of citizenship status, or participation in a program or activity that receives financial assistance under Title I of WIOA.

DEWD recognizes the importance of serving customers throughout the local area, and particularly prioritizing services for individuals included in Maryland’s targeted populations listed below:

- |   |  |
|---|--|
| • Displaced Homemakers  | • Ex-offenders   |
| • Eligible migrant and seasonal farmworkers   | • Homeless individuals   |
| • Individuals with disabilities, including youth with disabilities  | • Individuals facing substantial cultural barriers                   |
| • Older individuals   | • Individuals who are unemployed, including the long-term unemployed |
| • Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act | • Individuals who have low levels of literacy                        |
| • Individuals who are English language learners   | • Individuals without a High School Diploma                          |
|   | • Low income individuals (including TANF and SNAP recipients)        |

- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Youth who are in or have aged out of the foster care system
- Individuals impacted by the opioid crisis

The local workforce development system partners are committed to delivering customer-centered services, and will not discriminate in employment opportunities or practices on the basis of race, color, religion, gender (including pregnancy), gender orientation, ethnicity, age, physical or mental ability, genetic information, marital or family status, veteran status, political belief, or any other characteristic protected by law.

The Mobile Career Center (MCC) is a valuable resource used by DEWD to bring AJC services into the community to the individuals. The MCC contains six computerized work stations, and is used to deliver services to homeless shelters, the detention center, the circuit court, community events and libraries.

Technology also plays a valuable role in reaching and serving customers. A variety of online tools will be used to market services and information to jobseekers.

These include:

- Targeted social media advertising for training opportunities and events.
- A telecast service for contacting jobseekers to inform them of upcoming events and services.
- Outreach through the County website, which lists American Job Center information and service offerings.

In addition to the online tools noted above, DEWD is implementing additional enhancements, including:

- An updated web presence on [Baltimorecountymd.gov](http://Baltimorecountymd.gov) - page to include help/how to videos, success stories and some transactional abilities (TBD).
- E-Blast capabilities via Tele-task with job opportunities, helpful tips, center info and events.

DEWD is also exploring opportunities to expand access to AJC services by establishing satellite kiosk sights. For example, in 2018, DEWD partnered with the Baltimore County Public Library to provide job readiness/essential skills training to adult job seekers at library locations across the County. The free trainings were offered in a series of workshops to meet basic needs employers look for, including:

- Building effective communication skills;
- Maximizing time in the workplace;
- Mastering basic etiquette;
- Dressing for success; and
- Managing mindsets

**4(F) A description of the roles and resource contributions of the American Job Center partners.**

American Job Center Core Program Partners have negotiated and signed a Memorandum of Understanding and Resource Sharing Agreement (RSA) that includes roles and resource contributions. Fundamentally, partners have agreed to pay a square footage amount for direct space used in the Centers and the corresponding percentage of common areas. Each partner will provide their own materials and program specific equipment. Partners who will be “visiting” with regular office hours on a part-time basis may provide resources in the form of in-kind contributions such as shared staff for workshop trainers, resource room coverage, or front-desk coverage.

**4(G) A description of how the Local Board will use Individualized Training Accounts based on high-demand, difficult to fill positions identified within local priority industries identified in Section 1(A).**

Under The Workforce Innovation and Opportunity Act (WIOA), local workforce development areas may direct WIOA funds to assist job-seekers in accessing occupational training that will equip them for in-demand jobs in local industry sectors. Individual Training Accounts (ITAs) are the primary funding mechanism used to cover the costs of training for WIOA-qualified adults and dislocated workers. DEWD can provide up to \$5,000 per individual per WIOA-funded ITA.

The individual can use the ITA for training services from eligible training Providers on the ETPL after considering whether the:

- Funding supports training that offers an industry-recognized credential;
- Training is associated with one of Baltimore County’s nine priority industries and/or a high priority occupation; and/or,
- Training is associated with an apprenticeship program registered with Maryland’s Department of Labor, Licensing and Regulation.

*Eligibility Requirements*

WIOA training services may be provided if AJC staff determine after an interview, evaluation or assessment, and career planning, that the individual could benefit from training to reach their employment goals. More specifically, staff may issue an ITA to fund training for Adults and Dislocated Workers if the following conditions are met. The individual must:

- Be unlikely or unable through career services alone to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Have the skills and qualifications to successfully participate in the selected program of training services;
- Be determined eligible in accordance with the State and local priority system in effect for adults under WIOA sec. 134(c)(3)(E) if training services are provided through the adult and dislocated worker funding stream; and

- Select a program of training services that is directly linked to Baltimore County’s nine priority industries or high priority employment opportunities. (Visit [The Baltimore County Job Connector Toolkit](#) for a list of these industries.)

In addition, for the County to approve and award an ITA Agreement to a Provider, the individual must be unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Trade Adjustment Assistance (TAA), or Federal Pell Grants, or be in need of WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.

### *Training Parameters*

The ITA must result in an industry-recognized certificate, the attainment of skills, or a generally accepted standard. In order for a Provider to receive WIOA funds, its program(s) should provide training services such as:

- Occupational skills training, including training for non-traditional employment and occupational skills training that integrated English-language and math instruction needed to succeed on the job;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training; or
- Apprenticeship and pre-apprenticeship skills training.

*The limitations on the funding available for training costs is as follows:*

- The ITA will be limited to a maximum of \$5,000 within a period of twenty-four consecutive months;
- The ITA may be issued only for courses included on the ETPL;
- WIOA funds will always be considered as supplemental. Applicants will first be required to seek training funds from other sources, including the Pell Grant and show documentation of this funding source. An ITA is not an entitlement.

### *Funding Exceptions*

If the proposed training program cost exceeds DEWD’s \$5,000 maximum for each WIOA-funded ITA, DEWD will consider raising the cap based on the individual’s need and employer demand. Training over \$5,000 will need to be approved by the Manager of Career Solutions, or their designee. DEWD reserves the right to make final decisions regarding the approval or denial of ITA awards.

### *ITA Funding Denials*

ITA funding is not guaranteed to every individual. Funding awards are contingent on availability. DEWD reserves the right to deny ITA funds under the following conditions:

- The individual lacks the prerequisites for the course;
- Training services are not directly linked to occupations that are in demand as determined by the High Priority Occupations (HPO) established through the local Workforce Development Board;
- The individual dropped out of a previous WIA/WIOA funded training program; and/or
- The individual has defaulted on federal student loans.

See the Appendices for the entire ITA Policy.

**4(H) A description of how the Local Board will provide priority of service that conforms to the State Plan. This should include a description of additional local requirements or discretionary priorities including data to support the need and how the local requirement and/or priority will be documented and implemented for the Adult program.**

*WIOA Adult Eligibility*

To qualify under WIOA eligibility for adult services, individuals must: be 18 years of age or older; be a citizen or non-citizen authorized to work in the United States; and meet military selective service registration requirements (males only). Priority of adult funding does not apply to dislocated workers. In determining need for training, WIOA funds will always be considered supplemental and applicants will first be required to seek training funds from other sources, including the Pell grant.

*Priority Adult Populations*

Allocations for individualized career services and training services must be given on a priority basis, regardless of funding levels<sup>6</sup>, to public assistance recipients, other low-income adults, and individuals who are basic skills deficient. Veterans and eligible spouses continue to receive priority for all DOL-funded job training programs, which include WIOA programs. The existing guidance on prioritized service to veterans remains in effect.

*Priority of Adult Funding Levels in Baltimore County*

AJC staff providing WIOA-funded services should prioritize service to customers according to the following levels:

1. First, to veterans and eligible spouses who are also included in the priority adult populations. ***This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals or individuals who are basic skills deficient would receive first-priority for WIOA-funded services.***
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are public assistance recipients, other low-income adults, or individuals who are basic skills deficient, and are members of a group identified as an adult WIOA target population.

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<sup>6</sup> Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds.

3. Third, to veterans and eligible spouses who are not included in WIOA’s priority populations.
4. Fourth, to Baltimore County residents qualified to participate in DEWD cohort training programs in occupations included on the Board’s list of in-demand occupations from the nine priority industries.
5. Last, to non-covered person outside the groups given priority under WIOA.

DEWD recognizes the importance of serving customers throughout the local area, and particularly prioritizing services for individuals included in Maryland’s targeted populations listed below:

- Displaced Homemakers
- Eligible migrant and seasonal farmworkers
- Individuals with disabilities, including youth with disabilities
- Older individuals
- Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act
- Individuals who are English language learners
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Ex-offenders
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individuals without a High School Diploma
- Low-income individuals (including TANF and SNAP recipients)
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Youth who are in or have aged out of the foster care system
- Individuals impacted by the opioid crisis

**4(I) A description of how the Local Board will utilize funding to create incumbent worker training opportunities.**

Incumbent worker training is focused on improving the education and skill levels of the current workforce to improve the local and regional economy and increase the ability of local businesses to effectively compete in the global market. Baltimore County’s WDB will oversee DEWD’s implementation of incumbent worker training.

*Eligibility*

DEWD’s eligibility requirements and criteria for employer and employee qualification and participation in incumbent worker training conform to rules set forth in WIOA.

To qualify as an incumbent worker, the individual needs to be employed in a position that meets the Fair Labor Standards Act requirements for an employer-employee relationship. The individual must have an established employment history with the employer for 6 months or



more. The training must satisfy the requirements in WIOA Section 134(d)(4) and §680.790 and increase the competitiveness of the employee or employer. An incumbent worker does not necessarily have to meet the eligibility requirements for career and training services for adults and dislocated workers. DEWD may reserve and expend up to 20 percent of combined adult and dislocated worker formula allotments for incumbent worker training.

DEWD considers the following factors when determining the eligibility of employers to receive the WIOA funding to train incumbent workers:

- The characteristics of the incumbent workers to be trained, specifically the extent to which they historically represent individuals with barriers to employment as defined in WIOA Section 3(24), and how they would benefit from retention or advancement.
- The quality of the training (e.g., industry-recognized credentials, advancement opportunities).
- The number of participants the employer plans to train or retrain.
- The wage and benefit levels of participants (before and after training).
- The occupation(s) for which incumbent worker training is being provided must be in demand as defined by WIOA Section 3(23) and as determined by workforce development area-specific labor market information.
- The industry to which the employer is assigned, as determined by its North American Industry Classification System (NAICS) code, must be in demand as defined by WIOA Section 3(23) and as determined by workforce development area-specific labor market information.
- The employer must attest, in writing, that it is not delinquent in unemployment insurance or workers' compensation taxes, penalties, and/or interest.

TMCs will document the factors noted above in the process of approving an incumbent worker training project for an employer.

*Employer Share of Training Costs:* Employers participating in incumbent worker training are required to pay the non-WIOA (non-federal) share of the cost of providing training to their incumbent workers.

#### *Awards*

The employer share is based on the size of the workforce (wages paid to the participant while in training can be included as part of that share) as follows:

- At least 10 percent of the cost for employers with 50 or fewer employees
- At least 25 percent of the cost for employers with 51 to 100 employees
- At least 50 percent of the cost for employers with more than 100 employees

#### *Process*

TMCs and Business Development Representatives (BDRs) who work directly with businesses will lead incumbent worker training program initiatives. Incumbent worker trainings are selected and prioritized based on Baltimore County's high priority occupations and industries. Baltimore County refers businesses to Maryland Business Works Program:

- TMCs/BDRs provide the business with a Maryland Business Works application.

- Completed applications are reviewed and submitted to [DLWDAL.businessservices-dllr@maryland.gov](mailto:DLWDAL.businessservices-dllr@maryland.gov) for consideration.
- Upon approval, the training takes place.
- At the end of training the business provides proofs of the completion of training to the DLLR Office of Workforce Development along with proof of payment for the approved training.
- An invoice is submitted on business letterhead showing the costs DLLR and the participating business agreed upon.

**4(J) A description of how the Local Board will train and equip staff to provide excellent, WIOA-compliant customer service.**

- To maintain credibility with job seekers and businesses as a resource for workforce development expertise, DEWD must value the development of internal staff as workforce professionals. The AJC staff who work with customers every day need to be equipped with the latest tools and techniques to effectively prepare job seekers for 21<sup>st</sup> Century employment. It is equally important for BDRs to have up-to-date knowledge of best practices for serving the business community. In both cases, there is simply no substitute for ongoing professional development.
- It is also critical to assure that the staff is kept abreast of industry trends and changes in occupational demand. DEWD's Policy and Planning Team is developing training and information sessions based on the labor market analysis detailed in the Job Connector Toolkit. These trainings will be made available to leadership, AJC staff, workforce system partners and our customers on a regularly scheduled basis.
- DEWD is committed to supporting staff success by promoting a sustained focus in this area. Leadership analyzes the qualifications, professional certifications, and training needs of AJC staff. The AJC Steering Committee will explore professional development trainings for all WIOA partners.

## Section 5 – Title I – Adult, Youth, and Dislocated Worker Functions

### 5(A) A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.

*A thorough description and assessment of the type and availability of the adult and dislocated worker employment and training activities available in Baltimore County through the AJCs and the network of workforce development system partners is provided in Section 4.*

### 5(B) A description of how the Local Board will coordinate workforce development activities carried out in the Local Area with statewide rapid response activities, as described in Section 134(a)(2)(A).

#### *General Information*

DEWD receives and responds to information regarding company downsizings from various sources:

- Larger companies will typically report WARN (Worker Adjustment and Retraining Notification) status to the Maryland Department of Labor Licensing and Regulation's (MD-DLLR) Dislocation Services Unit (DSU). WARN notices are typically triggered by mass layoffs due to plant closures or other economic factors. In these cases, the state's DSU representatives forwards the notification to DEWD's Talent Management Coordination Team, who, in turn, conducts outreach efforts with the company on behalf of the effected workers.
- Other companies may send DEWD a letter of notification indicating that a downsizing is eminent and seeking information on services (Business Services, American Job Centers, and Administrative Offices).
- DLLR may become aware of downsizings through notification from the County Executive's Office.
- The Talent Management Coordination Team investigates and follows up on leads about possible downsizings from news media and other reliable sources.

#### *Pre-Activity Coordination*

If layoff notification is received in advance, DEWD will attempt to work with the company to discuss its needs before, during, and after the employees' transition time. If the company is amenable, DEWD deploys Talent Management Coordination staff to join with state Dislocation Services and Unemployment Insurance representatives to meet with the impacted workers on company grounds. During this activity, staff will assess the needs of impacted workers and will discuss and answer questions about the full range of services offered through the Department.

If there are time limitations or a lack of company support for providing onsite sessions, DEWD collates Transition Assistance packages filled with reference materials for the employees' use. The company is expected to distribute the packages to the employees prior to their departure. In these scenarios, DEWD would request that the company provide a contact list (name,

address, phone number, and job title) for the impacted employees. DEWD would then follow up with the impacted individuals at a later time.

#### *Rapid Response Orientations*

The Rapid Response Team works closely with companies to avert layoffs and keep a skilled workforce engaged in the existing regional economy or industry. Rapid Response Orientation Sessions are coordinated and delivered on-site at the company or in a designated location. A Rapid Response Team, comprised of representatives from the State of Maryland and DEWD, deliver informational sessions for all dislocation events, even if only one affected worker is impacted. For maximum impact and opportunity for interactivity, it is best that sessions host no more than 50 attendees. Sessions are typically 60 to 90 minutes long, and provide attendees with information on:

- Resources/Services Through the American Job Center System (local, regional, and national)
- Professional Development, Skill Enhancement & Training Funding Opportunities
- Upcoming Career Events, Job Fairs, and related Employment Opportunities
- Tips and Advice on Understanding Unemployment Insurance

Presentations are followed by ample time for Q&A and are coordinated according to the business' requests.

While it is essential to ensure that meetings with employees take place prior to their last day of employment, it is equally important to be mindful of the employer's ongoing need for staff productivity. Scheduling flexibility is a priority to accommodate both employer needs and varying employee shifts.

#### *Additional On-site Assistance and Seminars*

Depending on an employer's willingness and the impacted workers' needs, additional resources and support can be coordinated, such as:

- Maryland Workforce Exchange (MWE) enrollment and assistance
- Résumé and Interviewing Tips (full and condensed presentations)
- Job Search in the 21st Century – Understanding the use of technology in job search
- Federal Résumés – Understanding the application process for federal government jobs
- Financial Literacy

#### *Conclusion*

Rapid Response activity through DEWD ensures that workers who are impacted by significant downsizings learn about available services helping them to get connected with the American Job Centers as quickly as possible. Doing so positively impacts Dislocated Workers and shortens the time spent collecting Unemployment Insurance benefits.

### **5(C) A description and assessment of the type and availability of youth workforce development activities in the Local Area, including activities for youth who are individuals with disabilities,**

**which description and assessment shall include an identification of successful models of such youth workforce investment activities.**

DEWD's youth services program assists County youth in acquiring the necessary skills and work experience they need to transition successfully to adulthood, careers, and further education. In 2016, DEWD released an RFP to secure new youth vendors with the capacity to deliver WIOA-mandated program features and meet WIOA performance standards. After a comprehensive panel review of the submitted proposals, the Community College of Baltimore County (CCBC) was selected as the County's new vendor for youth services. The contract with CCBC to provide youth services was renewed in 2017 and 2018. The CCBC youth program is referred to as LEAP (Learn, Earn, Achieve, Progress).

CCBC has a strong positive presence in the community and a well-established organizational infrastructure. Furthermore, CCBC facilities are located throughout the County on public transportation routes, providing the youth program with a new, expanded level of reach into underserved communities. CCBC intends to use its broad reach to recruit youth participants from throughout Baltimore County, with emphasis on recruiting efforts in areas with higher unemployment and lower educational completion rates than the state average (for example, Essex, Gwynn Oak, Windsor Mill, Dundalk, Halethorpe, and Fort Howard).

A comprehensive intake and assessment protocol that includes objective assessments will allow CCBC to identify youth in need of special accommodations. Youth with developmental challenges and disabilities can be referred to CCBC's *Single Step* program, which is designed to serve individuals with cognitive developmental, and mental health disabilities. The Single Step program provides participants with academic, pre-vocational, social and independent living skills support. *More detail on the Single Step program is available in section 1(D).*

CCBC has identified a defined set of strategies to guide and support youth as they work to achieve their postsecondary and career goals. Each participant's plan will be outlined in his or her "Individual Service Strategy" (ISS). The ISS is a living document that will be revisited regularly to track participant progress in achieving the identified objectives. The ISS will help to ensure that a youth's services are aligned with his or her progress and changing needs.

The ISS will include:

- Individualized educational and employment goals;
- An assessment of the need for supportive services and a plan to provide them;
- Results of the comprehensive assessment process (including objective assessments and interviews), which will be documented in a format defined by DEWD; *and*
- A customized program of services that is based on assessment findings and incorporates, as appropriate in each case, one or more of the 14 WIOA-required program elements.

*Supportive Services Policy*

During the assessment process, a determination will be made regarding the types of supportive services the youth may need. After a needs assessment, supportive services may be made available to individuals in order to enable them to participate in WIOA activities. Such services include assistance with transportation needs, child and dependent care needs, and housing needs, clothing, uniforms and tools and assistance with acquiring the documentation needed for

employers. Assistance will be provided directly through vouchers or through referrals to other appropriate agencies that offer such services. Please see the Appendix for DEWD’s Supportive Services Policy.

Individuals will also be able to access the supportive services offered by the partners in the local One Stop system as well as other appropriate agencies. Information about the services offered by other agencies shall be made available to individuals at the One Stop Centers. Referrals for supportive services, such as assistance with housing needs and dependent care needs, may be made available to individuals during the assessment process.

