



A. WIA ORGANIZATION

1. Baltimore County
2. Mr. Kevin Kamenetz
Baltimore County Executive
400 Washington Avenue
Towson, MD 21204
410-887-2450
3. The Baltimore County Government will serve as the Workforce Investment Area (WIA) Grant Recipient. The Baltimore County Department of Economic Development, Division of Workforce Development (DWD) will serve as the Administrative Entity.
 - a. Mr. Edward J. Fangman, Chief
Baltimore County Division of Workforce Development
105 W. Chesapeake Avenue, Suite 300
Towson, Maryland 21204
410-887-8096
 - b. 410-887-5673
 - c. efangman@baltimorecountymd.gov
4. Workforce Development Council Chair
Mr. Mark Habicht, President
Kirk-Habicht Company
8905 Kelso Drive
Baltimore, MD 21221
5. Youth Council Chair
Mr. Joseph T. Biglin, CEO
Training Port Strategies
10150 York Road, Suite 250
Hunt Valley, MD 21030
6. The Baltimore County Department of Economic Development, Division of Workforce Development operates all three One-Stops in Baltimore County in partnership with the Department of Labor, Licensing and Regulation. The three One-Stops are:



Westside *

Liberty Center
3637 Offutt Road
Randallstown, MD 21122
410-887-8912

Eastside *

7930 Eastern Boulevard
Baltimore, Md. 21224
410-288-9050

Central *

11101 McCormick Road
Hunt Valley, Md. 21031
410-887-7940

7. <http://www.baltimorecountymd.gov/Agencies/jobtraining>

8. Plan Development

Edward J. Fangman 410-887-8096
Lisa Scott 410-887-3649
David Berney 410-887-5981

B. TITLE I OPERATIONAL AREA

1. Labor Market Plan

The County is situated in the geographic center of Maryland, surrounding the City of Baltimore almost entirely. The County is the largest jurisdiction in the Baltimore metropolitan area with a population in excess of 2.7 million.

Healthcare and education, the sectors that generally report job stability and growth despite economic downturns, are well represented in Baltimore County by five regional medical centers and five major colleges and universities. BD Diagnostic Systems shares a zip code with one of the largest concentrations of computer game developers on the East Coast. Headquarters for the Social Security Administration and Centers for Medicare and Medicaid Services and a core of IT contractors form the Woodlawn Federal Center, the epicenter of national health care reform implementation. Major operations of T. Rowe Price, Toyota Financial Services, Euler Hermes, Zurich America, Baltimore Life, and Bank of America form a powerful finance-insurance community. Manufacturing holds its place with General Motors, McCormick, Stanley Black & Decker, Lockheed Martin, AAI, RG Steel, and Procter & Gamble Beauty.



Five Year Workforce Investment Act Plan

Program Years 2012 - 2016

New population growth in the County is being directed toward the targeted growth areas – White Marsh to the northeast and Owings Mills, to the northwest. Designated as growth areas in a 1979 master land use plan, each town center is adjacent to major transportation networks and anchored by a regional shopping center. White Marsh, which includes over 12,000 acres, has an estimated population of 83,714 people and is expected to grow to 87,261 by the year 2014. The Owings Mills community, which consists of 13,282 acres, has an estimated population of 75,303. The I-83 corridor, a traditional center of corporate and residential strength that includes Hunt Valley, Cockeysville and Timonium, has an estimated 3-mile radius population of 67,891 with 56,914 in the corridor’s labor force.

The County’s diverse business base employs a total workforce of 361,429. From 2002 through 2007 average annual employment for Baltimore County increased with the addition of 16,042 jobs. That amount, representing a 4.45% growth rate, compared to a 4.92% Maryland State job growth rate and 5.27% U.S. job growth rate. The high point of job growth in Baltimore County was achieved in 2007, when the County recorded 376,715 jobs. Between 2007 and 2010, as the full effects of the national recession hit Maryland and Baltimore County, the County experienced a decline of 15,286 jobs, or -4.05%, a better rate of holding onto its jobs when compared to the nation (-5.6%).

The County's largest are concentrated in the business areas of White Marsh, Owings Mills, Woodlawn and the I-83 corridor. At the same time, new land and redevelopment opportunities allow for strategic growth elsewhere in the County. In keeping with national trends, the manufacturing sector continues to contract in terms of employment, even as the average manufacturing wages in the County increase, reflecting the loss of low-end manufacturing jobs. The County continues to maintain a solid regional manufacturing base, traditionally centralized in the eastern, southwestern and north central areas of the County. Industry initiatives focus on retraining and upgrading of skill levels and improving capability and product linkages across the manufacturing spectrum. Important sectors of the County’s manufacturing employment are biotechnology, with companies such as BD Diagnostic Systems and Pharmaceuticals International, and defense/high technology with companies such as Lockheed Martin, AAI, and GE Middle River Aircraft Systems.