#### *Incentives*

DEWD developed an incentive program that began in FY19. The core approach of the program is to incentivize students to complete programming, gain employment, and report progress and outcomes to CCBC staff. To receive the incentive, students must have current contact information in the CCBC database. Incentive checks will be mailed by CCBC staff to students at the address they have listed with CCBC. Email, phone, and secondary contact information will be verified before an incentive check is mailed to a student.

**5(D) A description of how the Local Board will coordinate education and workforce development activities carried out in the Local Area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.**

A representative from Baltimore County Public Schools *Office of Career & Technology Education* sits on the local Workforce Development Board (WDB), and also participates on the WDB’s standing Youth Committee. As the local system’s Title II partner, CCBC is also represented on the WDB. Multiple CCBC representatives actively participate on WDB committees. The high level of involvement from both BCPS and CCBC assist the WDB immeasurably in effectively coordinating education and workforce development activities with relevant secondary and post-secondary activities. Additionally, Baltimore County is conducting a pilot project – Project IMPROVE – a collaborative effort to support front-line staff from partner organizations to coordinate strategies, enhance services, and avoid duplication of services.

**5(E) A description of how the Local Board will coordinate workforce development activities carried out under this title in the Local Area with the provision of transportation, including public transportation, and other appropriate supportive services in the Local Area.**

The WDB recognizes the significant barrier a lack of transportation creates for job seekers, both in terms of their ability to access AJC services as well as their ability to secure and retain employment. Employers on the WDB also report that transportation-related challenges constrain their ability to get and keep the qualified talent they need.

To the extent that the local workforce system can ameliorate ponderously complex transportation issues, it has done so: the County’s three AJCs are geographically distributed to provide coverage to all service areas in the County, and all three AJCs are positioned along

public transportation routes. Responses elsewhere in this document describe the WDB's plans to explore opportunities to extend the reach of AJCs by establishing new satellite locations in branches of the County's public library system.

In addition, the WDB developed a series of recommendations for consideration during the 2016 to 2020 cycle, which include:

- Producing and maintaining an asset map of existing transportation resources that is incorporated into the job seeker customer service model.
- Developing an effective method for the referral of AJC customers to non-profit organizations (such as Vehicles for Change) that assist low income individuals in purchasing cars.
- Positioning Baltimore County's public workforce system as a leader in adopting strategies that address the changing nature of work (e.g., flexible schedules that allow workers to avoid rush hour traffic; telework).

**5(F) A description of how the Local Board will utilize Local Adult Funding, based on adult priority groups as specified in the State Plan.**

***WIOA Adult Eligibility***

To qualify under WIOA eligibility for adult services, individuals must: be 18 years of age or older; be a citizen or noncitizen authorized to work in the United States; *and* meet military selective service registration requirements (males only). Priority of adult funding does not apply to dislocated workers. In determining need for training, WIOA funds will always be considered supplemental and applicants will first be required to seek training funds from other sources, including the Pell grant.

***Priority Adult Populations***

Allocations for individualized career services and training services must be given on a priority basis, regardless of funding levels<sup>7</sup>, to public assistance recipients, other low-income adults, and individuals who are basic skills deficient.

Veterans and eligible spouses continue to receive priority for all DOL-funded job training programs, which include WIOA programs. The existing guidance on prioritized service to veterans remains in effect.

***Priority of Adult Funding Levels in Baltimore County***

AJC staff providing WIOA-funded services should prioritize service to customers according to the following levels:

1. First, to veterans and eligible spouses who are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are public assistance recipients, other low-income adults, or individuals who

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<sup>7</sup> Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds.

are basic skills deficient, and are members of a group identified as an adult WIOA target population.

3. Third, to veterans and eligible spouses who did not meet the “First Priority” conditions.
4. Fourth, to Baltimore County residents qualified to participate in DEWD cohort training programs in occupations included on the Board’s list of High Priority Occupations (HPOs).
5. Last, to individuals who are not veterans and do not meet criteria to be considered a target population.

The WIOA target populations include the following:

- Displaced Homemakers
- Eligible migrant and seasonal farmworkers
- Individuals with disabilities, including youth with disabilities
- Older individuals
- Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act
- Individuals who are English language learners
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Ex-offenders
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individuals without a High School Diploma
- Low income individuals (including TANF and SNAP recipients)
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Youth who are in or have aged out of the foster care system

**5(G) A description of how the Local Board will utilize Local Dislocated Worker Funding.**

The WIOA dislocated worker program offers employment and training services for eligible workers who are unemployed through no fault of their own or who have received an official layoff notice. WIOA expands the definition of dislocated worker to include the spouse of active military who lost employment as a result of a permanent change in duty location or is unemployed or underemployed and experiencing difficulty in obtaining or upgrading employment.

WIOA Dislocated Worker Eligibility

To be eligible to receive WIOA services as a dislocated worker in the adult and dislocated worker programs, an individual must:

- Be a citizen or noncitizen authorized to work in the United States;
- Meet Military Selective Service registration requirements (males only)<sup>8</sup>;
- Meet the definition of dislocated worker at WIOA §3(15).

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<sup>8</sup> A process is in place for documenting exemptions to the Selective Service requirement.



### Definition of Dislocated Worker

A dislocated worker is an individual who meets one of the following five sets of criteria:

- A. The individual has been terminated or laid off, or has received a notice of termination or layoff, from employment; is eligible for or has exhausted entitlement to unemployment compensation; or has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center, attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and is unlikely to return to a previous industry or occupation<sup>9</sup>;
- B. Has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise; is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive services other than training services described in section 134(c)(3), career services described in section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close;
- C. Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or,
- D. Is a displaced homemaker; or
- E. Is the spouse of a member of the Armed Forces on active duty, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the spouse of a member of the Armed Forces on active duty and who meets the criteria described in paragraph (16)(B) is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

### Specialized Reemployment Services

Additional specialized reemployment services are available to dislocated workers in Baltimore County through programs operated by DLLR, including:

- Rapid Response
- ROW
- RESEA

A full description of these services is provided in Section 7.

### **5(H) A description of how the Local Board will define “self-sufficiency” for employed Adult and employed Dislocated Worker participants.**

*Note: Baltimore County is currently engaged in the process of updating AJC policies and procedures to align them with WIOA. The WDB’s definition of self-sufficiency, described in this response, is an interim measure put in place to provide guidance while the final policy undergoes an internal review, revision, and approval process.*

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<sup>9</sup> Baltimore County’s definition for “Unlikely to Return” is provided in the response to section 4(H).

The Massachusetts Institute of Technology’s living wage calculator indicates that a living wage for Baltimore County for a family of four, with one wage earner, is \$28.35 per hour. (<http://livingwage.mit.edu>) This hourly wage translates to an annual wage of \$58,968. According to the U.S. Department of Labor, this is about 173 percent of the 70 percent LLSIL for Washington-Baltimore metro. (<https://www.doleta.gov/lisil>)

The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs without public subsidies or private assistance.

The Baltimore County Workforce Development Board defines self-sufficiency for employed or underemployed WIOA Adults and Dislocated Workers as one hundred and seventy-five percent (175%) of the current Lower Living Standard Income Level (LLSIL), or 99% of a Dislocated Workers previous wage, whichever is greater. Self-sufficiency standards adjust, as new federal and state guidance are released on an annual basis.

**5(I) A description of the Local Board’s definition of “unlikely to return to previous industry or occupation” when required for eligibility for Dislocated Worker services.**

In order for a dislocated worker to qualify for WIOA funding because they are “unlikely to return to previous industry or occupation,” the customer must demonstrate one of the following criteria:

1. The individual has been laid off without a recall date (or the recall date has passed) and falls into one of the following categories;
2. The number of jobs in the applicant's previous industry/occupation is declining based on Labor Market Information (LMI) data;
3. The projected annual increase in employment growth within the local area based on LMI or O\*Net is fewer than 100 jobs in the previous industry (including replacements) or the projected annual increase in growth openings is fewer than 30 jobs in the previous occupation;
4. The applicant is dislocated from a job not found on the most recent local or state list of demand occupations (if applicable);
5. The applicant has conducted a dedicated but unsuccessful job search in the previous industry/occupation, as evidenced by employer rejection letters or employer contact logs;
6. Evidence, preferably from several sources, of openings in the previous industry or occupation; or
7. The applicant is unable to perform the duties of the previous job due to age, ability, or disability (as defined in this section).

**5(J) A description of how the Local Board will interpret and document eligibility criteria for both in-school and out of school youth “requires additional assistance to complete an educational program or to secure or hold employment” as set forth in the State’s Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII).**

**Out-of-School Youth Definition**

DEWD follows DLLR's Policy Issuance 2018-06 that defines out-of-school youth (OSY) – as defined by WIOA Section 129(a)(1)(b) – as an individual who is:

1. Not attending any school;
2. Between the ages of 16-24 at time of enrollment; and one or more of the following:
  - A school dropout;
  - A youth who is within the age of compulsory school attendance, but has not attended school for a least the most recent complete school year calendar quarter. School year calendar quarter is based on how a local school district defines its school year quarters.
  - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English Language Learner;
  - An individual who is subject to the juvenile or adult justice system;
  - A homeless individual or a runaway;
  - An individual who is in foster care or has aged out of the foster care system, or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under Section 477 of the Social Security Act, or an individual who is in an out of home placement;
  - An individual who is pregnant or parenting;
  - An individual with a disability; and/or,
  - A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

### **In-School Youth Definition**

DEWD follows DLLR's Policy Issuance 2018-06 that defines in-school youth (ISY) – as defined by WIOA Section 129(a)(1)(b)) – as an individual who is:

1. Attending school, including secondary and postsecondary school;
2. Not younger than age 14 or older than age 21 at time of enrollment;
3. A low-income individual; and
4. One or more of the following:
  - a. Basic skills deficient;
  - b. An English language learner;
  - c. An offender;
  - d. A homeless individual, a homeless child or youth, or runaway;
  - e. An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship, or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
  - f. An individual who is pregnant or parenting;
  - g. An individual with a disability or
  - h. An individual who requires additional assistance to complete an educational program or to secure or hold employment.”

Baltimore County defines (Policy: DEWD\_DOP\_004\_2019) an eligible youth “requiring additional assistance to complete an educational program, or to secure and hold employment,” as one who:

- Has a poor work history (i.e., fired from one or more jobs within the last six months or has a history of sporadic employment such as having held three or more jobs within the last 12 months and is no longer employed);
- Has received a low score on a pre-employment skills assessment or a letter from an employer stating that the youth does not possess the requisite skills for employment;
- Has been actively seeking employment for at least two months, but remains unemployed or underemployed. This includes a youth with no employment history, with limited work experience, and/or who is actively seeking full-time employment, but has only achieved part-time employment;
- Is currently at-risk of dropping out of school as determined by a referral from school staff, probation officer, or other responsible person with documentation evidencing chronic poor attendance or discipline problems during the last 12 months, or has educational underachievement (i.e. less than a cumulative 2.0 grade point average);
- Is currently credit deficient (i.e. one or more grade levels behind peer group). This also includes youth currently enrolled in special education classes that require appropriate education for children with disabilities and has an Individual Education Plan;
- Has failing grades as defined by having failed a minimum of three classes in the most recent grading period;
- Has low literacy in Reading and/or Math;
- Has incarcerated parent(s).

### **Other Youth Eligibility**

In each LWDA, not more than five percent of youth participants (ISY and OSY) may be persons who are not low-income individuals. Out of school youth must meet the following:

- Have a secondary school diploma (or it’s recognized equivalent), and be;
- Basic skills deficient;
- An English Language Learner; or
- An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

### **5(K) A description of the documentation required to demonstrate a “need for training.”**

To demonstrate and document the need for training, AJC staff must create case notes that describe the path the customer has taken to arrive at the point where he or she is seeking training. Case notes will therefore relate information gathered from the customer during interviews, along with the results of any assessments the customer has completed which support his or her readiness to succeed in the proposed training program. Any career planning activities in which the customer has participated should also be documented in the case notes.

In addition, AJCs will continue to work with customers to complete a Career Development Assessment (CDA). Essentially, the CDA is a structured grant application, designed to guide customers through the process of “making their case” to access WIOA training funds. The CDA must be completed and signed before funding for training can be considered.

The CDA format is regularly reviewed and revised, as needed, to maximize its effectiveness as a selection tool. Minimally, the document will collect the following information:

- A clear statement of the customers’ training goals;
- An evaluation and justification of the training that demonstrates the customer has considered multiple options and has used objective criteria to select the proposed training (in cohort trainings, this element is not required);
- An explanation of how the proposed training program will help the customer meet his/her employment goals;
- LMI data showing demand for the skills training will build;
- An explanation of how the proposed training program relates to any past work experience, if relevant;
- A description of the outcome of the training, e.g., certificate, license, recognition by industry;
- Documentation that employment opportunities are available in the proposed training area.

**5(L) A description of how the Local Board will provide the fourteen required program elements for the WIOA Youth program design.**

DEWD released an RFP in the spring of 2016 seeking proposals from youth providers. The RFP requested all proposals to include a specific description of how the vendor will deliver WIOA’s 14 program components in Table 5.1:

**Table 5.1 – WIOA Required Program Elements**

WIOA Required Program Elements
1. Tutoring, study, skills training, instruction, and evidence-based dropout prevention and recovery
2. Alternative secondary school services, or dropout recovery services
3. Paid and Unpaid Work Experiences
4. Occupational Skills Training
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
6. Leadership Development Opportunities
7. Supportive Services
8. Adult Mentoring
9. Follow-Up Services
10. Comprehensive Guidance and Counseling
11. Financial Literacy Education
12. Entrepreneurial Skills Training
13. Labor Market Information
14. Activities that help youth prepare for and transition to postsecondary education and training

The Workforce Development Board's Youth Working group meets in between quarterly meetings with the Youth Services manager to ensure the required program elements are met for the WIOA Youth program design.

**5(M) A description of the steps the Local Board will take to ensure at least 20 percent of Youth Funds are used for work-based training activities;**

Baltimore County maintains a line item budget that shows the breakout for the required 20% for work-based learning. As funds are obligated and/or expended on work-based learning the line item will reflect a running total of both obligated and expended. The WDB plans to monitor the financial information on a quarterly basis to ensure compliance.

**5(N) A description of the Local Board's plan to serve 75 percent+ out of school youth and identify specific steps that have been taken to meet this new goal; and**

Baltimore County WDB will require youth vendors serve a minimum of 75% out-of-school youth. The WDB will monitor the percentage on a quarterly basis to ensure compliance.

**5(O) If the Local Area has contracted with youth service providers, provide a list and description of services.**

The Department of Economic and Workforce Development's (DEWD) sub-grantee, the Community College of Baltimore County (CCBC), manages the *Learn, Earn, Achieve, and Progress* (LEAP) program. The LEAP program provides services to disconnected out-of-school youth, ages 17-24, who are living with disabilities, experiencing homelessness, have had encounters with the judicial system, are low income high school graduates, are high school non-completers, are pregnant or parenting, and who are in or were in foster care. The LEAP program helps participants develop training goals, and provides GED preparation, career readiness, and technical training, at no cost to the youth. In addition, LEAP gives participants access to secondary education, and connects participants to career exploration activities, essential skills improvement resources, post-secondary education, and employment opportunities.

The LEAP program's offerings include:

- Financial literacy
- Career pathways
- GED
- Adult and peer mentoring
- Paid and unpaid work-based learning
- Entrepreneurial skills
- Leadership development
- Support services
- Job readiness
- Academic training

Examples of technical training available to LEAP participants include:

- Pharmacy Technician
- Medical Front Office
- Diesel Technician
- Child Care

- Office Skills

**5(P) A description of how the Local Board will provide basic and individualized career services to customers. The description should explain how individualized career services will be coordinated across program/partners in the American Job Centers, including Vocational Rehabilitation, TANF, and Adult Education and Literacy activities. This description should specify how the Local Area will coordinate with these programs to prevent duplication and improve services to customers.**

*A comprehensive description of the customer service flow in Baltimore County AJCs, and specific explanations of the elements of basic and individualized career services provided therein, have been provided in Section 4.*

The CAREER Team partnership has taken on the challenge of improving the integration of partner services in Baltimore County's local workforce system. A primary step in the process is for partner organizations in Baltimore County to become much better informed with respect to what other partners are doing. For example: What does the Job Network's intake process look like? When does DSS use literacy assessments? Developing a better shared understanding of these details will facilitate greater coordination and integration of services, and will help the local system eliminate unnecessary redundancies.

To gather this information, the CAREER Team developed the matrix in Table 5.2.

**Table 5.2 – CAREER Team Partner Program Matrix**

	Current Program Workflow	Key Activities or Milestones	Potential Next Steps
<b>Components of Customer Service Flow</b>	<i>Briefly describe the goals for each step in your customer service flow (left column).</i>	<i>Identify the key activities that occur or any milestones achieved by the client during each program component.</i>	<i>What are the options for what a customer can do next?</i>
<b>Outreach</b> <i>Identify the ways that customers learn about this service/get connected to it.</i>			
<b>Intake and Registration</b> <i>Describe who does this (staff role), how it's done, and what information is collected.</i>			
<b>Start of Services</b> <i>Describe the first service delivery engagement for the program.</i>			
<b>Main Service Activities</b> <i>Provide a brief description of services by:</i> <ul style="list-style-type: none"> <li>• <i>Type (1-on-1 or group)</i></li> <li>• <i>Frequency of activity</i></li> <li>• <i>Duration of client participation</i></li> <li>• <i>Which staff interact with clients</i></li> </ul>			
<b>Program Exit</b> <i>Describe when exit occurs and what happens at that time.</i>			
<b>Follow-up</b> <i>List any follow-up activities, who performs them, and when they take place.</i>			
<b>Other</b>			

All CAREER Team partners have submitted completed versions of the above matrix. The CAREER Team will use the collected data to support work on universal intake and referral processes between partners. The data will also help the Team to identify new opportunities to leverage resources and coordinate services.



**5(Q) Describe the Local Board’s follow-up services policy. This should include follow-up requirements, frequency of contact, and required documentation.**

Retention staff are responsible for providing follow-up services to WIOA participants for up to 12 months after the first day of employment by contacting the participant and entering services and/or outcomes into the Maryland Workforce Exchange.

Retention/Follow-up Procedures for WIOA Participants

*Case Closure – Customer Obtained Employment*

- Career Consultant (CC) enters case closure and passes file to Retention Specialist (RS) to initiate the follow-up
- The RS contacts the customer twice during the 90-day wait for the file to exit. (e.g. case closure date is 4/2016, RS would contact 5/2016 & 6/2016)
- Follow-up services should be entered if applicable. (see service list)
- Case notes should be specific to follow-up service provided or conversation upon contact.
- Upon exit, the RS will perform quarterly follow-up, and will complete the follow-up grid with pertinent information.
- Case notes should be specific to follow-up service provided or conversation upon contact if applicable.

*Case Closure - Employed While Participating*

- The CC enters service code 122 in MWE. (Customer finds employment during participation).
- The CC continues to case manage the customer’s file until the case is closed.
- The CC enters case closure and passes the file to the RS to begin the follow-up process.
- The RS contacts the customer twice during the 90-day wait for the file to exit the system.
- Follow-up services should be entered if applicable (see service list).
- Case notes should be specific to follow-up service provided or conversation upon contact.
- Upon exit, the RS performs quarterly follow-ups and completes the follow-up grid with pertinent information.
- Case notes should be specific to the follow-up service provided or conversation upon contact, if applicable.

*Case Closure - Without Employment*

- The CC enters case closure and passes the customer’s file to the RS, once exited.
- Upon exit, the RS will perform quarterly follow-ups and complete the follow-up grid with pertinent information (MABS, Employer contact, customer contact, Work # etc...).
- The RS enters case notes.