Baltimore County is Maryland’s second largest jurisdiction in terms of jobs and is home to more than 20,000 business establishments. Private sector jobs make up a larger share of the total in Baltimore County than they do for the State of Maryland and several neighboring counties. The County’s economy is extremely diverse, with strong representation across sectors. This diversity is reflected in the following table, which presents available information on current employment numbers for a mix of the County’s largest manufacturing, research and development, health care, utilities, education and financial services firms. In recent years, as firms have sought to increase productivity by adopting labor-saving technologies, in some cases the number of employees may have decreased even as a company’s overall strength and profitability increased.



LARGEST PRIVATE EMPLOYERS

(Exclusive of retail)

Company Name	Business	Employees
GBMC	Hospital	3,700
Towson University	University	3,474
Franklin Square Hospital	Hospital	3,470
T Rowe Price Associates	Financial services & investments	2,580
St. Joseph Medical Center	Hospital	2,109
RG Steel	Steel manufacturing	2,000
UMBC	University	1,952
Carefirst BlueChoice, Inc.	Health insurance	1,934
Sheppard Pratt Health System	Hospital	1,864
BD-Diagnostic Systems	Microbiology/medical/diagnostic	1,600
Northwest Hospital Center	Hospital	1,450
AAI (Textron)	Aerospace/defense	1,421
GE Middle River Aircraft Systems	Aerospace/defense	1,236
McCormick & Co, Inc.	Spices/food flavorings	1,181
United Parcel Service	Parcel Distribution	1,140
Comcast	Cable television/internet access	1,100
Stanley Black & Decker	Power tools & small appliances	1,056
Bank of America	Credit card/financial services	1,000
PHH	Corporate vehicle/fleet management	1,000
Verizon-Maryland	Telecommunications (finance/billing)	960
Stevenson University	University	913
Proctor & Gamble Beauty	Cosmetics manufacturing	900
Goucher College	University	860
TESSCO Technologies	Communications equipment	850
KCI Technologies	Engineering	845
Whiting Turner	General building contractor	797
Quest Diagnostics	Medical laboratories	768
Stella Maris	Healthcare	700
ViPS, Inc.	Healthcare software	670
ADP	Business services	500
Pharmaceutics International, Inc.	Contract pharmaceutical development	478
U.S. Filter - Pall Corporation	Filtration devices	370
MarquipWardUnited	High-speed manufacturing equipment	350
General Motors Baltimore Operations	Vehicle and hybrid transmissions	293
Travelers	Finance/insurance	nr
Erickson Retirement Communities	Retirement community developer	nr
Lockheed Martin	Defense & IT	dnd

SOURCE: Voluntarily self-reported to the Baltimore County Department of Economic Development, either in response to periodic written and telephone inquiries, or provided in the context of ongoing business outreach by Department staff, April 2012. dnd= did not disclose; nr = company did not respond to request.

NOTE: There is no legal requirement for private companies to share employment data with local governments. Although they do report this data to the Maryland Department of Labor, Licensing and Regulation as part of the unemployment insurance system, individually-identifiable data may be used for statistical purposes only. As a result, data on the number of employees individual firms have in a jurisdiction must be requested of companies individually. Companies sometimes fail to respond or decline to participate in such surveys. This table reflects the best information currently available, recognizing these limitations.



Public Sector Employment

The two largest government institutions in the County, headquarters for the Social Security Administration and Centers for Medicare & Medicaid Services, total nearly 16,000 jobs on the County’s west side in Woodlawn. The following table summarizes employment by place of work and is compiled from quarterly contributions reports submitted by employers subject to the Maryland Unemployment Insurance Law.

Government Employers

	<i>2002 Average Number of Employees</i>		<i>2010 Average Number of Employees</i>	
	Baltimore County	Maryland	Baltimore County	Maryland
Local Government	29,563	223,486	30,243	241,869
State Government	12,005	98,415	10,942	102,312
Federal Government	15,394	128,314	16,629	139,927
Total	56,962	450,215	57,814	484,108

SOURCE: “Employment & Payrolls,” 2002 and 2010 Annual Averages, MD DLLR
 *2011 Annual Average numbers are available June 2012

From November 2011 through April 2012, the County worked directly with more than 100 business prospects resulting in the relocation of new companies and expansion of existing businesses.

The DWD, under the leadership of the Department of Economic Development, has designated six industries that are in high demand and will be targeted for growth in the coming years. These are:

- Information Technology
- Health Care
- Port-Related Industries (Logistics and Distribution)
- Corporate Headquarters/Operations Centers
- Manufacturing
- Federal Agencies/Contractors

Efforts will be made with employers in these industries to assist with their workforce needs. In addition, efforts will be made at the three local One-Stops to build a pipeline of workers who will be prepared to enter these industries through the identification of skill sets that can be transferred to these industries as well as encouraging job seekers to build skills that are needed in these areas of employment.

- Services to recruit and retain employees including:
 - Customized recruitments and Job Fairs
 - Prescreening candidates for positions
 - Marketing employment opportunities to targeted audiences



- Connecting employers to incentives associated with special populations;

- Determining the skill sets needed for new employees to create profiles that can then be linked to the job seeker data base in the Maryland Workforce Exchange;
- Encouraging the job-seeker customer to develop skills that meet the needs of county employers, especially those in the high demand industries;
- Encouraging local employers to participate in the Industry Sector efforts of both the Baltimore County Workforce Development Council and the Governor's Workforce Investment Board;
- Matching dislocated workers who have been recently laid off with openings in expanding or new businesses.