**Table 5.3 – Partner Summary and Analysis – Title I: Adults and Dislocated Workers and Youth**

**PARTNER SUMMARY AND ANALYSIS – Title I: Adults and Dislocated Workers and Youth**

Title I: Adults and Dislocated Workers and Youth – Department of Economic and Workforce Development (DEWD)

**OVERVIEW:**

Baltimore County’s Workforce Development Board has designated the County’s Department of Economic and Workforce Development (DEWD) to serve as the workforce system’s local operator. DEWD oversees the administration of three American Job Centers (AJCs), geographically distributed in the north, east and west areas of Baltimore County along public transportation routes. The County’s AJCs received 11,270 visits in FY 2018 from customers. Center visitors had access to the full range of WIOA Career Services and Individualized Services, including intake, career exploration and job search tools, assessments, partner referrals, access to training in in-demand industries and occupations, professional development resources and workshops, training resources, services for individuals with barriers to employment, job matching, job fairs and other recruiting events and services to assist business in finding the talent they need to stay competitive in the local job market.

DEWD sustains strong relationships with other core partners as well as an array of other stakeholders in the local workforce development system. With leadership from Baltimore County’s Workforce Development Board (WDB), local AJCs are engaged in delivering high quality, innovative workforce development services that serve local and regional employers.

*Capacity to Meet the Workforce Development Needs of Job Seekers and Employers*

In 2016, DEWD and the WDB commissioned The Jacob France Institute and Valbridge Properties to conduct research to define which industries are the greatest economic drivers for Baltimore County, and to provide us with strategic recommendations to align our workforce, education and training systems to meet employers’ future demand. The resulting *Jobs of the Future Report* serves as the foundation for the Job Connector Toolkit, a resource that provides comprehensive data analysis and labor market insight on Baltimore County’s nine targeted priority industry clusters, and the correlating occupations projected to be in greatest demand for each. Both will be critical tools for guiding our local public workforce system to be data-driven and evidence-based in our efforts to:

- Meet the talent needs of Baltimore County employers;
- Raise the quality of the County’s workforce; and
- Catalyze matchmaking between job seekers and employers

The Local Workforce Area Plan, Jobs of the Future Report, and Job Connector Toolkit all reflect many years of dedicated service on the part of the County’s private sector-led Workforce Development Board. Members spent countless hours gathering input from leaders in the local business, education and service provider communities and engaging each other in substantive discussion about strategies and priorities. This data will be updated annually, under the continued support and guidance of the Board. We are confident that these kinds of data-driven strategies will enable Baltimore County to meet WIOA’s ambitious goals for transforming our workforce system to be even more responsive to the evolving needs of industry, employers and job seekers in the Baltimore Metropolitan Region.

*The Strengths*

- The locations of the three AJCs and their proximity to public transportation provides excellent service coverage.
- DEWD’s partnership with the Community College of Baltimore County (CCBC) is strong and the services of the two organizations are well-integrated.
  - The two partners are co-located at two of the County’s three AJCs.
  - The AJCs and CCBC have collaboratively implemented a highly effective cohort training model.
  - The AJCs work closely with DLLR’s Unemployment program to connect individuals to the Re-employment Opportunity Workshop (ROW) and the Re-employment Services and Eligibility Assessments (RESEA) program – two state initiatives to assist unemployed individuals in preparing for and finding new jobs.

- Innovative cohort training programs, modeled on the successful *Accelerating Connections to Employment* program, expanded access to a cohort training model.
- Talent Management Coordinators prepare and connect AJC job seeker customers with local and regional businesses.

*Opportunities and Challenges*

- The lack of a universal performance and case management system that is accessible across state and local partner organizations – or even an automated bridge *between* the varied systems – has historically hindered efforts for partners to operate in a coordinated way. This issue is currently being addressed through Project IMPROVE to help identify an automated system that will work for all partners to share information on shared customers.
- AJC staff would benefit from improved access to professional development programming specific to workforce development.

**Table 5.4 – Partner Summary and Analysis – CCBC’s LEAP Program**

**PARTNER SUMMARY AND ANALYSIS – CCBC’s LEAP Program (Learn, Earn, Achieve and Progress)**

CCBC’s LEAP Program (Learn, Earn, Achieve and Progress)

*Partner Summary*

DEWD’s Youth Services manage WIOA Title I funds to serve out-of-school youth in Baltimore County. DEWD conducted an RFP process in the spring of 2016, which resulted in the selection of CCBC’s proposal for the LEAP program. CCBC will be the single WIOA out-of-school youth services provider for Baltimore County.

*Capacity to Meet the Workforce Development Needs of Job Seekers and Employers*

Possession of basic reading, writing and math skills, and basic job readiness have been identified by business leaders as baseline requirements for entry into the job market. The LEAP program will offer academic enhancement courses to assist youth in gaining the baseline literacy skills employers need. Youth will participate in job readiness training that prepares them with essential “soft” skills that employers value. Career development will also be an important component of programming: youth will learn to create resumes, cover letters, and interview effectively.

*Connections*

The AJCs are working closely with Youth Services to retool policies and procedures in ways that will facilitate better services to youth through the One-Stop Centers. This is especially important because the Adult Basic Education provider (CCBC) is co-located at two of the three AJCs.

*Strengths*

CCBC’s LEAP program has partnerships with:

- DLLR
- CCBC
- DJS
- DORS
- EARN (*Credential Training*)
- Vehicles for Change
- BCPS
- DSS
- Job Corps
- Local Management Board
- Housing and Planning

The LEAP program has excellent capacity to provide WIOA’s fourteen elements of service through a combination of internal resources and a broad array of strong community-based partnerships.

Because the LEAP program is operated by CCBC, it can leverage outstanding geographic coverage including:

Three full-service community college campuses:

Catonsville Campus 800 South Rolling Road Baltimore, MD 21228-5317	Dundalk Campus 7200 Sollers Point Road Baltimore, MD 21222-4649	Essex Campus 7201 Rossville Boulevard Baltimore, MD 21237-3899
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Three Extension Centers:

Hunt Valley 11101 McCormick Road Baltimore, MD 21031	Owings Mills 10300 Grand Central Avenue Owings Mills, MD 21117	Randallstown - Liberty Center 3637 Offutt Road Randallstown, MD 21133
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And locations at a variety of community-based organizations.

*Opportunities and Challenges*

- There is an opportunity to achieve better coordination of funding streams and services to optimize the benefits of available youth programming.
- While many partner relationships are strong and effective, improved cohesion is needed between other partners, e.g., service providers for ex-offenders and mentorships.



## Section 6 – Title II – Adult Education and Family Literacy Functions

**6(A) A description of how the Local Board will coordinate workforce development activities in the Local Area integrating the provision of adult education and literacy activities under Title II of WIOA, including, but not limited to, the implementation of the career pathways model. The description should include a discussion of how the Local Board will comply with requirements to review local applications submitted under Title II as set forth in guidance provided by the Division of Workforce Development’s Office of Adult Education and Literacy Services. Once review has been conducted, the Local Board will submit documentation (DLLR WIOA Alignment Form) of the review and any recommendations for increased alignment to the applicant for Title II services in a timely manner.**

In accordance with statute and regulation, DLLR will establish a uniform process for the Local Workforce Development Boards to use to review and determine the alignment of applications for Title II funding, to ensure that the same process is used for all eligible providers across the State. Baltimore County will review applications in accordance with DLLR’s guidance at the time the RFP for Title II funds is released.

**6(B) A description of how the Local Board will coordinate efforts with Title II providers to align basic skills and English language assessments. The description should include:**

- **An outline of the agreed upon steps that will be taken to align basic education skills and English language assessments within the local area, including, but not limited to, any Memoranda of Understanding entered into by the workforce development and adult learning partners;**
- **An identification of how assessment scores will be shared among WIOA Title I areas and Title II providers (Consideration must be given to the Federal Education Rights and Privacy Act (FERPA));**
- **An identification of who will conduct which of the approved assessments (including for Trade Participants) and when such assessments will be conducted, consistent with this policy;**
- **An outline of how the local area will coordinate testing between workforce development and adult education providers;**
- **An outline of how the local area will ensure that test administrators are to be trained in accordance with this policy and applicable testing guidelines as set forth by the applicable test publisher.**

### Adult Basic Education

The Community College of Baltimore County (CCBC) is the County’s local provider for WIOA Title II services. Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs are offered through CCBC’s Center for Adult and Family Literacy (CAFL). Details of CAFL’s program are described in the response to Section 1(A) of this plan.

The majority of adults with low-literacy who come to CAFL - *who speak English as their first language* – are doing so to pursue a secondary credential (high school diploma, either through

GED® exams or the National External Diploma®), with the goal of improving their earning potential. To determine the appropriate academic placements for these individuals, CCBC conducts assessment sessions through the year, at which attendees complete the TABE (Test of Adult Basic Education) Locator and TABE reading and math assessments in a proctored testing environment. A follow-up orientation session is scheduled to enroll new students in courses aligned with their assessment scores.

The service flow for AJC customers differs significantly from CAFL's model. AJC customers possess a wide range of educational levels. Thus, use of the TABE assessment is typically indicated for only a subset of AJC visitors. At this time, AJC staff implement a truncated version of the TABE, and *this* only occurs after the job seeker is enrolled in WIOA, with the goal of ensuring customers are set up for success in selected career pathways and/or occupational training.

DEWD and CCBC will strengthen alignment by implementing the following measures:

- AJC staff will refer job seeker customers who lack a secondary credential to CCBC's assessment sessions.
- CAFL instructors will host AJC staff for classroom visits, at which they will share information with students on the employment and career services available through the AJCs.
- Staff from CCBC's CAFL program will provide AJC staff with additional training on implementation of the TABE assessments. Currently, two AJC staff have been trained to administer the full TABE assessment.
- DEWD will coordinate training to educate CAFL staff on the variety of employment-related assessments.

#### English for Speakers of Other Languages (ESOL)

Job seekers who do not speak English proficiently are at a particular disadvantage in a competitive job market. DEWD works in close partnership with CCBC to help non- or limited English speaking customers overcome their communication barrier to employment.

When staff at the AJC Reception Desk identify non-English speakers, they use simple communication aids or speak through the support person these customers often bring along as interpreters to show them the ESOL section of the current CCBC course catalogue. In other cases, job seeker customers present at the Reception Desk as functional English speakers, but reveal during the initial interview with AJC staff that they can increase their chances of landing a job by improving their English language skills. With the consent of the customer, AJC staff in this scenario contact the multi-lingual administrative specialist working for CAFL to set up a warm hand-off.

CCBC assesses individuals with limited English language skills using the Comprehensive Adult Student Assessment Systems (CASAS) assessment tool.

**CAFL Program Summaries**

Adult Basic Education Offerings

*General Educational Development and External Diploma Program*

**Table 6.1: General Educational Development**

GED Option		National External Diploma Program (NEDP)
Classroom-based Option	Online Option <i>I-Pathways</i>	
<p>Students will take preparation courses specific to the four subject areas of the GED exam – Language Arts, Science, Social Studies, and Math. Currently a class structure of pre-GED level (Essential Skills I, Essential Skills II, and Essential Skills III) and GED level (9<sup>th</sup> grade and higher).</p> <p><i>Cost: Depends on class placement. Classes are partially grant funded. Pre-GED level: \$25 per class. GED level: \$80 per class.</i></p>	<p>Maryland I-Pathways is a free, teacher-supported online learning environment provided by the State of Maryland for GED test preparation.</p> <p>Participants must be Maryland residents, be 18 years or older, and be officially withdrawn from high school.</p> <p>Eligibility is based on assessment in both reading and math. Applicants must exhibit minimum 9th grade skill levels in order to be enrolled.</p> <p><i>Cost: No Tuition (*Grant funded)</i></p>	<p>The NEDP program targets more mature adults working to earn a high school diploma. There is no classroom instruction, however, the NEDP requires that participants demonstrate both academic and functional life skills, including skills related to occupational preparedness through online computer-based assignments.</p> <p>Each participant works toward a Maryland State High school Diploma by demonstrating reading, writing, speaking, mathematics, problem-solving, and critical thinking academic skills, through the performance of real-life tasks. An entry-level job skill must also be demonstrated. There are a combination of take home assignments with written and oral assessments.</p> <p>Because this program was designed especially for mature adults, it is self-paced and confidential. Participants engage in weekly one-on-one appointments with trained assessors.</p> <p>The NEDP is offered on the CCBC Essex and Catonsville campuses.</p> <p><i>Cost: \$225 (partially grant funded)</i></p>

*Workplace Basic Education Skills Training*

The Workplace Basic Education Skills Training is designed for and marketed to regional employers. CCBC staff can work directly with employers to create customized approaches. Four tracks are offered, each one aligned to unique outcomes, and CCBC staff offers development services to ensure the scope of work meets employers’ needs. The four tracks are described as follows:

- Academic Skills Enhancement (ASE): These courses are designed to ensure employees gain the competence and skills necessary to retain a position or advance in the workplace.



- English for Speakers of Other Languages (ESOL): These courses improve communication in the workplace through instruction in speaking, listening, reading and writing.
- General Education Development Training: In addition to workplace readiness, these classes focus on the information and skills needed to obtain a high school diploma through the GED testing process.
- Math Skills Development: These classes provide employees with an improved ability to perform workplace tasks requiring computation and problem solving skills.

*Day and evening classes are offered seven days a week at locations throughout the Baltimore region.*

### English for Speakers of Other Languages

CCBC’S English for Speakers of Other Languages program offers classes to help adult non-native speakers learn English for community and workplace settings. The ESOL program has three tracks of courses: Adult ESOL (Beginner and Intermediate), Advanced ESOL and ESOL Family Literacy classes.

**Table 6.2: CCBC’s ESOL Programs**

Beginner	Intermediate	Advanced
<p><b>ESOL Level Intro - Life Skills</b> Very low beginning course starts with basic English for life and work.</p>	<p><b>ESOL Beginning Writing for Intermediate Speakers</b> Non-native speakers learn basic writing skills</p>	<p><b>Integrated Skills English for Speakers of Other Languages Advanced (ESOL)</b> Non-native speakers who have above a high intermediate level of English improve their language skills. Topics include specific strategies in listening, speaking, reading, grammar, vocabulary development, and writing.</p>
<p><b>ESOL Level 1 - Life Skills</b> Low beginning course introduces simple English for life and work.</p>	<p><b>ESOL Expanded Reading and Writing Skills</b> Upper intermediate ESOL students move beyond life skills to reading and writing.</p>	<p><b>English Pronunciation for Foreign Speakers (ESOL Pronunciation)</b> Designed for non-native English speakers who have above a high intermediate level of listening and speaking skills. Topics include techniques to improve vowel and consonant sounds, syllable and sentence stress, intonation patterns, and speaking style. Courses are 5 weeks/60 hours.</p>
<p><b>ESOL Level 2 - Life Skills</b> High beginning course improves simple English for life and work.</p>	<p><b>ESOL Level 3 - EL Civics</b> Low intermediate course continues to develop English language skills and introduces civics concepts.</p>	
<p>Cost: Classes are supported by grant funding from the Maryland Department of Labor, Licensing and Regulation (DLLR). Student pays book/material fee.</p>	<p><b>ESOL Level 4 - EL Civics</b> Intermediate course continues to develop English language skills and builds on civics concepts.</p> <p><b>ESOL Level 5 - EL Civic Engagement</b> High intermediate course continues to develop English language skills and extends civics concepts to civic engagement.</p>	

ESOL Family Literacy Classes

Family literacy classes are designed for parents of elementary school aged or younger children to improve the parent’s reading, speaking, writing, and listening skills focusing on materials used in everyday situations. Classes include training on how parents can be full partners in their children’s education. Educational activities focus on preparing children for success in school and other life experiences. Families must be pre-qualified by partners to be eligible to attend. *ESOL Family Literacy courses are offered **FREE** of charge.*

Baltimore County’s Memorandum of Understanding

As the Title II Adult Basic Education provider for Baltimore County, CCBC is a signatory to the local area’s Memorandum of Understanding (MOU) for partners in the County’s workforce development system. The MOU describes three pathways partners can utilize to integrate and align services. The table below lists the pathways in the left column. The right-hand column provides specific information on the action steps DEWD and CCBC have taken or agree to take to align basic education skills and English language assessments.

**Table 6.3: Baltimore County MOU partner integration pathways**

Integration Pathway	Action Steps
<p><u>Co-location</u> – Program staff from partner organizations are physically present at the AJC on a part-time or full-time basis.</p>	<p>CCBC and DEWD are co-located on a full-time basis at two of the County’s three American Job Centers (AJCs).</p> <p>DEWD relies on the expertise and robust service offerings of CAFL to meet the developmental communication and literacy needs of job seeker customers in need of adult basic education or who have limited English language skills.</p> <p>At the two co-located sites, AJC staff can simply walk students across a small office to CCBC’s service counter to connect them with assistance on ABE or ESOL programming. CCBC and DEWD have determined that the Eastpoint site serves the greatest concentration of customers who speak English as a second language. To better meet the needs of this population, CAFL’s will work with DEWD to coordinate ESOL programming to serve citizens at this location.</p>
<p><u>Cross information sharing /customer referral</u> – AJC staff are trained to provide information about all programs, services, and activities that may be available to the customer through the partner organization and can make referrals.</p>	<p>Two activities will be planned to provide regular opportunities for information sharing:</p> <ul style="list-style-type: none"> <li>• CAREER Team Partner Forums</li> <li>• Focused Training Events will be scheduled exclusively designed for CAFL and AJC staff to cover the following issues: <ul style="list-style-type: none"> <li>○ CAFL and AJC Intake Processes and Customer Service Flows</li> <li>○ Demographics of CAFL and AJC customers</li> <li>○ Assessments – <i>Who? What? When? Where?</i></li> <li>○ Maryland Assessment Policy</li> <li>○ WIOA Training Policies</li> <li>○ Baltimore County Workforce Development Board’s High Priority Occupations</li> <li>○ The Maryland Workforce Exchange</li> </ul> </li> </ul>
<p><u>Direct access through real-time technology</u> – Access through two-way communication and interaction between clients and the partner that results in services being provided.</p>	<ul style="list-style-type: none"> <li>• Baltimore County Project IMPROVE</li> <li>• CAFL and CCBC will develop warm handoff processes between staff on each end to assure customers receive seamless services with a minimum of bureaucracy.</li> </ul>

*An identification of how assessment scores will be shared among WIOA Title I areas and Title II providers (Consideration must be given to the Federal Education Rights and Privacy Act (FERPA));*

As noted in the preceding table, DLLR is exploring a pilot project in Baltimore County that will allow CAFL staff read/write access to MWE. This will facilitate real-time, secure sharing of customer assessment data without the need for multiple release of information forms.

Contingency systems involving release of information forms and alternative information sharing methods will be developed as required.

*An identification of who will conduct which of the approved assessments (including for Trade Participants) and when such assessments will be conducted, consistent with this policy;*

AJC staff will refer adults in need of ABE services to CCBC's scheduled assessment sessions, to be TABE tested by CAFL staff. Similarly, AJCs will refer ESOL job seeker customers to CCBC for CASAS testing.

Conversely, CAFL staff will refer students to an identified point of contact at the AJCs should a student be interested in assessments related to career exploration or occupational preparation.

*An outline of how the local area will ensure that test administrators are to be trained in accordance with this policy and applicable testing guidelines as set forth by the applicable test publisher.*

Two AJC staff have been trained to administer TABE tests.

**6(C) A description of how the Local Board will ensure that the individual appointed to represent Title II services on the Board will coordinate with all Title II Grant Administrators in the Local Area in a uniform, regular and consistent manner.**

The Title II representative on the Board will coordinate with all Title II Grant Administrators in the Local Area in a uniform, regular and consistent manner. The Title II representative will meet with all grantees quarterly and prior to the Board's meeting to ensure that the interests of Title II are truly represented on the Board. This coordination will be documented and sent to all participants following meetings.

**6(D) A description of how adult education services will be provided in the American Job Center system within the Local Area.**

CCBC is currently the Title II provider of Adult Basic Education and Literacy (ABEL) training in Baltimore County. The AJCs prominently display CCBC programs and offerings, and AJC customers are referred to these programs as appropriate. CCBC Extension Centers are co-located with the Hunt Valley and Liberty Center AJCs, providing customers with immediate access to adult education and literacy classes. CCBC Dundalk supports Eastpoint customers with Adult Basic Education. To ensure programming stays responsive to the needs of the customers coming through the AJCs, center managers will communicate regularly with CCBC's ABE leadership. A similarly robust system for delivering adult education in the County will be established with whichever entity is selected by DWDAL in the upcoming ABE RFP process.

**7(A) A description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the Local Area through the American Job Center delivery system, to improve service delivery and avoid duplication of services.**

*Note: DLLR’s Wagner-Peyser staff are currently concentrated at the Eastpoint AJC. A graphical representation of the configuration of partners delivering services at the Eastpoint AJC is included in the Appendices.*

Baltimore County’s workforce team works closely with the Labor Exchange Administrator (LEA) and DLLR Center Manager to ensure Wagner-Peyser services are integrated and coordinated with those of the local system.

A variety of partner services are accessible to customers, either: (a) on-site full-time where space permits, (b) on-site part-time through scheduling of shared workspaces, or (c) by information provision and referral. Partners include, but are not limited to: Title I (WIOA Adult and Dislocated Worker), Wagner-Peyser, (Basic Career Services; Reemployment Opportunity Workshops (ROW); Reemployment Services and Eligibility Assessment Program (RESEA), Veterans Services, Job Corps, Native American Program, Adult Education, DORS, Department of Aging, Department of Social Services, Community College of Baltimore County, and the Baltimore County Small Business Resource Center.

The County’s Workforce Development Board has sought out the participation of the LEA, who has actively participated in discussions and votes at quarterly meetings. The LEA also served on the Transition Committee, a temporary committee established to guide the work of the Board as four other committees generated recommendations for the local plan.

In addition, the LEA represents the Wagner-Peyser program as a charter member of the CAREER Team, a group comprised of local workforce development system service providers (including all of the core partners) convened to improve and systematize the integration of services in the local system.

Assurances

The Local Board has established three comprehensive, full-service American Job Centers, and have a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition therein.

The Local Board has developed plans and strategies for maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the Local Area through the American Job Center delivery system, to improve service delivery and avoid duplication of services.

**7(B) If applicable, a description of how the Local Board will ensure that migrant and seasonal farm workers in its Local Area will be provided employment services.**

Workforce development services are available to both employers and workers involved in the County's agricultural sector through the Migrant and Seasonal Farm Workers (MSFWs) program.

*Supply Side*

Migrant and Seasonal Farmworkers (MSFWs) in Baltimore County can access the full menu of employment services through the three local AJCs, including:

- Basic Career Services
- Individualized Career Services
- Veteran Services
- Bilingual Assistance

Citing Maryland Policy Issuance 4-18, outreach workers are the primary access point to Maryland's workforce system for MSFWs. Outreach workers must engage in outreach activities to locate and contact MSFWs who are not being reached by the normal intake activities conducted in and through AJCs.

Outreach Workers must:

- Complete training on local AJC procedures and MSFW services, benefits, and protections, including protections for farmworkers against sexual harassment;
- Explain to MSFWs at their working, living, or gathering areas including day haul sites, by means of written and oral presentations either spontaneous or recorded, in a language readily understood by them, the following:
  - The services available at local AJCs and other related services;
  - Information on the Employment Service and Employment-related Law Complaint System;
  - Information on the other organizations serving MSFWs in the area; and,
  - A basic summary of farmworker rights.
- Conduct pre-occupancy housing inspections or work with partner agencies to insure pre-occupancy housing inspections are completed. The Baltimore County Workforce Development Board holds the Maryland Department of Labor responsible for implementing Maryland Policy Issuance 4-18, including providing Baltimore County's Workforce Development Board with the appropriate contact in the local area for conducting pre-occupancy housing inspections.

In addition, a State Monitor Advocate has developed strategic partnerships with community-based organizations to maximize resources and provide support services to the agricultural community. These partnerships provide the State Monitor Advocate with an opportunity to share knowledge of farm worker needs, characteristics, and concerns with other organizations, and cooperatively develop solutions to any deficiencies in the delivery of services to MSFWs.

*Demand Side*

Baltimore County has a State representative who serves as a Business Services Consultant (BSC) who provides business services, to assure provision of the highest quality services to agricultural employers. Local staff maintain close positive relationships with agricultural employers, especially employers who participate in the Foreign Labor program, H2A, and employers who participate annually in Maryland’s agricultural wage surveys.

Typical business services provided by the BSC may include the following:

- Access to top workforce talent
- Current labor market information
- Continuous exposure for job openings posted through the Maryland Workforce Exchange
- Assistance with occupational and professional licensing, including crew leaders
- Resources and assistance for occupational safety and health
- Access to tax credit programs
- Services related to unemployment insurance

Additionally, Baltimore County’s BSC meets with farm owners each spring and summer to conduct the Prevailing Practice Survey. The Survey collects information on wages and housing conditions for the H2A and H2B workers. The spring and summer meetings also give farmers the opportunity to express business concerns and/or lodge complaints.

### *PARTNER SUMMARY AND ANALYSIS – Title III: Wagner-Peyser Employment Services*

#### Title III: Wagner-Peyser Employment Services - Department of Labor, Licensing, and Regulation

##### *Summary*

DLLR and DEWD staff work together throughout the local system to provide seamless services to dislocated worker customers. Although DLLR’s Wagner-Peyser staff are currently concentrated at the Eastpoint American Job Center, they regularly facilitate two unemployment workshops (ROW and RESEA) at the Liberty Center location.

WP staff include a manager, assistant manager, and four Job Service Specialists (JSS), along with one Business Services Representative. JSSs assist customers with the intake process and registration in the Maryland Workforce Exchange. They also facilitate the Re-employment Opportunity Workshop (ROW) and Reemployment Services and Eligibility Assessments (RESEA) Workshops. A Labor Exchange Administrator oversees the Wagner-Peyser program, and the American Indian Employment and Training Program.

WP staff facilitate job seekers in using computers in the resource area to access a range of resources, such as career exploration tools, information on occupations, and tools designed to assess strengths and transferrable skills.

WP staff also help job seekers create resumes on the Maryland Workforce Exchange (MWE) and conduct targeted job searches based on interests and qualifications.

UNEMPLOYMENT – DLLR offers two workshops for individuals who are unemployed: the *Reemployment Opportunity Workshop* (ROW) and the *Reemployment Services and Eligibility Assessment Program* (RESEA) workshops. ROW and RESEA are offered at all three AJCs. Their content is described in the following table:

<b>Program</b>	<b>ROW – Reemployment Opportunity Workshop</b>	<b>RESEA – Reemployment Services and Eligibility Assessment Program</b>
<b>Description</b>	ROW is a reemployment program that assists Unemployment Insurance (UI) claimants identified as least likely to exhaust benefits before finding a job.	RESEA is an alternative reemployment program that is more intensive in design, to assist individuals deemed most likely to exhaust their benefits. <i>(More individuals in the RESEA group tend to have lower skills.)</i>
<b>How are customers connected with these programs?</b>	A dislocated worker files for unemployment insurance. DLLR “profiles” the individual to determine which program criteria he/she meets. DLLR sends individuals a letter explaining which program they have been assigned to, and what activities they must complete as part of that program.	
<b>Activities</b> <i>*Participants in both programs risk losing their benefits if they do not participate in required activities.</i>	ROW participants are required to attend a one-day workshop that features topics ranging from fine-tuning job search skills, interviewing, résumé development, negotiating salaries, and utilizing social media to create a marketing plan for re-employment.	RESEA participants attend one half-day workshops which includes an orientation to AJC services. In addition to the workshop, RESEA participants are required to work with AJC staff to complete an individualized UI Eligibility assessment and referral to adjudication, as appropriate, as well as a customized Individual Employment Plan (IEP). Participants are also required to participate in at least <b>two</b> post-RESEA reemployment services and/or training activities, which can include employability workshops and/or seminars.
<b>DEWD Interaction with the Program</b>	<p>DEWD has developed the following strategy to prepare and connect individuals in the ROW and RESEA programs with employment opportunities:</p> <ul style="list-style-type: none"> <li>• An AJC staff person conducts a 20-minute presentation during both workshops to explain the services and resources participants can access through the AJCs.</li> <li>• An interest survey is distributed during DEWD’s presentation, to identify participants who would like to take advantage of AJC services.</li> <li>• Survey information is compiled and used for outreach purposes when job fairs, onsite recruitments, cohort training opportunities, or other workforce activities are planned by an AJC.</li> </ul>	

**VETERAN SERVICES**

The Disabled Veterans Outreach Program (DVOP) provides intensive services to meet the employment needs of disabled veterans and other eligible veterans, with emphasis directed toward serving those who are economically or educationally disadvantaged, including homeless veterans, and veterans with barriers to employment. One Disabled Veterans Outreach Program Specialist (DVOPS) provide services in Baltimore County. One DVOP is stationed at Eastpoint. Job seeker veterans who qualify as having Significant Barriers to Employment (SBE), and who wish to have case management are referred to the DVOP.



The County is also staffed with one Local Veterans Employment Representative (LVER), who works closely with the Business Services Representatives employed by DLLR and Baltimore County to identify hiring needs and make connections between employers' hiring requirements and the AJC pool of qualified job seekers.

*Strengths*

The Labor Exchange Administrator has forged a productive working relationship with DEWD staff that creates cohesion and promotes a more seamless service delivery to customers.

*Opportunities and Challenges*

- More staff are needed to meet service demands.
- Processes in the AJCs have not been updated in a long time.
- Baltimore County has been chosen as a pilot to work with core programs through Project IMPROVE to create cohesiveness among the agencies.

## Section 8 – Title IV – Vocational Rehabilitation Functions

**8(A) A description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the Local Board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (The Maryland State Department of Education’s Division of Rehabilitation Services) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

The Maryland State Department of Education’s Division of Rehabilitation Services (DORS), in accordance with 29 U.S.C. 721(a)(11) will provide the following services to **youth and adults** with disabilities:

- Provide intake, orientation, and assessments for disabled job-seekers;
- Promote employment of persons with disabilities;
- Based on a comprehensive assessment of an individual disabilities, determine an individual’s eligibility for services in accordance with the Division’s Order of Selection criteria;
- Develop an Individualized Employment Plan;
- Provide guidance and counseling, physical restoration, and training to financially eligible persons with disabilities;
- Provide follow-up services to enhance job retention;
- Provide other services as may be available and appropriate;
- Provide Pre-Employment Transitioning Services for students with disabilities, as defined by WIOA;
- Provide Supported Employment Services for **youth and adults** with disabilities as defined by WIOA;
- Provide independent living services to enhance the capacity of persons with disabilities to live unaided in the community;
- Provide performance information as required by WIOA;
- Provide cross-training of workforce staff on disability related issues;
- Provide technical assistance on disability related issues and on assistive technology;
- Engage employers through the Division’s Business Liaisons;
- Work in a collaborative manner to coordinate services among the Workforce Partners for **youth and adults** with disabilities.

**8(B) A description of how individuals with disabilities will be served through the American Job Center system in the Local Area.**

As with all individuals, whether they have a disability or not, who access the American Job Center, the goal is to have a universal referral form, which will enable individuals to select the services they feel they need. In addition, the goal is to ensure that all information and services are accessible, regardless of the individual’s disability. DORS will provide training to the partners

in such areas as: programmatic and physical accessibility, serving individuals with disabilities that require support services, disability etiquette and sensitivity training, assistive technology.

## PARTNER SUMMARY AND ANALYSIS – Title IV: Vocational Rehabilitation Services

### Title IV: Vocational Rehabilitation Services - Division of Rehabilitation Services (DORS)

#### *Partner Summary*

DORS prepares people with disabilities to go to work and helps them to stay on the job. Rehabilitation counselors in DORS Region 5 field offices in Baltimore County provide or arrange for services that may include career counseling, assistive technology, vocational training and/or job placement assistance. DORS staff have specific areas of expertise to work with populations with significant disabilities. There are technical specialists who work with individuals with chronic illness, learning disabilities, traumatic brain injury, orthopedic issues, and intellectual disabilities.

In addition to services delivered via field offices, DORS also contracts with CCBC's Center for Alternative and Supported Education (CASE). CASE's *Single Step* program serves approximately 100 to 200 Baltimore County DORS participants annually who have cognitive, developmental, and mental health disabilities, providing academic, pre-vocational, social and independent living skills for students with special needs.

Single Step offers nine career training options:

- 90-hour Childcare Certification
- Childcare Assistant
- Food Service
- Culinary
- Hospitality
- Warehouse and Forklift Safety
- Office Skills
- Professional Animal Worker
- Security Guard

Single Step also offers a variety of individualized courses designed to meet the special needs of the population.

(See [www.cbcmd.edu/Programs-and-Courses/Adults-with-Disabilities/CASE-Single-Step-Course-and-Certificate-Offerings.aspx](http://www.cbcmd.edu/Programs-and-Courses/Adults-with-Disabilities/CASE-Single-Step-Course-and-Certificate-Offerings.aspx))

#### *Capacity to Meet the Workforce Development Needs of Job Seekers and Employers*

Approximately 3000 Baltimore County residents receive services from DORS annually at the field office locations and/or through contracted providers. (See the *Challenges* section for information on the current Waiting List.)

DORS has employment counselors and relationships with employers in the community. The organization also works closely with other local workforce development system partners to connect clients with appropriate employment opportunities.

#### *Connections*

DORS has established a part-time physical presence in the Hunt Valley, Liberty, and Eastpoint AJCs. DORS has also provided cross-training to AJC staff, to familiarize them with DORS services and processes.

#### *Strengths*

- DORS staff have specialized expertise in working with specific populations.
- The Single Step program reaches difficult to serve populations barriered by a range of disabilities at a variety of locations.

*Opportunities and Challenges*

- DORS subject matter experts can offer AJC staff cross-training to educate them on best practices in providing services to these populations.
- DORS staff have worked down their caseloads, however, they can only assist individuals with severe disabilities.
- Affording the cost of Single Step's tuition and fees can be a challenge for prospective or continuing students.
- Because of the wide range of unique challenges faced by individuals in the Single Step program, it can be difficult to find appropriate work sites for student internships.

## Section 9 – Temporary Assistance for Needy Families Functions

### 9(A) A description of the Local Board’s implementation timeline and planning activities for TANF (e.g., strategies for improving customer intake, service coordination, client monitoring and tracking, targeting employment services to low-skill, low-wage workers, etc.).

The County’s Workforce Development Board will oversee the work of the CAREER (Coalition of Agencies Ready to Engage in Employment and Retention) Team, a voluntary consortium of local partners that includes the Department of Social Services (DSS) as well as the TANF funded Job Network program. The CAREER Team will plan and implement the activities conducted in the local system to define, align, and integrate local system services:

#### Implementation Timeline and Planning Activities for TANF

- |                       |  |
|-----------------------|--|
| <b>Jan–Dec 2017</b>   | <ul style="list-style-type: none"><li>• DSS promoted and participated in the CAREER Team’s Partner Forum Series, a year-long cross-training initiative designed to educate local workforce development system stakeholders on partner services, and engage partners in an ongoing dialogue to identify strategies for improving customer intake, service coordination, client monitoring and tracking, and targeting employment services to low-skill, low-wage workers.</li></ul> |
| <b>Feb 2017</b>       | <ul style="list-style-type: none"><li>• DLLR initiated efforts to work with the local partners (including DSS and the Job Network) to pilot shared access to the Maryland Workforce Exchange.</li></ul>  |
| <b>Mar 2017</b>       | <ul style="list-style-type: none"><li>• The Job Network hosts the CAREER Team’s first Partner Forum.</li></ul>   |
| <b>Mar–April 2017</b> | <ul style="list-style-type: none"><li>• Term negotiation and development of the local Resource Sharing Agreement (RSA) between DEWD and DSS.</li></ul>   |
| <b>June 2017</b>      | <ul style="list-style-type: none"><li>• Selection and formal onboarding of the new One Stop Operator (OSO).</li></ul>  |
| <b>Dec 2017</b>       | <ul style="list-style-type: none"><li>• Collaboration between the Workforce Development Board, the CAREER Team, the OSO, and other partners to produce a Community Impact Report.</li></ul>  |
| <b>Jan-Mar 2018</b>   | <ul style="list-style-type: none"><li>• Introduction of One Stop Operator to CAREER Team and AJC Steering Committee and Local Workforce Development Staff;</li><li>• Initial implementation of Project IMPROVE (See Section 9(B) for more details.)</li></ul>  |
| <b>Apr-Jun 2018</b>   | <ul style="list-style-type: none"><li>• Quarterly AJC Steering Committee (5/11/18); ongoing Project IMPROVE implementation, evaluation and de-brief.</li></ul>   |
| <b>Jul-Sep 2018</b>   | <ul style="list-style-type: none"><li>• Quarterly AJC Steering Committee meeting (8/23/18) based on Project IMPROVE and develop plans for Professional Development activities for all partners;</li><li>• Ongoing meetings with individual partners by OSO to orient and engage all partners including DSS.</li></ul>  |

**Oct-Dec  
2018**

- Quarterly AJC Steering Committee meeting (11/16/18);
- Implementation of Professional Development Day (11/30/18);
- Updating and implementing CAREER Team meetings for 2019

Regular meetings will continue through 2019-20 for the CAREER Team and the AJC Steering Committee. The OSO will also facilitate specific Professional Development plans as suggested by the CAREER Team, AJC Steering Committee, and partnering staff.

**9(B) A description of the implementation and coordination process to enhance the provision of services to individuals on TANF that includes:**

*Potential co-location of LDSS and/or WIOA Partners at AJCs or LDSS depending on the nature of local partnerships and operations.*

At this time, DSS delivers TANF services in co-location with CCBC. DSS also delivers TANF services onsite at the Liberty AJC. DEWD, DSS and the Job Network are committed to exploring additional opportunities to expand co-location. DSS recognizes the added value TANF customers can gain from AJC employment services, and works closely with DEWD to develop processes to integrate and coordinate the services each organization delivers. For example, AJC staff are trained to use structured interview tools that include questions specifically designed to flag customer needs, not only for TANF-funded services, but also for a variety of other barrier-removal services DSS offers.

*Leverage existing financial and in-kind contributions to the WIOA system to ensure coordination of services provided by multiple programs, creating a seamless approach to delivering services.*

In addition to co-location themes already presented, Baltimore County will continue to examine opportunities to share and coordinate assessments and the expertise of various partners related to assessments. The Job Network uses a web-based version of TABE, which is a more comprehensive tool than the TABE Locator used in the AJCs. Completing an asset map that identifies the range of assessment used by partners will provide the basis for improved uniformity, as well as improved use of resources. Sharing newer, more comprehensive version of TABE, along with other assessment resources held by one partner or the other, is an example of the issues that have been discussed and negotiated as part of the RSA.