2. Local Area Governance

(a) **LWIB Role**

- (1) The Baltimore County Workforce Development Council has taken an active role in the development of the local workforce investment plan and communicating with the local elected official (LEO). In conducting its oversight responsibilities, the DWD will inform the LEO of major achievements and issues related to the One Stop system, youth activities and employment and training activities.
- (2) The DWD, with the approval of the LEO, selected the One Stop operators. In its initial selection process, the DWD chose the established Career Resource Center sites operated by the Baltimore County Division of Workforce Development and the Maryland Department of Labor, Licensing, and Regulation's Office of Employment Services as operators of One Stop sites in the County.
- (3) The selection of eligible youth service providers will be accomplished through the recommendation of the Youth Council, using a rating system to determine those providers most appropriate and in need in the County. Identification of eligible providers of adult and dislocated worker intensive and training services will be conducted following the directives established by the Maryland Department of Labor, Licensing, and Regulation (DLLR). The DWD may elect to confer with the LEO on its selection of eligible service providers, if it deems it appropriate and/or necessary.
- (4) The development of budgets and fiduciary responsibility rests with Baltimore County Government and the Baltimore County Division of Workforce Development (DWD) as Administrative Entity. The DWD, through its Grants & Finance Committee, may advise the DWD on matters pertaining to budget management, program expenditure levels and any other financial matters as determined appropriate.



- (5) The United States Department of Labor will issue guidance pertinent to the development and negotiation of local performance benchmarks and the implementation of standards. Using this guidance, the DWD and DWD staff will negotiate with the DLLR on its local set of standards. The performance measures will reflect the priorities and needs of the local area.
- (6) The DWD views the development of a Statewide Employment Statistics System as a critical piece of Maryland's Workforce Investment System and is eager to assist in its development. The DWD believes the availability of such statistical data would enhance its decision making process and will assist the Governor in developing a Statewide Employment Statistics System by providing relevant data.
- (7) Economic development and workforce development are synonymous in Baltimore County. The Division of Workforce Development is a division of the Department of Economic Development and follows the lead of its Executive Director. Close collaboration and linkages exist and will continue as the major vehicle for assuring the needs of both employers and potential employees are met. The Business Services team of DWD is supervised by the Chief of Business Development of the Department of Economic Development who coordinates all outreach and linkages with county employers. DWD's Business Services Representatives are teamed with Economic Development's Business Development Representatives to coordinate all efforts linking workforce and economic development.

3. Local Board Staffing

In accordance with Workforce Investment Field Instruction (WIFI) No. 9-99, The DWD has a clear separation of governance and service delivery structures. Staff providing support to the DWD are government employees hired by the grant recipient, Baltimore County Government.

4. Youth Council

The Baltimore County Youth Council, a subgroup of the DWD, will be appointed by the Chair of the WDC, in cooperation with the Chief Local Elected Official. In addition to members of the WDC with interest in youth policy and programs, the Youth Council will have representation from the following organizations: Baltimore County Police Department, Baltimore County Department of Social Services, Baltimore County Public Schools, Community College of Baltimore County, Job Corps, Baltimore County Health Department, local youth service agencies, a parent of an eligible youth and other individuals with interest or expertise in youth policy. The chair of the Youth Council will be an active WDC member.

a. Coordinating youth activities in the local area

Baltimore County's Youth Council, through broad representation and effective communication,



plays an important role in the coordination of youth activities in the local area. A primary goal of the council is to develop a system that will allow disengaged youth (those who are disconnected from the academic and work environments—out of school youth) to develop the education and skills required to secure and hold employment. The system will build on existing programs and services, coordinate resources and improve communication among all local youth providers and potential customers. The Council also convenes a Youth Symposium on an annual basis, bringing together over 200 youth service providers throughout the county in a one day conference of seminars and workshops.

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

The Baltimore County Youth Council will provide input and recommendations regarding the youth sections of the local plan, particularly regarding program design and the incorporation of required WIA youth program elements.

c. Recommending eligible youth service providers

A Request for Proposals (RFP) for WIA-funded youth programs is released in late Fall when new youth service providers are needed. This document is prepared with the input and approval of the Youth Council. Council members, without conflict of interest, will be involved in a review of all proposals submitted in response to the RFP and will make recommendations to the full board regarding those proposals that merit funding.

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

Youth Council members will be provided quarterly reports on the performance of all selected youth service providers. It will be the responsibility of the council to monitor provider performance and to recommend corrective actions, when appropriate. Council members may also provide input regarding recruitment strategies, curriculum modifications, linkages to other programs and services, as well as other issues that may be identified by the DWD or other interested parties.