*Cross train and provide technical assistance to all WIOA Partners about TANF.*

As noted in the response to 8(A), DSS has participated in the 2017 CAREER Team Partner Forum Series.<sup>10</sup> All stakeholders to the local workforce development system are invited to attend any and all Forums. In addition, DSS plans to conduct more targeted operational training sessions in 2019 exclusively with AJC staff to clarify TANF processes and metrics, which differ from those

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<sup>10</sup> See Section 2(A) for the complete schedule of CAREER Team Forums.

collected by AJC staff. AJC staff will continue to reciprocally offer training to DSS staff during 2019 to introduce/strengthen their knowledge of the MWE interface and functionality.

One of the key collaborative areas of staff cross training and technical assistance was Project IMPROVE, a collaborative effort to support front-line staff from partner organizations in engaging job seekers in counseling and documentation activities using the Maryland Workforce Exchange (MWE). One of the key partners in this effort was the Department of Social Services (with the other being the Division of Rehabilitation Services, DORS) in collaboration with WIOA Title I DEWD staff. With technical assistance and support provided by Mathematica in early 2018, the Director of the Hunt Valley AJC facilitated a “Road Test” learning experience for four selected DSS front-line staff that included practical application of case management and documentation of their work through MWE. The outcomes of this collaborative effort required cross training of staff, followed by debriefing with the various agencies’ front-line staff to identify the successes, challenges and outcomes. Led by the CAREER Team, this 2018 pilot effort will serve as a template for additional staff cross training, technical assistance and continual process improvement.

*Ensure that activities are countable and tracked for the TANF Work Participation Rate (WPR)*

DSS places a high priority on ensuring that activities are countable and tracked for the TANF Work Participation Rate. DSS staff co-enroll customers in the Maryland Workforce Exchange, (as well as other case management systems, depending on the type of enrollment). Job Network Case Managers have been successful in having participants assume responsibility for documenting their required hours via time sheets. This approach allows staff to effectively leverage TANF benefits to gain the needed performance data while also helping participants build essential job readiness skills and accountability.

*Access to business services and employer initiatives to attract and better serve employers by marketing joint services, minimizing the burden on employers who use the centers, and provide employer-focused services through a single point of entry rather than through all partnering programs.*

DSS’s Job Network staff conduct onsite career events, employer informational sessions, off site career days at the employer site, career fairs and networking events. Job Developers skilled in marketing job seekers with employment barriers conduct community outreach to educate businesses on the talent pool and on the benefits of tapping DSS employer services, such as pre-screening, candidate referral, job matching and retention.

The partners recognize that greater coordination is needed between the business services staff at the respective organizations to streamline employer contact. The CAREER Team will explore how DSS, Job Network and DEWD can work more collaboratively to efficiently engage employers.

*Contribute and provide baseline outcomes data to the WIOA system through strategies for collecting and reporting varied program reporting requirements.*

When it comes to creating a coordinated, integrated local workforce system, perhaps the most intractable issue local areas must confront is the multiplicity of incompatible data collection and case management tools. Baltimore County’s DSS has developed a workaround by sharing access with a variety of other local workforce system partners and programs to an ETO (Efforts to

Outcomes) data collection and case management system. Partners who participate in the ETO system include youth program providers, CCBC’s Job Network, the child support agency, the local court system, the *Able-Bodied Adults Without Dependents (ABAWDs)* program, the *Non-Custodial Parent Employment Program*, and others. The ability to share the ETO tool facilitates smooth referrals between partners and empowers case managers to gain a more holistic understanding of the individuals they serve.

While helpful, the ETO solution is not perfect. The system is old, and does not address the gulf between DSS and MWE data. The CAREER Team plans to explore other options to determine whether a better solution is available. DSS is evaluating the ETO system and is currently exploring other options.

**9(C) A description of the LDSS representation on the Local Board to ensure that TANF expectations, roles, and responsibilities are addressed in the Local Area.**

The Deputy Director of Baltimore County’s Department of Health and Human Services, who directly oversees TANF programming, serves on the County’s WDB. To ensure full coverage and provide expertise of programming issues, the Job Network Administrator at DSS also provides support for TANF on the WDB.

**PARTNER SUMMARY AND ANALYSIS – Temporary Assistance to Needy Families (TANF)**

Temporary Assistance to Needy Families (TANF)

*Partner Summary*

Baltimore County’s Department of Social Services (DSS) is the local recipient of TANF funding. DSS operates four district offices in the County:

Young Parent Support Center 201 Back River Neck Road Baltimore, Maryland 21221	Dundalk District Office 1400 Merritt Boulevard, Suite C Baltimore, Maryland 21222
Essex District Office 439 Eastern Boulevard Essex, Maryland 21221	Reisterstown District Office 130 Chartley Drive Reisterstown, Maryland 21136

County residents can visit the district office that serves their zip code to learn about a wide range of programs and apply for the following types of support:

- Temporary Cash Assistance (TCA) - Maryland’s Temporary Assistance to Needy Families (TANF) program, provides cash assistance to families with dependent children (under age 19) and pregnant women when available resources do not fully address the family’s needs and while preparing program participants for independence through work.
- The Temporary Disability Assistance Program (TDAP) - helps low-income, disabled Marylanders through a period of short-term disability or while they are awaiting approval of federal disability support. The program is funded through the State of Maryland to provide help to individuals without dependent children.
- The Supplemental Nutrition Assistance Program (SNAP) - called the **Food Supplement Program (FSP)** in Maryland, *formerly known as Food Stamps*, helps low-income households buy the food they need for good health.
- **Medicaid**, also called **Medical Assistance (MA)** pays the medical bills of needy and low-income individuals. It is administered by the State and pays medical bills with Federal and State funds.



The employment barriers these populations face are daunting. The average participant has an 8<sup>th</sup> grade literacy level, and a 6<sup>th</sup> grade average numeracy level. A full quarter of participants do not hold High School degrees. Nearly half *only* have a High School degree or GED. The impact of these barriers is clear: in the months between July of 2015 and April of 2016, the level of unemployment among TANF/TCA participants fell within a narrow range between 85 percent and 90 percent.

### *Job Network*

In order to qualify for support, most TANF/TCA beneficiaries are required to participate in activities that will help them become gainfully employed. DSS contracts with Job Network to provide mandated employment services, offered at two County locations:

Job Network - Essex

439 Eastern Blvd

Baltimore, Md. 21221

*(Co-located with District Office)*

Job Network - Catonsville

800 S. Rolling Road

Catonsville, Md.21228

Job Network provides a structured program in which participants gain valuable information and resources, such as instruction on resume writing, interviewing, cover letters and the job search process. In addition to extensive essential skills training and career preparation, Job Network participants work with Employment Coordinators to help them prepare for and pursue job opportunities. A team of Job Developers work with the local business community to understand employer needs and match qualified candidates with local and regional employment opportunities. Job Developers build long term relationships with employers by ensuring individuals referred to employers as candidates for openings are pre-screened. Job matching and retention services are also added values for employers.

Onsite career events, employer informational sessions, off site career days at the employer site, career fairs and networking events are primary methods used to identify the needs of local and regional businesses.

### *Workforce Solutions*

Beneficiaries who have been unemployed for more than 48 weeks are served by Humanim’s Workforce Solutions program. This program offers more intensive case management. Staff assist individuals who may need long-term financial support in applying for Social Security Disability Insurance and accessing other resources, such as mental health care.

### *Capacity to Meet the Workforce Development Needs of Job Seekers and Employers*

The numbers served by DSS are staggering: nearly 10,000 individuals are referred annually for TCA. Approximately 5000 *Able-Bodied Adults Without Dependents* (ABAWDs) are also referred, although the no-show rate for both groups is high. In addition, 115,000 County residents receive services through the Supplemental Nutrition Assistance Program (SNAP), 225 are served under the Noncustodial Parent Employment Program (NPEP), and approximately 40 through the Transitional Foster Care program.

Through the Job Network and Workforce Solutions programs, DSS annually provides 6,500 participants with training related to job readiness and job search skills. In 2015, 1342 participants were placed in jobs. Approximately 200 participants a year increase numeracy and/or literacy skills, or earn occupation-related certificates, and 25 earn a GED.

### *Connections*

AJC management has continued to work closely with the local provider of TANF-funded services to develop referral and co-enrollment processes.

### *Strengths*

Through the Job Network program, employment services are integrated into a holistic program of services specifically designed for the barriered populations WIOA has targeted for priority services.

Formal job readiness training is included and job readiness skills are informally infused throughout a participant’s engagement in the Job Network program; participants in all Job Network activities are required to attend 30 to 35 hours a week.

The diversity of DSS training options to help participants prepare for sustainable employment is robust. Training is available in all of the following areas:

- |                                       |                  |                             |
|---------------------------------------|------------------|-----------------------------|
| • Construction                        | • Skilled Trades | • Retail                    |
| • Transportation, warehouse logistics | • Administrative | • Education                 |
| • Customer Service/Call Centers       | • Childcare      | • Government (State/County) |
| • Healthcare                          | • Hospitality    | • Culinary, Restaurants     |

An emphasis has been placed on identifying opportunities to connect participants with training for occupations on career pathways, including:

- Moveable Feast & St. Vincent DePaul (Culinary)
- Genesis - CNA & GNA training leading to full time employment and career pathway
- RF Conversions – training leading to automotive body work & conversion in the Automotive industry
- Jane Addams Resource Corporation (JARC) Welding & Manufacturing ([www.jane-addams.org/programs/jarc-baltimore](http://www.jane-addams.org/programs/jarc-baltimore))
- Hopkins – Internship opportunities in environmental services leading to full time employment with career path
- Mercy Hospital – direct hire or training with direct hire and career path
- Details – Social enterprise preparing job skills specific to construction industry
- A third of Job Network completers continue their education at CCBC.

*Opportunities and Challenges*

Job Network needs more physical space to serve the large number of individuals who are currently enrolled in, or who *need* to be enrolled in the program. On the other side of the coin, meeting performance targets for program attendance can also pose difficulties, because mandated participants are not always cooperative in engaging in the process.

**9(D) Provide a description of what strategies the Local Board will employ to support TANF recipients in accessing skills and credentialing, life management skills, and employment to improve the financial status of those exiting the TANF program.**

The Board has convened with its mandatory partners to exchange resources, training opportunities, and job leads to provide opportunities needed for TANF participants to address the complex challenges they often face. DEWD and DSS continue to work closely with its partnering organizations to develop referral and co-enrollment processes using the MWE, through the Project IMPROVE pilot to further align services to address barriers faced by the TANF population. DSS has built an extensive network of partnerships that span the local AJCs, DORS, CCBC, Humanim, as well as numerous community-based organizations, including:

- Community Assistance Network (CAN)
- Fuel Fund
- Southeast Group
- Maryland Works
- Baltimore County Chamber of Commerce
- Suited to Succeed
- Central Maryland Transportation Resource Information Point (TRIP)
- Total Health Care
- Vehicles for Change/Transportation Assistance Partnership (TAP)
- ASPIRE
- Greener and Healthier Homes
- Priority Partners MCO
- Job Opportunities Task Force
- Maryland Food Bank

- Homeless Persons Representation Project
- Baltimore County Health Department
- Baltimore County Circuit Court
- Federal Reserve
- Judith Center
- Learn, Earn, Achieve, Progress (LEAP)
- Baltimore County Office of Housing
- Job Opportunities Task Force (JOTF)
- Public Safety Bureau of Corrections
- DLLR
- Priority Partners MCO
- Jobs Opportunities Task Force (JOTF)
- University of Maryland School of Dentistry
- Leadership Baltimore County Program
- Franklin Square Hospital
- East Baltimore Development Incorporated (EBDI)
- Mayor’s Office of Employment Development (MOED)
- SEEDCO
- Maryland Family Network
- Child Locate
- Young Parent Support Center
- Maryland Cash Campaign
- Success in Style
- PRP Learning Style
- Welfare Advocates

## Section 10 – Community Service Block Grant Functions

### **10(A) A list of Community Service Block Grant (CSBG) providers in the Local Area and whether they provide employment and training activities.**

The recipient of Community Services Block Grant funds for Baltimore County is the Community Assistance Network (CAN; <https://www.canconnects.org>). Their six areas of emphases as the Community Action Agency for Baltimore County include:

- After School Programs – Located at Fontana Village Community Center, the after-school program provides homework assistance, tutorial assistance, and partnerships with various youth groups designed to teach responsible decision making.
- Budget Counseling – Educates individuals and families enabling them to reach their financial goals and solve their financial problems through budget counseling.
- Food Pantry – The Food Pantry provides healthy food throughout Baltimore County to eligible residents. The supplemental food package provides enough food for approximately 5-7 days. There are monthly educational workshops, which are free to the public.
- Homeless Shelters and Housing Programs – CAN operates two of Baltimore County’s largest shelters, serving a population of over 235 men, women, and children each day. Rapid re-housing specialists are located at each shelter to assist residents with finding housing and conduct follow up after an individual has moved out of the shelter. CAN also operates the Samaritan Housing Initiative Program, federally funded by HUD, to house and provide support to 15 chronically homeless men and women in Baltimore County with a diagnosed disability.
- Outreach Programs – Outreach Programs provide support in local communities. CAN has placed qualified Community Resource Specialists to assist with rental and utility assistance.
- Weatherization – The Weatherization Program is intended to help low income families reduce their energy consumption.

### **10(B) A description of the implementation and coordination process to enhance the provision of services to individuals on CSBG that includes:**

- **Potential co-location of Community Action Agencies (CAAs) and/or WIOA Partners at American Job Centers or CAAs depending on the nature of local partnerships and operations;**
- **Leverage existing financial and in-kind contributions to the WIOA system to ensure coordination of services provided by multiple programs, creating a seamless approach to delivering services;**
- **Cross train and provide technical assistance to all WIOA Partners about CSBG;**
- **Ensure that activities are countable and tracked for CSBG performance metrics;**
- **Access to business services and employer initiatives to attract and better serve employers by marketing joint services, minimizing the burden on employers who use the centers, and provide employer-focused services through a single point of entry rather than through all partnering programs; and**

- **Contribute and provide baseline outcomes data to the WIOA system through strategies for collecting and reporting varied program reporting requirements.**

DEWD WIOA staff in the American Job Centers work closely with the programs associated with the Homeless Shelters and Housing Programs. As a priority of the Workforce Development Board, DEWD AJC staff work directly with the CAN Shelters. In addition, DEWD staff work weekly at the Eastside Family Resource Center providing workforce development services and WIOA eligibility.

The AJC staff, CAN Shelter staff, and Sarah's Hope staff meet regularly to discuss and review efforts, baseline data, outcomes, challenges and successes, and collaborate on programming. As part of the ongoing professional development efforts of the CAREER Team and AJC Steering Committee, the CAN staff will be invited to participate and assist in appropriate cross training and technical assistance opportunities.

In 2018, AJC staff hosted a job fair at the Eastside Shelter where individuals from all the shelters met with employers, received interviews, and learned about employment offerings. Such activities will be explored and considered regularly in the future. The AJC staff also utilize Baltimore County's Mobile Career Center, where appropriate, to assist individuals in registration, career exploration, and similar technology-based assistance.

**10(C) A description of the CAA representation on the Local Board to ensure that CSBG expectations, roles, and responsibilities are addressed in the Local Area.**

Data and information regarding shelter services are shared with the Workforce Development Board. These services will continue to be evaluated by the Board in collaboration with the new County Executive.

**Section 11 – Jobs for Veterans State Grant Functions**

**11(A) A description of how the Local Board will provide priority of service to veterans and their eligible spouses.**

The American Job Center (AJC) provides “Priority of Service” to veterans and their eligible spouses in accordance with the 2002 Jobs for Veterans Act and the 2006 Veterans’ Benefits, Health Care, and Information Technology Act. The purpose of Priority of Service is to give first consideration for program participation to covered veterans and eligible spouses who also meet the eligibility criteria of a federal Department of Labor training, employment, or placement service in any workforce preparation program. For all U.S. Department of Labor (DOL) funded programs, Priority of Service means access to services or resources earlier than others, or if resources are limited, it may mean access to services and resources instead of general service individuals.

AJCs ensure all vendors follow Priority of Service provisions. To receive Veterans Priority of Service for a specific program, a veteran or eligible spouse must meet the statutory definition of a “covered person” and also must meet any other statutory eligibility requirement applicable to the program. Veterans Priority of Service will take precedence before applying WIOA Priority of Service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Programs with specific eligibility criteria, such as the WIOA Title I Adult program, will ensure covered persons meet all statutory eligibility requirements for the program before receiving Priority of Service.

In accordance with Maryland’s State Plan, specific to Baltimore County, veterans and eligible spouses will continue to receive Priority of Service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGl 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

<b>1<sup>st</sup> Priority</b>	Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient.
<b>2<sup>nd</sup> Priority</b>	Individuals who are not veterans or eligible spouses, are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
<b>3<sup>rd</sup> Priority</b>	Veterans and eligible spouses who did not meet “first priority” conditions.
<b>4<sup>th</sup> Priority</b>	Individuals who are residents of the Local Area and who are not veterans and do not meet criteria to be considered a target population.

### *Baltimore County's Veteran Services*

Three Disabled Veterans Outreach Specialists (DVOPS) provide workforce development services to veterans in Baltimore County. DVOPs are stationed at the discretion of DLLR and rotate among the three AJCs in Baltimore County. DVOPs provide case management, develop individual employment plans, offer group and individual career guidance and planning, make referrals to other service providers, provide job search assistance, and deliver short-term instruction to augment skills development, such as interview and communication skills.

Baltimore County also has one Local Veterans Employment Representative (LVER) who works closely with the County and State Business Services Representatives (BSRs) and the County's Job Developers to build relationships with businesses to secure employment opportunities for veterans. LVERs in Baltimore County conduct employer outreach, engage in advocacy efforts, organize and facilitate job clubs, and conduct pre-screening for hiring executives, local businesses, business associations, business groups, industry partners and community based organizations.

### *Customer Service Flow for Veterans*

The Baltimore County AJC front desk receptionists are trained to ask all new customers whether they are veterans. Information on veteran status is also collected at the front desk when customers complete the County's "Customer Activity Sheet." Customers who self-attest to veteran status receive priority service from this point forward.

AJC staff conduct the initial *Personalized Needs Assessment* with all new customers, including veterans. If a customer self-attests to veteran status, AJC staff reference DLLR's Significant Barriers to Employment (SBE) Checklist to assist with making appropriate referrals.

When the *Personalized Needs Assessment* is completed, veterans with SBE can choose from the following options:

- 1) If veteran with SBE wants to receive case management or training, AJC staff assists in setting up an appointment for them to meet with the center DVOP.  
Note: DVOP can only see veterans with SBE that have been screened by AJC staff.
- 2) If the veteran with SBE does not wish to receive case-managed services or training, they are referred to Basic Career Services resources.

*Note: When a veteran seeks services at an AJC where the DVOP is not currently available because of the rotation schedule, the receptionist provides the customer with the card and contact information of the DVOP and contacts the DVOP via email to provide them with the contact information of the customer so the two can coordinate a meeting time when the DVOP will be stationed at the AJC, if desired.*

## **11(B) A description of how the Local Board will engage Local Veterans Employment Representatives in engaging and providing services to local businesses.**

Local Veterans Employment Representatives (LVER) are integrated into AJC staff meetings and center activities. Baltimore County and State Business Services Representatives partner with LVERs on employer outreach and advocacy efforts. The LVER participates in meetings convened

to assess employer hiring needs, and works with AJC managers, staff, and Job Developers, to make connections between job seeking veterans and employment opportunities.



## Section 12 – Trade Adjustment Assistance for Workers Program Functions

### **12(A) A description of how Trade Adjustment Assistance services will be provided in the American Job Center system within the Local Area.**

DLLR staff, in conjunction with WIOA Dislocated Worker and Adult staff, work together to support the TAA program by co-enrolling the certified workers and providing TAA certified workers in Baltimore County with opportunities to obtain the skills, resources, and support they need to become reemployed (TEGL 19-16 and 16-16).

## Section 13 – Unemployment Insurance Functions

**13(A) A description of how Unemployment Insurance claimants will be supported by the American Job Center system within the Local Area. This description should include how the Local Board will utilize the Wagner-Peyser program to provide access to local workforce development services for Unemployment Insurance claimants.**

Baltimore County's AJC staff have introduced new program features into the ROW and RESEA workshops offered at the three County AJCs to provide Unemployment Insurance (UI) claimants access to a full range of services – both in person and online – including career services through WPRS, RESEA and WIOA programs.

DEWD has partnered with State staff to help prepare and connect individuals in the ROW and RESEA programs with employment opportunities and workforce services:

- An AJC staff person conducts a presentation during both workshops to explain the services and resources participants can access through the AJCs.
- The AJC staffer distributes an interest survey to identify participants who would like to take advantage of AJC services. Surveys are completed while presenters are in the room. Presenters review surveys for completeness, after which they leave the room.
- Interest surveys are entered into a spreadsheet. The data collected in the spreadsheet are used regularly by Talent Management Coordinators (TMCs) for outreach purposes when job fairs, onsite recruitments, cohort training opportunities, or other workforce activities are planned by an AJC.

State staff strengthen the connectivity between Employment Services and UI Programs by maximizing opportunities for UI recipients to return to work as quickly as possible.

## Section 14 – Senior Community Service Employment Program Functions

### **14(A) A list of Senior Community Service Employment Program providers in the Local Area.**

The Senior Community Service Employment Program (SCSEP) provider is Senior Service America, Inc. Host agencies include local non-profit and public facilities, such as schools, hospitals/healthcare facilities, day-care centers, community planning organizations, workforce service providers, human service providers, and senior centers.

### **14(B) A description of how Senior Community Service Employment Program services will be provided in the American Job Center system within the Local Area.**

The Senior Community Service Employment Program (SCSEP) is not physically located in the American Job Centers in Baltimore County. However, Baltimore County has had a long-term relationship with the Department of Aging serving as a host to many SCSEP participants. AJC staff train SCSEP participants to provide assistance at the front desk and in the resource areas, as well as, supporting administrative tasks to free up Career Consultant time to provide staff-assisted services and training if necessary. SCSEP participants also provide basic eligibility screening for age-eligible American Job Center customers who register for employment services. While a SCSEP participant is working part-time in the American Job Center, they have access to a full range of services offered, such as assistance in finding full-time employment, job readiness skills (resume and interviewing), and the use of labor market information.

## Section 15 – Reintegration of Ex-Offenders Functions

**Seedco (Structured Employment and Economic Development Corporation), along with Bon Secours Community Works, is currently providing services through the Re-Integration of Ex-Offenders USDOL grant. In Maryland, this partner is currently providing services in Baltimore City only.**

### **15(A) A description of how the American Job Center system in the Local Area will work alongside the Re-Integration of Ex-Offenders grantee.**

Although Baltimore County is not a current recipient of a Re-Integration of Ex-Offenders USDOL grant, below are details about the local workforce area’s work to support this barriered population. DEWD will explore with SEEDCO and Bons Secours how Baltimore County residents benefit and access resources from the Re-Integration of Ex-Offenders USDOL grant.

### *PARTNER SUMMARY AND ANALYSIS – Reintegration of Ex-Offenders Program*

#### Reintegration of Ex-Offenders Program

##### *Partner Summary*

Baltimore County has the second highest population of ex-offenders in the state of Maryland. The ability of these ex-offenders to find good jobs once they are released will strongly influence the success of their efforts to reintegrate into their communities and avoid future recidivism. At this time, only one partner in Baltimore County serves the re-entry population: CCBC partners with Baltimore County’s Department of Corrections (DOC) to provide detainees with services behind the fence.

The goal of DOC services is to proactively assist individuals in preparing for the transition to life, post-release. DOC partners with the DSS and CCBC to provide GED preparation classes. Male detainees can be enrolled in the “Winning Fathers” program. Detainees who are successful in completing these and other programs are released back to their communities with referrals and job placements, as appropriate. DSS staff follow clients into the community to provide stipends and additional support, as appropriate.

##### *Capacity to Meet the Workforce Development Needs of Job Seekers and Employers*

In the absence of a dedicated specialist, Baltimore County sent 4 staff to Offender Workforce Development Specialist training to equip them with knowledge and skills related to serving the ex-offender population that visit the Baltimore County American Job Centers.

##### *Strengths*

- The DOC program is very effective in helping pre-release inmates earn high school equivalency credentials.

##### *Opportunities and Challenges*

- More resources are needed to support the intensive level of case management the ex-offender population needs.
- Baltimore County has a fully-equipped Mobile AJC funded to serve the ex-offender community under a grant that has expired. Because no funding is currently available, use of the Mobile Unit is limited.
- The youth population is not currently being captured through the AJCs re-entry program.
- A formal protocol is needed to ensure that Business Services Representatives are consistently asking employers about their willingness to hire ex-offenders.

## Section 16 – WIOA Section 188 and Equal Opportunity Functions

- 16(A) A designation of the local Equal Opportunity Officer, including their name, location, email, and telephone number.**

**Equal Employment Opportunity Officer Contact:**

Michael Lawrence

KRA

Address: Corporate Center, 11830 W Market Place, Suite M, Fulton, MD 20759

Email: [mlawrence@kra.com](mailto:mlawrence@kra.com)

Phone: (410) 887-4002

- 16(B) A description of how entities within the American Job Center delivery system, including American Job Center operators and the American Job Center partners, will comply with Section 188 of WIOA and 29 CFR Part 39, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities and individuals with Limited English Proficiency, including providing staff training and support for addressing the needs of individuals with disabilities and for individuals with Limited English Proficiency.**

American Job Center operators and the American Job Center partners will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990. A detailed response addressing this question is provided in sections 16(E), (F), and (G).

- 16(C) An acknowledgment that the Local Board understands that, while Section 188 of WIOA ensure equal opportunity for individuals with disabilities, sub-recipients may also be subject to the requirements of:**

- a. **Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance;**
- b. **Title I of the ADA, which prohibits discrimination in employment based on disability;**
- c. **Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability;**
- d. **Section 427 of the General Education Provisions Act; and**
- e. **Maryland Anti-Discrimination laws;**

Baltimore County's Workforce Development Board acknowledges that, while Section 188 of WIOA ensures equal opportunity for individuals with disabilities, sub-recipients may also be subject to the requirements of:

- a. Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance;
- b. Title I of the ADA, which prohibits discrimination in employment based on disability;
- c. Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability;
- d. Section 427 of the General Education Provisions Act; and

- e. Maryland Anti-Discrimination laws.

**16(D) Describe how the Local Board will ensure meaningful access to all customers.**

Baltimore County's Workforce Development Board (WDB) is committed to building an inclusive, integrated 21<sup>st</sup> Century workforce system that:

- Provides employers with workforce solutions that support the success and vitality of the local economy;
- Develops a work-ready talent pipeline prepared with skills aligned with local and regional industry demand;
- Operates an efficient, innovative, solutions-oriented workforce development system in which the services and resources delivered to customers are responsive to their needs and promote their success.

The local system's success in meeting this mission will hinge on its ability to reach barriered populations.

In June of 2015, the WDB established a Barriers to Employment (BtE) committee, comprised of leaders from the local business community, the local educational system, and non-profit organizations. The BtE committee was charged with examining the current system's services and resources, to identify opportunities to improve meaningful access to the local workforce development system for individuals with disabilities and other barriers to employment.

The BtE committee held a series of intensive planning sessions to produce a comprehensive list of recommendations on accessibility, communication and transportation barriers, staff training needs, customer service quality, service integration, employer connections and value-add customer services. Actions were identified that the local system can take to expand its ability to reach Barriered populations with services and training opportunities that will help them find sustainable employment. Individuals with a disability should have the same access to the full menu of services. The BtE Committee will continue to pursue work related to the recommendations. Initiatives will be prioritized based on the urgency of the need and the availability of resources.

The BtE committee's recommendations fell into several categories, including:

*Accessibility*

- Leverage the expertise and resources of the Department of Rehabilitation Services (DORS) to evaluate the compliance of local facilities with ADA requirements, in order to identify areas where improvements to facilities can provide greater access.

*Communications Barriers*

- Investigate the potential to introduce free technologies into service processes, e.g., using Google Translate for customers with limited English Language skills, or voice command features for populations that lack manual dexterity or have poor technological skills.
- Consult with DORS to investigate updated assistive technologies that can replace older accommodations currently in use in the AJCs for individuals with hearing or visual disabilities
- Make all print materials available in large print and braille and shelved at approximately 3' level.

- Create a video orientation that outlines the services of the AJC as well as those of partnering agencies and organizations. The video should include subtitles and narration to accommodate customers with hearing or visual impairment.

#### *Transportation Barriers*

- Develop processes and staffing support that will allow customers to complete the intake process remotely, either by phone or online.
- Establish satellite kiosk sites located throughout Baltimore County creating access for customers to access workforce development services and resources.
- Explore offering professional development seminars in a synchronous webinar format with live chat.
- Align service providers' operations by location to better meet the transportation limitations of customers.
- Look for opportunities to expand usage of the mobile AJC, and acquire additional resources to cover the costs associated with its operation.
- Provide vouchers for transportation for customers in training and during the initial period of employment.
- Explore programs designed to allow employers to buy into programs that reduce the cost of transportation.

#### *Staff Training*

- DORS subject matter experts can offer training to other partners who share their customers, to increase partner knowledge regarding the needs of various disabled populations. (e.g., disabilities etiquette; best practices in communications with individuals with various disabilities)

#### *Customer Service Quality*

- Prepare AJC staff to serve in a "Concierge" role. Staff serving as Concierge can provide a friendly and effective welcome and first experience for all customers – barriered or otherwise.
- Adopt "customer service excellence" as a core value, with a customer service and barriered-population communication training being provided for all AJC staff.
- Adopt or develop a set of standards to ensure quality and a welcoming experience and climate for customers with disabilities, utilizing such standards as CARF and COA.
- Collect feedback from customers through each element of service to assess customer satisfaction and measure effectiveness.
- Utilize customer feedback as a metric in AJC staff performance evaluations.

#### *Service Integration*

- Review the current AJC intake processes to ensure the initial screening includes a determination of potential core program partner referral options.
- Develop a comprehensive directory of regional organizations dedicated to serving individuals with barriers to employment.
- Develop a job readiness assessment checklist for persons seeking employment that can be shared by multiple partners.

### *Employer Connections*

- Develop content for an employer education/marketing plan that presents the value proposition for hiring barriered job seekers and addresses common financial and legal concerns.

### *Service Offerings*

- Expand access to quality, affordable daycare options.

## **16(E) A description of the Local Board’s procedures for handling grievances and complaints from participants and other interested parties affected by the local American Job Center system, including partners and service providers.**

**Provide a separate description for the:**

- **Complaints alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIOA Title I - financially assisted program or activity;**
- **Complaints and grievances not alleging illegal forms of discrimination. This includes grievances from individuals alleging labor standards violations.**
- **Remedies that may be imposed for a violation of any requirement under WIOA Title I, limited to, suspension or termination of payments under the title; prohibition of placement of a participant with an employer that has violated any requirement under WIOA Title I; reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment (where applicable); and other equitable relief as appropriate.**

*The Civil Rights Center (CRC) of U.S. DOL is charged with enforcing Section 188 of WIOA, which prohibits exclusion of an individual from participation in, denial of the benefits of, discrimination in, or denial of employment in the administration of or in connection with, any programs and activities funded or otherwise financially assisted in whole or in part under Title I of WIOA because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries, applicants, and participants only, citizenship status, or participation in a program or activity that receives financial assistance under Title I of WIOA. Section 188 incorporates the prohibitions against discrimination in programs and activities that receive Federal financial assistance under certain civil rights laws including the following laws applicable to discrimination on the basis of disability:*

- *The Americans with Disabilities Act (ADA), as amended by the Americans with Disabilities Act Amendments Act (ADAAA),*
- *Section 501 of the Rehabilitation Act, as amended, which is enforced by the Equal Employment Opportunity Commission (EEOC);*
- *Section 503 of the Rehabilitation Act, as amended, which is enforced by the DOL’s Office of Federal Contract Compliance Programs (OFCCP); and*



- Section 504 of the Rehabilitation Act, which enforced by each Federal funding agency, including DOL.

DEWD has established procedures for resolving any complaint alleging violation of WIOA regulations, grants or other agreements under WIOA programs as operated by its service deliverers.

*Complaints alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIOA Title I - financially assisted program or activity.*

Anyone who believes they have been subjected to discrimination under a WIOA Title I- financially assisted program or activity, may file a complaint within 180 days from the date of the alleged violation with either the Baltimore County WIOA Equal Opportunity Officer (EOO) or directly with the U.S. DOL Civil Rights Center (CRC) in Washington, D.C. Complainants who file with the EOO must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the CRC. Complainants are advised that they do not have to wait to receive a Notice of Final Action before filing with the CRC and that they must file any CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which the complaint was filed with the EO). Complainants are also advised that if they receive a written Notice of Final Action, but are dissatisfied with the decision or resolution, they may file a complaint with CRC. The CRC complaint must be filed within 30 days of the date on which they receive the Notice of Final Action.

Baltimore County also has a Human Relations Commission (BCHRC) which can handle complaints of discrimination. Complaints may be brought by any individual or organization including registrants, participants, service delivery organizations, staff, applicants for participation or financial assistance, labor unions, and community-based organizations.

The BCHRC is charged with enforcing anti-discrimination laws under Title 29 of the Baltimore County Code, 2003 in the areas of education, employment, finance, housing and public accommodation based upon race, color, religion, creed, national origin, sex (including sexual harassment and pregnancy), marital status, disability (both physical and mental), sexual orientation and gender identity and expression. They have the authority to make referrals to other agencies should the need arise.

In addition to investigating complaints of discrimination, the Baltimore County Human Relations Commission also:

- Administers the mediation program
- Conducts studies and surveys
- Cosponsors human relations events
- Develops programs to promote harmony and understanding among all people
- Hosts training workshops
- Provides technical assistance
- Responds to hate and bias incidents

- Recognizes the work of individuals and organizations
- Sponsors forums and banquets
- Works with community groups to address and resolve human relations issues

See Baltimore County Code Title 29, 2003 for details on the Commission’s authority and responsibilities:

[https://library.municode.com/md/baltimore\\_county/codes/code\\_of\\_ordinances?nodeId=ART29HURE](https://library.municode.com/md/baltimore_county/codes/code_of_ordinances?nodeId=ART29HURE)

*Complaints and grievances not alleging illegal forms of discrimination. This includes grievances from individuals alleging labor standards violations.*

Complaints may be filed for reasons not involving discrimination. This type of complaint must be filed in writing with the BCHRC, which is located in the Drumcastle Government Center, 640 York Road, 1st Floor, Baltimore, Maryland 21212. Upon receipt of a complaint, the BCHRC Complaint Officer will begin an investigation to verify and determine the validity of the complaint.

**16(F) A description of the Local Board’s policy and procedures with regard to aid, benefits, services, training, and employment, include a statement of assurance that you will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.**

DEWD will provide reasonable accommodation to qualified individuals with disabilities with regard to aid, benefits, services, training, and employment unless providing the accommodation would cause undue hardship. Each DEWD program or activity, when viewed in its entirety, will be accessible to qualified individuals with disabilities in accordance with the Americans with Disabilities Act (ADA).

**16(G) A description of how the Local Board will comply with the ADA. The description should include how the Local Board will provide reasonable accommodations regarding materials, technology, and physical and programmatic accessibility of facilities. The description should also include how the Local Board will provide staff training and support for addressing the needs of individuals with disabilities.**

WIOA Section 188 ensures that the definition of “disability” is consistent with the Americans with Disabilities Act Amendments Act and current case law, which will enable more individuals with disabilities to be effectively served within the public workforce system. The regulations also address accessibility requirements and service animals.

Consistent with WIOA’s charge to provide universal access to services, Baltimore County’s AJCs strive to provide services that serve the *entire* community, including those most in need of employment assistance, with AJC services. Staff are trained to serve individuals with a range of barriers to employment (as identified in WIOA legislation).

In addition, the Region 5 DORS Director and two ADA facilities requirements experts from the Maryland State Department of Education have initiated an inspection of the County’s three AJCs. As the first step in a larger process, DORS conducted an evaluation of the physical facilities

at the Eastpoint Center on June 30, 2016. Eastpoint was found to be highly accessible, in terms of wide aisles, ADA-compliant restroom facilities, and access to computer banks.

A few accessibility improvements were suggested which will be pursued as funding becomes available, including the installation of power-assist doors and the relocation of handicap parking spaces closer to the main entrance.

In a collaborative discussion, DORS representatives, the County's Labor Exchange Administrator, and the Eastpoint DLLR Manager developed several ideas for improving accessibility and services which will be pursued:

#### *Improved Connections between Partners*

- The partners will explore opportunities for DORS to be stationed at the AJCs on a rotating basis, to offer easier access for customers receiving services from both providers.
- AJC staff will be alerted that DORS' offices located in Towson and the Workforce and Technology Center (located in Baltimore City) are staffed with experts in services to customers with hearing impairments who can serve as subject matter experts and resources.

#### *Cross-functional Training Opportunities*

- DORS can provide AJC staff with deaf sensitivity training.

#### *Ideas for Future Funding Options*

- The Eastpoint Center serves the largest proportion of disabled veterans in Baltimore County's three AJCs. In addition to standard veteran services, the Center also hosts a quarterly job fair for veterans that attracts about 25 employers and 200 veterans, per event. The Veteran Services partners operating in the AJC will be approached to seek a financial contribution to help defray the costs of making handicap accessibility upgrades.
- Eastpoint is a high-traffic center. Opportunities to seek financial support to install power-assist doors will be explored.
- AJCs will examine Maryland's subscription to a *Video Remote Interpreting* (VRI) interpreter service to determine how this resource can be integrated into the service model.
- DORS may be approached to include an infrastructure contribution in their MOU with County AJCs to fund facility accessibility improvements.

### **16(H) A description of the Local Board's policy and procedures in place to ensure that communications with individuals with disabilities including individuals with visual or hearing impairments, are as effective as communications with others.**

#### Communication – Individuals with Disabilities

##### *Individuals with Visual Impairments*

For individuals with vision impairments, DEWD will leverage its relationship with the Division of Rehabilitation Services (DORS) to assist in providing services. Through a counselor-to-counselor working relationship between DEWD and DORS staff, referrals may be made to DORS to obtain assessment services and other specialized services for the visually impaired that are not available from DEWD. Based on recommendations from DORS, in combination with DEWD's

assessment, visually impaired persons may be referred to DEWD training programs. The AJCs have versions of Job Access With Speech (JAWS) software installed on Center computers.

*Individuals with Hearing Impairments*

DORS and the AJCs work collaboratively to provide services in the AJCs to facilitate convenient access for hearing impairments. In terms of technologies to accommodate hearing-impaired customers’ needs, DEWD facilities currently have TDD devices available in County AJCs. Sign language interpreters are hired on an hourly basis to provide translation services for professional development workshops and can be hired by contacting DEWD’s fiscal unit.