5. One Stop System for Service Delivery

a. Physical Locations

The following physical One Stop locations are available for customer and employer services in the County:

Westside

Eastside

Baltimore County Workforce Development Council

Five Year Workforce Investment Act Plan



Program Years 2012 - 2016

Liberty Center
3637 Offutt Road
Randallstown, MD 21122
410-887-8912
410-832-8551 (fax)

7930 Eastern Boulevard
Baltimore, Md. 21224
410-288-9050
410-288-9260 (fax)

Central

11101 McCormick Road
Hunt Valley, Md. 21031
410-887-7940
410-329-1317 (fax)
Baltimore, MD 21237

All three centers are comprehensive and are operated by DWD in partnership with DLLR.

b. Operation of the One Stops

The One Stop System in Baltimore County has a fully integrated managerial structure that supports collaborative operations between partners in order to improve services to customers. On-site partners include but are not limited to: WIA, Wagner-Peyser, Early Intervention and the VETS systems.

Customer service provision begins at the front reception desk. Job Seekers are greeted with a preliminary needs inquiry and routed to the appropriate service area, resource and/or staff member. New customers will be provided with preliminary paperwork, receive guidance for on-line registration in MWE plus an overview to One-Stop System services and partner organizations. Customers have access to core, intensive and training services after enrollment with the center has been completed (pending the ability to program eligibility requirements).

Wagner-Peyser, WIA, VETS, Early Intervention and Re-Entry-funded staff may facilitate a variety of core and intensive services. Examples of services include: (a) Use of resources in the Career Library & Computer Lab, (b) Use of career related interest and aptitude assessment tools, (c) Attendance of on-site seminars to include Basic Computer Skills, Resume Writing, Job Search Strategy and Interviewing Techniques, Obtaining a Federal Job, Math Review, How to Start a Small Business, Financial Planning and Foreclosure Prevention, etc., (d) Referral to barrier removal resources, (e) Resume writing instruction and guidance, (f) Job search assistance and referral to job opportunities, (g) Career consultation, and (h) development of an individual employment plan and referral to training services assessment.

WIA staff may also facilitate the path to training services, which includes (a) Labor market information exploration, (b) training vendor research, (c) the completion of a Career Development Assessment and (d) authorization of an Individual Training Account Billing Authorization.



The Baltimore County Division of Workforce Development is responsible for the operation of the One Stop System in Baltimore County. Within the network of affiliated sites, DWD coordinates leasing responsibilities for the Hunt Valley and the Liberty Center (Randallstown). All three of these locations are co-located with the Community Colleges of Baltimore County (CCBC). Wagner-Peyser holds the lease on the Eastpoint location.

The Division of Rehabilitation Services (DORS) will provide periodic on-site services to the disabled community at the One Stop centers. Additionally, customer services are coordinated via a staff to staff referral system.

The Baltimore County Director of Social Services (DSS) is a member of the County's DWD and represents programs authorized under Section 403(a)(5) and Part A of Title IV of the Social Security Act as well as programs authorized under Section 6(d)(4) and Section 6(o) of the Food Stamp Act of 1977.

Coordination with the Baltimore County Office on Aging, the entity administering Title V of the Older American's Act of 1965 is ongoing. Joint recruitment activities are undertaken to inform seniors of the services available through all programs. Senior aides, funded by Title V, are placed in the One Stop System to enhance service delivery and collaboration. In addition, an annual job fair for seniors is coordinated by the Office on Aging with DWD.

Adult basic education and literacy training is currently administered by the Community College of Baltimore County. Available programs are prominently displayed at the workforce development centers. Customers are referred to those programs as appropriate. CCBC occupies two classrooms at the Eastpoint location where they conduct GED, Adult Basic Education and Basic Level Computer classes. Hunt Valley and Liberty Center locations will also offer adult education and literacy classes space permitting and as required to meet customer needs. The Liberty Center also hosts GED classes offered by the Baltimore County Public Schools.

Career Development Services, Inc., which is located at the Eastpoint location facilitates Job Corps Recruitment. Two Career Development Services staff are located at Eastpoint from where they market Job Corps services throughout Baltimore County.

The Small Business Resource Center conducts seminars and one-on-one counseling on a regularly scheduled basis. The seminars assist individuals who have an interest in opening their own businesses and are offered throughout the Baltimore County workforce development system.

The Council of Three Rivers American Indian Center has a staff person located at Eastpoint to recruit Native Americans for employment and training services. This recruitment covers both Baltimore County residents as well as those from the Eastern Shore of Maryland.



Individuals who do not have physical access to a workforce development center may access services on-line through the Maryland Workforce Exchange.

c. Special Needs Populations

The DWD has integrated its One Stop delivery system resulting in a staff composition of diverse professional Career Consultants. Staff recognizes that the needs of the various populations are unique and often require one-on-one discussions, interviews and/or linkages with skilled individuals in other professional disciplines (i.e. mental health counselors, domestic violence professionals, vocational rehabilitation counselors, etc.). Disabled customers with multiple barriers may be referred to the Division of Vocational Rehabilitation staff. Arrangements will be made with other providers, such as the Community Colleges of Baltimore County in order to assist with the needs of individuals who have limited English-speaking ability.