**16(I) A description of the steps the Local Board will take to meet the language needs of limited English speaking individuals who seek services or information. The description should include how the Local Board proposes that information will be disseminated to limited-English speaking individuals, including using oral interpretation and written translation services in accordance with Maryland Anti-Discrimination laws, including Code Ann. §10-1102-1103, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.**

Information is disseminated to limited-English speaking individuals by first identifying their native language and providing them with a laminated language card – identifying 20 languages – at the front desk of the AJC. After the individual identifies their language, the AJC staff can support them with oral and written translation services that are provided through Dantli Corp, and the AJC staff calls DEWD’s fiscal unit to make the request. The fiscal specialist then completes an online service request form which includes: request information, time service is requested, assignment address, requestor contact information, type of language requested, and type of interpreter needed.

Individuals who speak languages other than English are at a particular disadvantage in competing for jobs. To make limited English speaking customers feel welcome in County AJCs, and to facilitate basic communication, DEWD posts multilingual signage and pamphlets in all centers. To help customers make substantive progress towards employability, however, DEWD works in close partnership with the Community College of Baltimore County (CCBC), the WIOA Title II partner for the local system. Customers are referred to the “English for Speakers of Other Languages” (ESOL) program, operated within CCBC’s Center for Adult and Family Literacy.

CCBC’S ESOL program offers classes to help adult non-native speakers learn English for community and workplace settings. The ESOL program has three tracks of courses: Adult ESOL, Advanced ESOL and ESOL Family Literacy classes.

Beginner	Intermediate	Advanced
<p><b>ESOL Level Intro - Life Skills</b> Very low beginning course starts with basic English for life and work.</p>	<p><b>ESOL Beginning Writing for Intermediate Speakers</b> Non-native speakers learn basic writing skills.</p>	<p><b>Integrated Skills ESOL Advanced</b> Non-native speakers who have above a high intermediate level</p>

Beginner	Intermediate	Advanced
<p><b>ESOL Level 1 - Life Skills</b>            Low beginning course introduces simple English for life and work.</p>	<p><b>ESOL Expanded Reading and Writing Skills</b>            Upper intermediate ESOL students move beyond life skills to reading and writing.</p>	<p>of English improve their language skills. Topics include specific strategies in listening, speaking, reading, grammar, vocabulary development, and writing.</p>
<p><b>ESOL Level 2 - Life Skills</b>            High beginning course improves simple English for life and work.</p>	<p><b>ESOL Level 3 - EL Civics</b>            Low intermediate course continues to develop English language skills and introduces civics concepts.</p>	<p><b>English Pronunciation for Foreign Speakers (ESOL Pronunciation)</b>            Designed for non-native English speakers who have above a high intermediate level of listening and speaking skills. Topics include techniques to improve vowel and consonant sounds, syllable and sentence stress, intonation patterns, and speaking style. Courses are 5 weeks/60 hours.</p>

## Section 17 – Fiscal, Performance, and Other Functions

- 17(A) An identification of the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i)(III).**

Responsibility for the disbursement of grant funds, as determined by the chief elected official, rests with the government of Baltimore County, Maryland, through its Office of Budget and Finance.

- 17(B) A description of financial sustainability of the American Job Center services with current funding levels, and a description of the ability to make adjustments should funding levels change.**

The Department of Economic and Workforce Development (DEWD) projects annual expenditures for services and operations based on anticipated funding levels. If funding levels fluctuate unexpectedly, or if new community needs emerge that were not anticipated in the annual budget plan, DEWD management re-evaluates and modifies the budget, as allowable, to maintain financial sustainability while remaining responsive to local workforce development needs.

- 17(C) A description of the competitive process to be used to award the sub-grants and contracts in the Local Area for activities carried out under this title, including risk assessment of potential sub-grantees and contractors.**

As a Workforce Investment Area operating under the federal Workforce Innovation and Opportunity Act, Baltimore County complies with 2 CFR PART 200—UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS. Specific procurement provisions, consistent with the County's Charter and Code, have been developed by the Office of Budget and Finance through its Purchasing Division, and reviewed by the Office of Law. These provisions are captured in the Baltimore County Purchasing Manual.

Baltimore County follows the guidance in 2 CFR 200.330 to determine whether an agreement with a service provider or vendor is handled as a sub-grant or contract. A contract is used when Baltimore County buys goods or procures services for the benefit of the County. In this instance, the County follows its competitive procurement process in making the award. The sub-grant process is used when Baltimore County passes-through a portion of a grant to another entity for the purpose of programmatic effort on the project. (This may also be the subject of a competitive process.) Any sub-grant goes through the County-wide grants review and approval process.

Terms and conditions that are part of the primary grant award are included in both the sub-grant agreement and the contract. Signature of acceptance of these terms by the receiving entity is required.

Baltimore County's procurement processes incorporate risk assessment of potential sub-grantees and contractors, and includes, but is not necessarily limited to, documentation of suspension and debarment status, provision of a procurement affidavit, provision of past history of performance (program and financial), references, documentation of financial stability, evidence of current ability to perform, MBE/WBE participation (as needed), etc.

Baltimore County's procurement process ensures that procurements are conducted in a manner that provides, wherever possible, full and open competition. WIOA related procurement documentation is available for review by federal and State auditors/monitors as well as the independent auditors for the annual single audit. Independent auditors and State monitors from the Maryland DLLR may complete an on-site review of procurement procedures/transactions to ensure compliance with federal, State and Local requirements.

**17(D) A description of the actions the Local Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the State board pursuant to Section 101(d)(6). This should include a description of the process used by the Local Board to review and evaluate performance of the AJCs and the One-Stop Operator.**

Baltimore County's WDB is committed to creating and maintaining a local workforce system that produces workers equipped with the skills employers need to successfully compete in a global economy.

The WDB's Role

To support this outcome, the WDB oversees the work of the local service provider partnership (The CAREER Team), and provides strategic leadership for center operations, performance, technology, referral processes, and other relevant issues.

The CAREER Team is the Board's primary liaison to the AJC's. In this role, the CAREER Team is responsible for promoting communication between the WDB, DEWD leadership, and AJC management. The CAREER Team is charged with ensuring AJCs are kept apprised of Board activities, and, conversely, that the Board is regularly updated regarding the status of the local AJC's. The CAREER Team plays an integral role in the evaluation process required for the annual AJC certification, and makes recommendations regarding certification to the full Board.

DEWD Actions

*The DOPs Project*

In fall of 2015, DEWD launched the DEWD Operational Policies (DOPs) project. The focus of the DOPs project was to plan and implement a new system and processes for the review, documentation, maintenance, dissemination and operational adoption of DOPs to replace the previous WIA-based field instructions. Within the new DOPs system, DEWD's Policy and Planning Team – with assistance from subject-matter experts from the AJC staff – research, develop, and draft policies that conform to WIOA that are approved and signed by DEWD's Career Services Manager.

*Performance Role*

Workforce Program Planning Coordinator – In 2018, DEWD revised the Workforce Program Planning Coordinator (Coordinator) responsibilities, giving them oversight of all workforce

development performance data and research for the agency. Under the direction of the Policy and Planning manager, the Coordinator conducts workforce program performance evaluation, data management, and program coordination to support and advance the vision of the County Executive, the Workforce Development Board, DEWD, and Baltimore County's local workforce system. The Coordinator owns agency-wide responsibility for ensuring that DEWD's WIOA services and records (both paper and electronic) are in compliance with all WIOA regulations and that DEWD consistently meets or exceeds established performance standards on all indicators – including those for Youth Services.

**17(E) A description, including a copy of, the Local Area's Individual Training Account policy. The description should include information such as selection process, dollar limits, duration, etc. and must be in accordance with the State's WIOA Title I Training and the Eligible Training Provider List policy.**

Under The Workforce Innovation and Opportunity Act (WIOA), local workforce development areas may direct WIOA funds to assist job-seekers in accessing occupational training that will equip them for in-demand jobs in local industry sectors. Individual Training Accounts (ITAs) are the primary funding mechanism used to cover the costs of training for WIOA-qualified adults and dislocated workers. DEWD can provide up to \$5,000 per individual per WIOA-funded ITA.

The individual can use the ITA for training services from eligible training Providers on the ETPL after considering whether the:

- Funding supports training that offers an industry-recognized credential;
- Training is associated with one of Baltimore County's nine priority industries and/or a high priority occupation; and/or,
- Training is associated with an apprenticeship program registered with Maryland's Department of Labor, Licensing and Regulation.

*Eligibility Requirements*

WIOA training services may be provided if AJC staff determine after an interview, evaluation or assessment, and career planning, that the individual could benefit from training to reach their employment goals. More specifically, staff may issue an ITA to fund training for Adults and Dislocated Workers if the following conditions are met. The individual must:

- Be unlikely or unable through career services alone to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Have the skills and qualifications to successfully participate in the selected program of training services;
- Be determined eligible in accordance with the State and local priority system in effect for adults under WIOA sec. 134(c)(3)(E) if training services are provided through the adult and dislocated worker funding stream; and



- Select a program of training services that is directly linked to Baltimore County’s nine priority industries or high priority employment opportunities. (Visit [The Baltimore County Job Connector Toolkit](#) for a list of these industries.)

In addition, for the County to approve and award an ITA Agreement to a Provider, the individual must be unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Trade Adjustment Assistance (TAA), or Federal Pell Grants, or be in need of WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.

#### *Training Parameters*

The ITA must result in an industry-recognized certificate, the attainment of skills, or a generally accepted standard. In order for a Provider to receive WIOA funds, its program(s) should provide training services such as:

- Occupational skills training, including training for non-traditional employment and occupational skills training that integrates English-language and math instruction needed to succeed on the job;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training; or
- Apprenticeship and pre-apprenticeship skills training.

*The limitations on the funding available for training costs is as follows:*

- The ITA will be limited to a maximum of \$5,000 within a period of twenty-four consecutive months;
- The ITA may be issued only for courses included on the ETPL;
- WIOA funds will always be considered as supplemental. Applicants will first be required to seek training funds from other sources, including the Pell Grant and show documentation of this funding source. An ITA is not an entitlement.

#### *Funding Exceptions*

If the proposed training program cost exceeds DEWD’s \$5,000 maximum for each WIOA-funded ITA, DEWD will consider raising the cap based on the individual’s need and employer demand. Training over \$5,000 will need to be approved by the Manager of Career Solutions, or their designee. DEWD reserves the right to make final decisions regarding the approval or denial of ITA awards.

#### *ITA Funding Denials*

ITA funding is not guaranteed to every individual. Funding awards are contingent on availability. DEWD reserves the right to deny ITA funds under the following conditions:

- The individual lacks the prerequisites for the course;
- Training services are not directly linked to occupations that are in demand as determined by the High Priority Occupations (HPO) established through the local Workforce Development Board;
- The individual dropped out of a previous WIA/WIOA funded training program; and/or
- The individual has defaulted on federal student loans.

**17(F) A description of how training services under chapter 3 of subtitle B will be provided in accordance with Section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Local Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.**

Once a customer is authorized by WIOA staff to attend a training program with an eligible ITA training provider, the staff member will provide the individual with a signed copy of a Billing Authorization Form to cover the costs of the selected training program. The AJC manager for the center in which the customer is being served forwards the Billing Authorization Form to the training provider.

The training provider submits the Billing Authorization Form, along with an invoice, to DEWD for payment. When submitting an invoice, training providers must indicate whether they have determined the customer's Pell eligibility. If a customer is eligible to receive a Pell award, the amount of funding approved in the Billing Authorization Form must reflect a total amount that is reduced by the amount of the Pell award. Payment for properly charged tuition and fees are made by Baltimore County in a timely manner.

Tracking of ITA obligations and ITA payments is managed by DEWD Fiscal Unit staff. This obligation and expenditure information will be disseminated to the Manager of Career Services and AJC managers on a regular basis

A second training strategy – On-the-Job Training (OJT) – may be utilized on a limited basis when the need arises from an employer. If an OJT option is chosen, a contract between DEWD and the employer will be developed. In the contract, a training plan, including the skills to be learned and the length and the cost of the training will be specified. As part of all OJT agreements, recruitment of the trainees will be done through the AJCs. DEWD will follow the OJT requirements in accordance with DLLR policy.

Customized training may be offered to employers who have a need for funding to pay for training to insure that the company's new hires can perform at the optimal level. DEWD will work with the employers to recruit new hires, and the employer will provide or purchase curriculum for the customized training. It is anticipated that all new hires who successfully complete customized training will be employed on a permanent basis. DEWD will follow the customized training requirements as outlined in accordance with DLLR policy.

**17(G) A description of how the AJCs are utilizing MWE as an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by AJC partners.**

Baltimore County's AJCs rely on MWE to track integrated, holistic services that comprehensively address each customer's employment-related needs. When a staff member works with a customer, information is entered in MWE to build and expand on the customer's story. MWE allows staff to chronicle the services customers receive, the barriers faced and the strategies employed to overcome those barriers, the partners enjoined to provide additional services in other specialty areas, the training and professional development resources completed, and the outcomes realized.

The following is a step-by-step explanation of how MWE is incorporated into AJC service delivery:

#### CUSTOMER RECEPTION

Customers are greeted by a receptionist who enters each individual's name into MWE to document traffic at the center. The receptionist asks if the customer is registered in MWE. If the customer isn't sure, the receptionist searches for the customer's name in the MWE system. If a customer has registered but can't remember his or her password, the receptionist assists in recovering it before inviting the customer to speak with a staff member in more depth at the Hunt Valley and Liberty AJCs.

At the Eastpoint AJC, the jobseeker is greeted by a receptionist who enters each individual's name into MWE to document traffic at the Center. The receptionist asks if the customer is registered in MWE. If the customer isn't sure, the receptionist searches for the customer's name in the MWE system. If a customer has registered but can't remember his or her password, the receptionist assists in resetting the password so the jobseeker can utilize the MWE system. If a job seeker is new to the AJC, then the receptionist lets the jobseeker know that they will need to register.

#### INTAKE

Baltimore County AJCs are piloting a new, WIOA-centric customer service flow that emphasizes individualized customer engagement early in the process. New customers are immediately paired with a staff member to discuss the issue(s) that prompted their visit to the center. During this conversation, the AJC staff takes the customer through a structured interview using a Personalized Customer Needs Assessment tool. The tool is designed to determine whether and how AJC services can be of assistance. All information gathered during the assessment is entered into MWE, along with case notes that begin to tell the story of that individual's unique situation and needs.

If it is determined that the customer can benefit from and is interested in receiving more staff-intensive individualized services, the AJC staff explains the WIOA eligibility requirements. The AJC staff identifies the documentation the customer will need to produce to participate in WIOA-funded programming, and schedules a second appointment to meet with a Career Consultant to receive Individualized Career Services.

If the jobseeker is not interested in working one-on-one with a Career Consultant, they can utilize the Center to receive Basic Career services, including professional development workshops and computer lab access. In either case, the staff explains all of the benefits gained by completing a full registration in MWE. At the close of the *Personalized Customer Needs*

*Assessment*, the staffer enters services and creates case notes that describe the encounter and customer outcomes.

**CASE MANAGEMENT**

In Baltimore County jobseekers who are interested in one-on-one services with a Career Consultant are referred by a Job Service Specialist at Eastpoint, or are scheduled for an appointment after speaking with a staff person at Hunt Valley and Liberty AJCs. Career Consultants rely on MWE case notes entered during the intake process as the starting point for the *Assessment and Referral* services they provide to customers, and they are trained to use MWE as a resource for accessing the labor market information needed to assist jobseekers on growing occupations, fields, and industries in the County and region.

Career Consultants may meet with customers multiple times. Each time, the use of MWE is integrated as a case management tool. Any services provided are entered, as well as explanatory case notes that describe the meeting, the customer’s progress, and any other relevant information that helps to tell the customer’s story.

**RETENTION AND FOLLOW-UP**

MWE continues to be an important tool for capturing information during Retention and Follow-up services. In the table that follows, DEWD’s use of MWE is described for three customer paths.

<b>Case Closure – Customer Obtained Employment</b>	<b>Employment While Participating</b>	<b>Case Closure Without Employment</b>
<p>The Career Consultant delivering Individualized Career/Training Services enters case closure in MWE and passes the jobseeker’s file to the Retention Specialist, or designee, who is responsible for conducting follow-up from the start date of employment. The follow-up is entered in MWE.</p> <p>Once the jobseeker is exited from the system, the Retention Specialist, or designee, performs quarterly follow-up contacts and enters it in MWE.</p>	<p>The Career Consultant enters case closure and forwards the file to the Retention Specialist, or designee responsible for follow-up.</p> <p>The Retention Specialist, or designee, begins follow-up since the jobseeker is employed.</p> <p>Once the jobseeker is exited, the Retention Specialist, or designee, performs quarterly follow-up contacts and enters it in the MWE.</p>	<p>The Career Consultant delivering Individualized Career/Training Services enters case closure in MWE. The Career Consultant contacts the customer 2x during the 90 day wait for the job seeker to exit. The Career Consultant then passes the file over to the Retention Specialist or designee to continue the quarterly follow-up in MWE.</p>

**PARTNERS**

Currently, Baltimore County’s AJC’s and partners are working through a pilot project called Project IMPROVE to understand the data each partner collects and the systems used to collect information. All of the core workforce partners recognize that the development of enhanced

data integration is essential in creating a more cohesive, user-friendly system with the capacity to serve customers most in need of coordinated services.

One element in any larger solution will be the development of a system-wide, universal intake and referral mechanism. The development of such a mechanism has been adopted as a primary goal of the local workforce system partnership group, “The CAREER Team.”

**17(H) A description of the Local Board’s procedures for conducting oversight and monitoring of its WIOA activities and those of its sub-grantee and contractors. The monitoring plan shall address the monitoring scope and frequency and shall include the following:**

- **The roles and responsibility of staff in facilitating this procedure**
- **A requirement that all sub-grantee agreements and contracts be monitored at least annually**
- **Procedures for determining that expenditures have been made against the cost categories and within the cost limitations specified in the Act and WIOA regulations**
- **Procedures for determining compliance with other provisions of the Act and regulations and other applicable laws and regulations, including the method of monitoring to be used for sub-grantees and contractors.**
- **Provisions for the recording of findings made by the recipients’ monitor(s), the forwarding of such findings to the sub-grantee or contractor for response and the recording of all corrective actions**
- **Provisions of technical assistance as necessary and appropriate**
- **Specific local policies developed by the Local Board for oversight of the American Job Center system, youth activities and employment and training activities under Title I of WIOA.**

Currently, only the County’s WIOA Youth Program delivers services via a sub-grant. The performance of the Youth Program’s sub-grantee is monitored to ensure that Baltimore County is in compliance with the provisions of the Act and regulations and other applicable laws and regulations. Responsibility for conducting monitoring activities is shared by DEWD’s program and fiscal staff.

*Program Monitoring*

To foster effective program monitoring, DEWD’s Youth Services division distributes a “Service Provider Handbook” that outlines duties and expectations. The Service Provider Handbook articulates specific policies and procedures with which sub-grantee youth service providers must comply. DEWD’s focus during monitoring events is to work collaboratively with sub-grantees to problem-solve any identified performance issues.

Sub-grantees will be monitored on a quarterly basis (more often if deemed necessary). Monitoring will include desk audits and site visits, with at least one site visit conducted annually. Upon completion of a monitoring review, a report will be prepared to document the monitoring findings and detail any problems identified during the review. The report also includes any required corrective actions. In the event that corrective actions are necessary, DEWD staff will notify the sub-grantee of the deficiencies and require sub-grantees to provide a written response outlining the corrective actions that will be instituted to address the deficiencies, along

with a time-frame for implementing corrective actions. The corrective action plan and implementation schedule must be mutually agreed upon by DEWD and the sub-grantee.