The Re-Entry Unit is a team of Career Consultants who specialize in assisting individuals with criminal records. These professionals work closely with the Division of Parole and Probation and other agencies in assisting those with criminal records re-enter the labor market. In addition, DWD operates a Mobile Career Center that goes to locations around the county to specifically serve residents with criminal histories.

d. Faith-Based and Community-Based Organizations

Faith-based and community-based organizations currently play a small role in the system. One of the subrecipients for youth programs over the past ten years has been a community-based organization, and others have been encouraged to respond to RFPs for youth programs.

The Career Resource Libraries & Computer Labs offer information on community-based resources. Literature is posted on boards and displayed in literature organizers. The annual Baltimore County Service Providers Agency Network Directory (SPAN) is distributed to all staff and available to job seekers.

e. Memoranda of Understanding

See Attachments

6. Services

a. Adults and Dislocated Workers

(1) Services Provided



The Adult and Dislocated Worker re-employment system is structured in tiers. Customers may access core, intensive and training services (in that order) as appropriate to meet their individual needs based upon assessment and guidance by workforce development professionals.

Customer service provision begins at the front reception desk. Job Seekers are greeted with a preliminary needs inquiry and routed to the appropriate service area, resource and/or staff member. New customers will be provided with preliminary paperwork, receive guidance for on-line registration in MWE plus an overview to One-Stop System services and partner organizations. Customers have access to core, intensive and training services after enrollment with the center has been completed (pending their ability to meet program(s) eligibility requirements).

Wagner-Peyser, WIA, VETS, Early Intervention and Re-Entry funded staff may facilitate a variety of core and intensive services. Examples of services include: (a) Use of resources in the Career Library & Computer Lab, (b) Use of career related interest and aptitude assessment tools, (c) Attendance of on-site seminars to include Basic Computer Skills, Resume Writing, Job Search Strategy and Interviewing Techniques, Obtaining a Federal Job, Math Review, How to Start a Small Business, Financial Planning and Foreclosure Prevention, etc., (d) Referral to barrier removal resources, (e) Resume writing instruction and guidance, (f) Job search assistance and referral to job opportunities, (g) Career consultation, and (h) development of an individual employment plan and referral to training services assessment.

WIA staff may also facilitate the path to short-term prevocational and/or occupational skills training services, which includes:

- Participation in an initial assessment session: During this phase, job seekers will complete a math and reading (English) assessment. They will be asked to provide a copy of their resume and complete an informational gathering tool(s) geared towards identifying transferable skills and employment goal(s).
- Participation in a training services orientation session: Job seekers will be briefed on WIA training service requirements. They will also receive additional guidance on how to conduct labor market information research relative to their employment goal(s).
- Individual Career Consultation: May include (a) analysis of LMI related to employment goals and the enhancement of their Individual Employment Plan, (b) training vendor research, (c) the completion of a Career Development Assessment. An Individual Training Account may be authorized if the customer's research demonstrates a labor market need for the occupation and that with the training the customer will qualify to enter that career.

One Stop staff will follow customers throughout their skill attainment and job search activities and will also conduct post-employment follow-up.

Baltimore County's strategic physical location surrounding the metropolitan Baltimore area allows access to a wealth of educational and career development opportunities. Institutions provide a variety of



Workforce Development programs targeted to meet the needs of adults and dislocated workers. Included in the myriad of available options are three Community College campuses and two Community College centers, numerous private career schools that provide a variety of occupational training, and opportunities for customized and on-the-job training that are growing.

Adult basic education is currently offered through the county's community college and public schools systems. Pre-employment and basic skills activities are offered by the majority of service providers (including many private institutions) and the One Stop system. Labor market information is readily available and career counseling and support services may be provided to those in need.

Universal access is provided to all Adults and Dislocated Workers. Populations with special needs, the disabled and those with criminal records, receive services at the One-Stops. The disabled meet with the DWD's Career Consultants who have received special training with this population. All training services available to the able-bodied population will also be available to the disabled. If accommodations are required, such as in interpreter or special software, DWD will insure that the accommodations are provided. DWD has relationships with other County agencies as well as non-profit agencies (e.g. the Maryland School for the Blind), which can provide needed accommodations. No disabled person will be denied services by DWD.

(2) Supportive Services Policy

During the assessment process, a determination will be made regarding the types of supportive services the customer may need. After a needs assessment, supportive services may be made available to individuals in order to enable them to participate in WIA 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 and/or direct gifts or through referrals to other appropriate agencies that offer such services.

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.

(3) Needs Related Payment Policy

Baltimore County may offer a needs-based payment on a limited basis to customers who have exhausted their Unemployment Insurance and who otherwise could not enroll in occupational skills training for lack of an income.



(4) Individual Training Account Policy

The Baltimore County Division of Workforce Development, in conjunction with the Baltimore County Workforce Development Council authorizes occupational skills training for adults and dislocated workers on Individual Training Account (ITA) basis. The ITA system makes funds available to residents of Baltimore County and non-residents who are either employed by a Baltimore County business, have been laid off by a Baltimore County business or are going to attend a project-based training course that has been approved by the Director of the Baltimore County Office of Workforce Development in order to cover the costs of tuition, books and fees, or portions thereof, for programs and courses offered by eligible training providers.

Individuals will initially receive core services and intensive services through the Baltimore County One Stop system. Individuals who are unable to find jobs after receiving both core and intensive services may, if deemed appropriate after the development of an individual employment plan and a Career Development Assessment, in conjunction with a Career Consultant, be issued an ITA that provides training linked to job opportunities in the local area. As part of this individual assessment process, labor market information that identifies job openings, skills needed for demand occupations, and local, regional and national employment trends will be available to individuals visiting the One Stop centers in Baltimore County.

Individuals have choices in deciding the training program that best fit their needs and the organizations that will provide the service. Staff at the One Stop centers will ensure that individuals have access to the “State List of Occupational Training Providers” as well as information about how well these training providers performed. The One Stop system in Baltimore County will promote customer choice with the assistance of professional career consultant staff. Customers will be limited to training that can be completed in twenty-four months or less.

Exceptions may be requested on a case-by-case basis to fund a maximum of the last 9 credits of a Degree if such credits are within the degree major/specialty area and completion of the Degree is the next step (i.e. pre-requisite) to enrollment in a related occupational training program aligned with job opportunities in the local area, or is the minimum requirement for acceptance into an OWD sponsored OJT or Customized Training opportunity with a local employer.

The ITA will cover the costs of tuition and fees for an approved training program offered by an approved occupational training provider. The Baltimore County Workforce Development Council currently has a training limit of \$3,000 for each WIA funded ITA. This limit can be raised based on customer need and employer demand. Any change in the limit must be approved by the Manager of the One-Stop (up to \$5,000) or the Fiscal and Grants Manager (over \$5,000).

Individuals will be required to first apply for Pell Grants and other sources of funding prior to determining the value of an ITA. In some cases supplemental resources such as Pell Grants will be combined with WIA funds to fully cover the tuition and fee costs of an approved training program.



After a WIA client is authorized by WIA staff at the One Stop center to attend a training program with an eligible ITA training provider, the One Stop center staff will provide the individual with a signed copy of a billing authorization form for the selected training program. The billing authorization form will include the total amount of costs for tuition and fees that will be paid by the DWD. After the billing authorization form is received, the training provider can submit a "Request for Payment" form to the DWD which sets forth all approved tuition and fees for the WIA client. Payment for properly charged tuition and fees shall be made by Baltimore County in a timely manner.

The tracking of ITA obligations and ITA payments will be managed at the DWD Central Office. This obligation and expenditure information will be disseminated to staff at the local One Stop centers on a routine basis to ensure that up-to-date information is available to the customer service staff and clients.

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 DWD 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. The cost of the training will be tied to the trainee's salary, and DWD will reimburse the employer for up to 50% of the wages until the training costs are paid. At no time will the reimbursement of wages be paid for longer than six months. As part of all OJT agreements, recruitment of the trainees will be done through the One Stops. The DWD will follow the OJT requirements as outlined in WIFI 11-99.

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. DWD 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. The DWD will follow the customized training requirements as outlined in WIFI 11-99.

Populations with special needs, the disabled and those with criminal records, receive services at the One-Stops. The disabled meet with the DWD's Career Consultants who have received special training with this population. All training services available to the able-bodied population will also be available to the disabled. If accommodations are required, such as in interpreter or special software, DWD will insure that the accommodations are provided. DWD has relationships with other County agencies as well as non-profit agencies (e.g. the Maryland School for the Blind), which can provide needed accommodations. No disabled person will be denied services by DWD.

Career Consultants at the One-Stops have received special training to work with those with criminal records. These specialists have trained other Career Consultants in the special needs and services for this population. They have established connections with other agencies that work with this special population, whose barriers to employment require supplemental services such as housing assistance and mental health services.



(5) Priority of Service Policy

The Baltimore County “Priority of Service” for Adult and Dislocated Worker Programs may be implemented at the discretion of the Director when ITA obligations reach 70%.

Prior to Priority of Service, Veterans who meet the criteria of the Jobs for Veterans Act (PL 107-288) will have the highest priority for service.

Adult Training

Priority of Service will be given to individuals who meet at least one of the following criteria:

- Veteran
- Is a qualified spouse of a Veteran of the US armed forces killed in action, missing in action, or is totally disabled as a result of military service
- Received an income or is a member of a family which receives an income that is less than 200% of the Baltimore County WIA 70% Lower Living Standard Income Level (LLSIL) indicators (reference chart from WIFI 13-09). For example,

Family Size	70 % Lower Living Standard Income Level	x 200%
1	\$10,994	\$21,988
2	\$18,016	\$36,032
3	\$24,729	\$49,458
4	\$30,524	\$61,048

- Receives or is a member of a family which receives Public Assistance
- Is an individual with a disability whose own personal income is less than 200% of the Baltimore County WIA 70% Lower Living Standard Income Level (LLSIL) indicators (reference chart from WIFI 08-08)
- Is a homeless individual
- Has been unemployed for more than six months

Dislocated Worker Training

Priority of Service will be given to individuals who are determined to be Most in Need and Most Likely to Benefit from training services. An in-depth review of each person’s work experience and skill levels will form the bases for determining Most in Need and Most Likely to Benefit. To qualify under this provision, individuals must meet one or more criteria of the category in the Most in Need and one or more criteria in Most Likely to Benefit category.