DEWD will notify DLLR regarding any needs for technical assistance related to the implementation and operation of the WIOA program. DLLR is responsible for providing technical assistance, if needed. DEWD staff will be available to provide technical assistance to WIOA partners and sub-recipients as needed.

#### *Fiscal Monitoring*

DEWD's Fiscal Unit reviews sub-recipient and contract expenditures to ensure compliance with the federal and State guidelines regarding allowable costs and cost classification and, as applicable, adherence to the sub-recipient grant budget. The Fiscal Unit processes and approves sub-recipient grant expenditures for payment. Annually, DEWD fiscal staff conduct an on-site visit at the sub-recipient's location (there is currently only one sub-grant, under the WIOA Youth Services grant). Prior to the visit, fiscal staff request all back-up documentation for a list of randomly selected expenditures and the sub-grantee provides such back-up for DEWD fiscal staff for review. The fiscal staff then thoroughly check the paid expenses and payroll records against the invoices submitted to DEWD for payment under the sub-grant, as well as any contracts entered into by the sub-grantee. Fiscal staff also review sub-recipient fiscal policies and internal controls.

After the on-site visit is concluded, and any additional back-up requested during the visit is received and reviewed, DEWD fiscal staff will provide the sub-recipient/contractor with a report describing what was reviewed and the results of that review. Should any discrepancies be found between the reviewed expenditures and the supporting documentation reviewed in the monitoring visit, a finding will be declared. In the event that corrective actions are necessary, DEWD fiscal staff will notify the sub-grantee/contractor of the deficiencies and require sub-grantee/contractor to provide a written response outlining the corrective actions that will be instituted to address the deficiencies, along with a time-frame for implementing corrective actions. DEWD fiscal staff will then recommend approval of the final monitoring report to DEWD senior management, and once approved, provide it to the sub-grantee/contractor.

Baltimore County is also subject to monitoring reviews by DLLR to ensure compliance with the WIOA requirements. All sub-recipient monitoring reports are shared with DLLR. State reviews, as well as the single audit, are conducted in compliance with Uniform Guidance. .

DEWD requires all sub-grant recipients to submit copies of Single Audit Reports and Financial Statements on an annual basis.

#### **17(I) A description of the Local Board's policy and procedures regarding the safeguarding and handling of personally identifiable and confidential information (ex., physical and electronic files), including the incident response plan for loss of records.**

The Baltimore County Workforce Development Board and DEWD requires all PII and confidential information must be used, maintained, handled, and safeguarded by employees in a manner which protects the integrity of the data and information, as well as the privacy of those associated with it.

Note: DEWD staff are currently in the process of creating an updated confidentiality policy pending policy guidance from Maryland's DLLR Policy Issuance 2019-04 that was released on March 28, 2019. This local policy will also include an incident response plan in the case of lost records and has an anticipated completion date of September 30, 2019.

**17(J) A description of the Local Board's procurement system, including a statement of assurance that the procedures conform to the standards in DOL regulations set forth in 29 CFR Part 95, Part 97 and 2 CFR 200. Note that this should include details on how the Local Board would award emergency contracts when current contracts have been eliminated for just cause, in accordance with the Local Board's procurement system.**

Baltimore County's procurement process ensures that procurements are conducted in a manner that provides, wherever possible, full and open competition. Documentation regarding procurements conducted by DEWD is available for review by federal and State auditors/monitors as well as the independent auditors that work on the annual single audit. Both the independent auditors and State monitors from the Maryland DLLR complete an on-site review of procurement procedures/transactions on an annual basis to ensure compliance with federal, State and local requirements.

**STATEMENT OF ASSURANCE:**

Baltimore County assures that it is in compliance with federal law and regulations relating to procurement. To ensure compliance, DEWD follows the procurement process of Baltimore County Government as developed by the Baltimore County Purchasing Division and the Office of Budget and Finance, which conform to the minimum standards in the United States Department of Labor regulations 29 CFR, Part 97, Uniform Administrative Requirements for Grants and Cooperative Agreements to States and Local Governments and the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final Rule Title 2 of the Code of Federal Regulations; 2 CFR 200.

*Emergency Awards*

Baltimore County has an established process for securing an emergency agreements in the event a sub-grantee or contractor is removed for cause. The emergency agreement process is outlined in Baltimore County's Office of Budget and Finance Purchasing Manual. Emergency agreements can be authorized to be place for up to one year, during which time, a full procurement will take place.

**17(K) A description of any documentation to demonstrate that the acquisition, management, and disposition of property adhere to the Property Management Procedures taken from DOL, regulations 29 CFR Part 97 and 29 CFR Part 95.**

The procedures for the acquisition, management and disposition of property established by Baltimore County conform to the minimum standards in United States Department of Labor regulations 29 CFR Part 97 and 29 CFR Part 95, Uniform Administrative Requirements for Grants and Cooperative Agreements to States and Local Governments.

**17(L) A description of any policies or procedures the Local Board adopted to avoid conflicts of interest or the appearance of such conflicts in the exercise of their responsibilities, particularly those related to the awarding of contracts.**

The Baltimore County Office of Law and the Baltimore County Ethics Commission assist all public officials (which include members of boards and commissions, including the Workforce Development Board), in understanding and avoiding conflicts of interest or the appearance of such conflicts in the exercise of their responsibilities, particularly those related to the awarding of contracts. Each board member is required to annually sign a statement affirming that he/she has reviewed the written policy and is aware of responsibilities under it.

**17(M) A description of the Local Board or fiscal agent's accounting procedures, including the procedures used in preparing reports to the State. In addition to the requirements that all financial transactions be conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following in the accounting procedures. This description must address how the fiscal system:**

- **Tracks funding types, funding amounts, obligations, expenditures and assets.**
- **Permits the tracking of program income, stand-in costs, and leveraged funds.**
- **Is adequate to prepare financial reports required by the State.**

The financial management system used by Baltimore County (including DEWD as the WIOA administrative entity and grant recipient) is CGI Advantage, which is maintained by the Baltimore County Office of Budget and Finance. The Baltimore County Office of Budget and Finance has the fiduciary responsibility for all funds received and disbursed by the County agencies. Through the use of CGI Advantage, DEWD assures that all financial transactions are conducted and records maintained in accordance with "Generally Accepted Accounting Principles."

CGI Advantage allows for:

- Tracking of obligations, expenditures and assets:
  - All WIOA expenditures are entered into CGI advantage for payment. Funds for any contracts or sub-recipient agreements are encumbered by the County's Office of Budget and Finance when the contract/agreement is executed by the County
- Tracking of program income, potential stand-in costs and leveraged funds:
  - Program income, potential stand-in costs and leveraged funds are not used with Baltimore County's WIOA grants.
- Submission of required fiscal reports to DLLR.
  - The Office of Budget and Finance provides monthly expenditure and reports to all County agencies. Those reports provide the basis for the financial reports submitted to the State for all WIOA grants. DEWD fiscal staff use the reports to populate additional WIOA worksheets to complete the required state financial reports.



**17(N) An identification of key staff who will be working with WIOA funds.**

DEWD's Fiscal Unit has the primary responsibility for working with WIOA funds. The Unit consists of a Manager, an Accountant and two (2) Contract/Fiscal Specialists. Fiscal Unit staff work closely with staff from the Baltimore County Office of Budget and Finance, which has the fiduciary responsibility for all funds received and disbursed by the County agencies.

**17(O) A description of how the Local Board's (or fiscal agent's) financial system will permit tracing of funds to a level adequate to establish that funds have not been used in violation of WIOA standards or DOL regulations.**

DEWD uses CGI Advantage Financial System operated by the Baltimore County Office of Budget and Finance. Through the use of CGI Advantage, financial transactions are conducted and records maintained in accordance with WIOA requirements.

DEWD fiscal staff review expenditures to ensure compliance with the federal and state guidelines regarding allowable costs and cost classification. Prior to making payments, DEWD staff assign accounting codes to the expenditure report/invoice to charge the proper funding source, cost category and line item. Documentation is maintained by DEWD to adequately support that funds are used in compliance with WIOA standards, United States Department of Labor regulations, and Baltimore County policies.

**17(P) Provide a brief description of the following:**

- **Fiscal reporting system**
- **Obligation control system**
- **ITA payment system**
- **Chart of Account system**
- **Accounts payable system**
- **Staff payroll system**
- **Participant payroll system**
- **Participant stipend payment system**

*Fiscal Reporting System*

DEWD has the ability to prepare accurate and timely financial information for both internal management reports and expenditure reports to DLLR. Baltimore County uses the CGI Advantage Financial System to record and track fiscal information for the entire County.

The Baltimore County Office of Budget and Finance provides monthly expenditure reports to all County agencies. The reports include expenditures and encumbrances by budget code and object code. In addition to the monthly reports from the Office of Budget and Finance, DEWD has online access to CGI Advantage. This system provides current financial information that can be reviewed and printed at any time.

Using the information provided by CGI Advantage, DEWD fiscal staff prepare quarterly financial reports for submission to DLLR. Accrued expenditure information applicable to the reporting period is included in the quarterly reports to the State. An adequate audit trail is available to support the quarterly expenditure information reported to DLLR. Worksheets for each funding

source are prepared which include the expenditures from CGI Advantage, accruals and any adjustments that apply to the reporting period. These worksheets are the basis for preparing State reports and serve as supporting documentation for the quarterly reports.

#### *Obligation Control System*

CGI Advantage incorporates the mechanism for adequate obligation control as a component of the financial system. The system contains the appropriation amount, the encumbrances, the expenditures and the unobligated balance. Encumbrances/obligations are contract or grant based, and approved and established in CGI Advantage by Baltimore County Office of Budget and Finance staff.

DEWD fiscal staff and the Office of Budget and Finance staff review encumbrances to insure any unused funds are disencumbered in a timely manner.

#### *Individual Training Account (ITA) Payment System*

DEWD enters into agreements with training providers on the approved Maryland Eligible Provider List (ETPL). These agreements set forth the payment terms and conditions for WIOA eligible individuals who are trained by that training provider. Upon the enrollment of a WIOA client into a training program, DEWD provides the selected training provider with a Billing Authorization Form for the individual. The Billing Authorization Form reflects the total cost for tuition and any fees that are WIOA eligible. After the training provider receives the billing authorization, they can submit an invoice to DEWD fiscal unit, along with a copy of the billing authorization. The billing authorization reflects whether the participant is eligible for Pell grants and, if so, how much of the tuition will be paid by the Pell grant. Payment for properly charged tuition and fees is made by Baltimore County in a timely manner. The training provider is required to refund tuition and fees paid by Baltimore County when a WIOA client drops out of training in accordance with the provider's published refund policy.

#### *Chart of Accounts System*

The Chart of Accounts system utilized by Baltimore County operates on an encoding system that allows for the classification of funds by funding source, department, fiscal unit and expense category. The encoding system is comprised of a series of fields (000-000-0000-0000). This system allows for accurate tracking and reporting of grant expenditures in compliance with federal and State requirements.

#### *Accounts Payable System*

The Baltimore County Office of Budget and Finance is responsible for the disbursement of funds. After DEWD fiscal staff enters and approves expenditures into CGI Advantage, using the appropriate budget codes including funding source and cost category codes, the Office of Budget and Finance reviews and approves the payments. Each transaction is identified in the general ledger.

#### *Staff Payroll System*

To process payroll, DEWD uses OLTA, the County-wide payroll system managed by the County's payroll department. Staff leave time is approved via a Leave Request Form signed by the staff

person and the respective supervisor. The information from these reports is entered into OLTA by DEWD staff. Payroll checks are issued biweekly.

#### *Participant Payroll System*

Currently, only youth participants can be paid directly from the County wide payroll system, OLTA. The WIOA youth are being paid for Work Experience provided by the sub-recipient under the Youth Services program. Signed time sheets support the youth payroll data.

#### *Participant Stipend Payment System*

Stipends for WIOA participants who are assessed as eligible for a needs-based payment are approved on a case-by-case basis by the AJC Manager and are paid via CGI Advantage, as are all other WIOA expenditures.

**17(Q) A description of the Local Board’s (or fiscal agent’s) cash management system, providing assurance that no excess cash will be kept on hand, and that procedures are in place to monitor cash.**

DEWD receives funds on a reimbursement basis. DEWD fiscal staff prepare and submit cash requisitions to DLLR on a quarterly basis. The total amount of funds requested for each grant includes cash expenditures through the end of the quarter being reported. DEWD staff maintain a worksheet and an audit trail to support the requests for cash. After funds are made available by DLLR, those funds are deposited into the revenue accounts corresponding to the appropriate budget programs in CGI Advantage by Baltimore County Office of Budget and Finance staff.

**17(R) A description of the Local Board’s cost allocation procedures including:**

- **Identification of different cost pools**
- **Procedures for distribution of staff costs between cost categories (Administrative cost, program cost and indirect cost).**
- **Procedures used for distribution of funds from each cost pool.**
- **Description of funds included in each cost pool.**
- **Description of cost allocation plans for the AJCs.**

#### *Identification of Cost Pools*

DEWD uses a “Central Office” cost pool for the accumulation and distribution of fiscal staff (administration) and operating costs that cannot be directly assigned to a specific WIOA funding source or cost category. DEWD also uses a separate cost pool for the accumulation and distribution of “Career Centers” and “Business Services” staff (program) and operating costs that cannot be directly assigned to a specific funding source.

DEWD uses cost allocation methods that are both reasonable and consistently applied, and maintains adequate documentation to support the distribution of costs to the various funding sources and cost categories. Costs that benefit a single funding source and/or cost category are

directly charged. Unassigned costs will be identified and accumulated in the cost pools and distributed based on acceptable cost allocation methodologies.

#### *Distribution of Staff Costs between Cost Categories*

Central office costs are accumulated in a cost pool and distributed among the various WIOA grants, based on staff time distribution reports. Staff time distribution reports are completed on a monthly basis and are signed by each individual and their respective supervisor. Monthly time distribution reports document the hours spent on grant related activities on a daily basis. Costs are distributed based on the number of documented hours worked on each program.

#### *Distribution of Funds from Each Cost Pool*

The cost pool expenditures are distributed to the various WIOA grants based on program participant counts. DEWD fiscal staff distributes costs from the pools on a quarterly basis when the quarterly reports are prepared. The method used to distribute costs from the pools to the various funding sources and cost categories are consistently applied the entire program year.

#### *Funds Included in the Cost Pools*

WIOA funds for the Adult, Youth and Dislocated Worker Programs, are included in both the “Central Office” and the “Career Center” cost pools. Administrative costs for other County funded employment programs may from time to time be included in both cost pools, but those costs are subsequently journalized to their respective budget codes.

#### *Cost Allocation Plans for American Job Centers*

Allocation of AJC infrastructure costs are negotiated by the various partners and memorialized in the Memorandum of Understanding and Resource Sharing Agreement in accordance with WIOA laws, regulations and guidance.

### **17(S) A description of the Local Board’s (or fiscal agent’s) procedure for collecting debts involving WIOA funds.**

If a debt is established as the result of an audit or any other circumstances, cash repayment is the primary sanction for the improper expenditure of WIOA funds. Debt collection procedures begin with the forwarding of a written payment demand letter that includes the amount of the debt and the date the payment is due to DEWD. Generally, the demand letter will ask for repayment in a lump sum, but a schedule of installment payments may be established if deemed appropriate.

If DEWD staff, after adequate negotiation, determine that cash repayment is not possible, other methods to satisfy the debt may be explored. DEWD may accept allowable WIOA services in lieu of cash as a satisfactory alternative. Such services must be in addition to those provided under any existing agreements. Finally, another method for settling debts is the reduction of payments to current sub-recipients while the sub-recipient continues to provide WIOA services at existing levels. If debts cannot be satisfied through the methods described above, DEWD will turn the case over to the Baltimore County Office of Law to initiate formal collection proceedings.

## 2016-2020 Local Plan Assurances

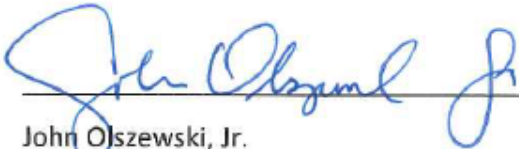
The following checklist and signed certification must be included in the submitted Local Plan. Check the following boxes to accept the assurances listed below.

		<b>Assurance</b>
<input checked="" type="checkbox"/>	1.	Consistent with WIOA Section 108(d), for the 2016-2020 Plan, the Local Board has held at least one public comment period of no less than 30 days to obtain input into the development of the Local Plan and to provide the opportunity for comment by representative of business, labor organizations, education, other key stakeholders, and the general public.
<input checked="" type="checkbox"/>	2.	The final Local Plan is available and accessible to the general public.
<input checked="" type="checkbox"/>	3.	The Local Board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.
<input checked="" type="checkbox"/>	4.	The Local Board makes publicly-available any local requirements for the Local Area, such as policies, including policies for the use of WIOA Title I funds.
<input checked="" type="checkbox"/>	5.	The Local Board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.
<input checked="" type="checkbox"/>	6.	The Local Board has copies of memoranda of understanding between the Local Board and each American Job Center partner concerning the operation of the American Job Center delivery system in the Local Area, and has provided the State with the latest versions of its memoranda of understanding.
<input checked="" type="checkbox"/>	7.	The Local Board has written policy or procedures that ensure American Job Center operator agreements are reviewed and updated no less than once every three years.
<input checked="" type="checkbox"/>	8.	The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.
<input checked="" type="checkbox"/>	9.	The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.
<input checked="" type="checkbox"/>	10.	The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.
<input checked="" type="checkbox"/>	11.	The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition therein.
<input checked="" type="checkbox"/>	12.	All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in the Local Area's American Job Centers for individuals with disabilities.
<input checked="" type="checkbox"/>	13.	The Local Board ensures that outreach is provided to populations and sub-populations who can benefit from American Job Center services.


X	14.	The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.
X	15.	The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.
X	16.	The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.
X	17.	The Local Board complies with restrictions governing the use of federal funds for political activities, the use of the American Job Center environment for political activities, and the Local Board complies with the applicable certification and disclosure requirements.
X	18.	The Local Board ensures that American Job Center staff, along with the Migrant and Seasonal Farmworker program partner agency, will continue to provide services to agricultural employers and Migrant and Seasonal Farmworkers that are demand-driven and consistent with DLLR policy.
X	19.	The Local Board follows confidentiality requirements for wage and education records including, but not limited to, 20 C. F. R. 603, the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable State laws, Departmental regulations and policies.
X	20.	The Local Board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.
X	21.	The Local Board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.
X	22.	The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.
X	23.	The Local Board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.
X	24.	The Local Board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, and, in the cases of local government, Local Government Property Acquisition policies.
X	25.	The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.
X	26.	The Local Board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.
X	27.	The Local Board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.

X	28.	The Local Board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.
X	29.	The Local Board has a written policy for priority of service at its American Job Centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.
X	30.	The Local Board has developed plans and strategies for maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the Local Area through the American Job Center delivery system, to improve service delivery and avoid duplication of services.
X	31.	The Local Board will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.

The Local Workforce Development Board for Baltimore County certifies that it complies with all required components and assurances of the Workforce Innovation and Opportunity Act plan development guidelines issued by the state of Maryland. The Local Board also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws, regulations, and policies.

  
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 John Olszewski, Jr.  
 Baltimore County Executive

2/28/19  
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 Date

  
 \_\_\_\_\_  
 Anna-Maria Palmer  
 Baltimore County Workforce Development Board Chair

2/28/2019  
 \_\_\_\_\_  
 Date