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Most in Need

- Veteran
- Is a qualified spouse of a Veteran of the US armed forces killed in action, missing in action, or is totally disabled as a result of military service
- Basic Skill Deficient or lacking a high school diploma
- Person with a disability
- Has been unemployed for more than six months
- Unemployment Insurance is a primary means of financial support (as opposed to a monthly retirement or severance payment)
- Unemployment Insurance expired
- Received an income or is a member of a family which receives an income that is less than 200% of the Baltimore County WIA 70% Lower Living Standard Income Level (LLSIL) indicators (reference chart from WIFI 13-09). For example,

Family Size	70 % Lower Living Standard Income Level	x 200%
1	\$10,994	\$21,988
2	\$18,016	\$36,032
3	\$24,729	\$49,458
4	\$30,524	\$61,048

- Multiple job losses in past year (non UI disqualified for misconduct)
- Skills are obsolete
- Most recent employment was in a declining industry or occupation
- Forty years of age or older
- Has been profiled for Early Intervention

Most Likely to Benefit

- Is part of an employment reduction that has overwhelmed the local labor market
- Has not received WIA-funded training for past three years
- Very likely to become employed as a result of training
- Very likely to receive comparable or increased wages from previous employment as a result of training

The Administrative staff of the Baltimore County Division of Workforce Development will monitor training obligation levels throughout the year to determine when the Priority of Service policy needs to be followed. The WIA Adult grant and the WIA Dislocated grant training obligations will be monitored independently of each other, and Priority of Service may be triggered for one grant and not the other.



(6) Self-Sufficiency

The Workforce Investment Act (WIA) sec.663.230 requires that State and local boards define the term “self-sufficiency” as it relates to eligibility for Adult and/or Dislocated Worker Programs Intensive and Training Services. Workforce Investment Field Instruction (WIFI) 6-99 indicates that within the State of Maryland each WIB should set local policy to define “self-sufficiency” and “inability to retain employment” standards which align with the local’s economy.

The DWD shall establish the following guidelines for “self-sufficiency”:

1. The self-sufficiency level for employed adults will be set at a wage level that exceeds 400% of the Baltimore County WIA 70% Lower Living Standard Income Level (LLSIL) indicators (reference chart from WIFI 13-09). For example,
Baltimore County WIA

Family Size	70 % Lower Living Standard Income Level	x 400%
1	\$10,994	\$43,976
2	\$18,016	\$72,064
3	\$24,729	\$98,916
4	\$30,524	\$122,096

2. The self-sufficiency level for individuals who qualify as dislocated workers due to a documented, impending layoff will be set at a wage level that exceeds 400% of the Baltimore County WIA 70% LLSIL indicators as defined above, or, 99% of the pre-layoff wage, which ever is the higher of the two.
3. Only the individual income (unsubsidized) of the employed adult or dislocated worker will be used for determining self-sufficiency and eligibility for WIA services, unless the DWD Chief has invoked its priority of service policy.
4. The DWD will review these standards on an as needed basis in connection with WIA funding levels and fluctuations within Baltimore County’s economic environment and community needs.
5. The DWD will maintain the ability to use discretion in cases of special need.

Definition for Underemployed

An underemployed worker is defined as a worker who:

1. Wishes to work full time but, because of business and economic conditions, works fewer than 35 hours per week. There are two main types:
 - a) The first consists of persons who usually work full time but whose hours had been temporarily cut back because of slack work or unfavorable business conditions.



- b) The second consists of persons who usually work fewer than 35 hours because they had been unable to find full-time work or because of slack work or business conditions; OR
- 2. Takes a job that does not make use of, or pay according to, their skills, training, and / or experience.

(7) **Rapid Response**

The contact person for Rapid Response services is Carol Brooks, Manager of Business Services. The alternate contact is Steve Connolly, Business Services Specialist.

b. **Youth**

(1) **Strategy for providing comprehensive services to eligible youth**

Baltimore County, with the guidance of the Youth Council and the DWD, will provide a comprehensive array of services to eligible youth in the local area. Youth with special needs, including those who are pregnant or parenting or have disabilities or dropped out of school prior to earning a high school diploma or have other barriers to employment, will be a priority for service, particularly through WIA-funded activities. As part of the review and approval process for WIA-funded youth programs, the Youth Council considers not only program content, but also the provider's ability to serve both at-risk and special needs youth. Through Baltimore County's extensive communication and referral system, all youth, including those with special needs or barriers to employment will be made aware of locally available programs and services.

In the Request for Proposals for WIA-funded youth programs, the ten program elements required are described. Organizations seeking WIA funding must describe how they will provide those ten program elements. In addition, proposals must address how the organization will prepare youth for careers, post-secondary education and/or training, and how they will use linkages in the community and business to better prepare their participants for work.

All WIA-funded youth programs conduct an entry assessment of each youth's academic skills, job-related history and special needs. Based on the assessment and the participant's goals, an individual service strategy is completed. This service strategy includes academic and career goals as well as the steps needed to achieve those goals.

The Job Corps has recruiting staff located in the Eastpoint One Stop. They make referrals to DWD-funded youth programs for youth they screen who do not enroll in Job Corps. Conversely, youth in WIA-funded programs are provided with information about Job Corps opportunities. Staff from the



Woodstock Job Corps center, located in Baltimore County, sit on the Workforce Development Council and the Youth Council.

Each year, the DWD convenes a Youth Symposium, a one-day conference for youth providers from Baltimore County programs and schools. This symposium offers a chance for youth program staff to share resources, network with others, and provide information on their unique services.

(2) USDOL/ETA Vision for Serving Youth

Baltimore County's Youth Services division has employed several strategies which support DOL's Shared Youth Vision.

Beginning with our Youth Council, DWD has a sound organization that works collectively and collaboratively to meet the needs of Baltimore County's neediest youth. Youth Council members represent public, private and nonprofit sectors and include representation from Housing, Juvenile Services and Education. Under the guidance of our Youth Council, DWD sponsors a Youth Symposium, selects youth programs and addresses issues on the evolving needs of at-risk youth.

For the past ten years, Baltimore County has sponsored a Youth Symposium, which is designed to support the local network of youth service providers and to insure that every at-risk youth has access to quality services and resources in Baltimore County. This event provides the opportunity for youth service providers to learn from national, state and local leaders about successful strategies that will help at-risk youth move into and succeed in the mainstream. This event serves as a catalyst to strengthen communication and collaboration among youth-serving agencies in Baltimore County.

In line with the Shared Youth Vision, DWD's youth services division is committed to serving Baltimore County's neediest youth. The target population includes dropouts, juvenile offenders, as well as foster care youth and youth with disabilities. We have four excellent programs that provide a broad mix of services to help youth, ages 14 through 21 to succeed in the mainstream. Each program assists youth in the attainment of a high school diploma and placement in employment, training or post-secondary education.

For the past three years, Baltimore County has partnered with the Department of Social Services (DSS) and the Division of Rehabilitation Services (DORS) to sponsor a Summer Youth Employment Program for foster care youth and youth with disabilities. This partnership has enabled the youth to gain exposure to the workplace, learn marketable skills and gain insights into their own strengths as employable citizens.

(3) Youth Eligibility Criteria

Baltimore County will ensure that all enrolled youth meet the WIA-eligibility criteria.



(4) Identification of additional barrier

In accordance with section 129 (c) (5) of the Workforce Investment Act, not more than 5 percent of participants assisted under this section may be individuals who do not meet the minimum income criteria, provided such individuals possess one of eight additional barriers, as defined. The eighth barrier, “*other eligible youth who face serious barriers to employment as identified by the local board*” has been defined by the Baltimore County WDC as ***youth with a poor or non-existent work history***. This may be further defined as a youth, who in the 12 months prior to application:

- had no employment history, or
- were in need of work readiness training defined as exhibiting characteristics, such as:
 - having lost a job, or
 - having worked no more than 2 months for the same employer.

It is the judgment of the local board that young people with a poor work history will have a difficult time obtaining and retaining employment at a wage sufficient to provide adequate financial support.

(5) Tracking 5% with additional barrier

Before a youth who does not meet income guidelines can be enrolled in a WIA-funded program, permission to do so must be granted by DWD’s Data and Performance Accountability Coordinator. This person will monitor the ratio of enrollees who meet income guidelines to those who do not.

7. Customer Flow System

The workforce development system is structured in tiers. Customers may access core, intensive and training services (in that order) as appropriate to meet their individual needs based upon assessment and guidance by workforce development professionals.

Customer service provision begins at the front reception desk. Job Seekers are greeted with a preliminary needs inquiry and routed to the appropriate service area, resource and / or staff member. New customers will be provided with preliminary paperwork, receive guidance for on-line registration in MWE plus an overview to One-Stop System services and partner organizations. Customers have access to core, intensive and training services after enrollment with the center has been completed (pending their ability to meet program(s) eligibility requirements).

Workforce development professionals may facilitate a variety of core and intensive services. Examples of services include: (a) Use of resources in the Career Library & Computer Lab, (b) Use of career related interest and aptitude assessment tools, (c) Attendance of on-site seminars to include Basic



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Computer Skills, Resume Writing, Job Search Strategy and Interviewing Techniques, Obtaining a Federal Job, Math Review, How to Start a Small Business, Financial Planning and Foreclosure Prevention, etc., (d) Referral to barrier removal resources, (e) Resume writing instruction and guidance, (f) Job search assistance and referral to job opportunities, (g) Career consultation, and (h) development of an individual employment plan and referral to training services assessment.

Customers who are not successful in obtaining employment after the use of core and intensive services may request to explore the opportunity for training services.

WIA staff may also facilitate the path to short-term prevocational and / or occupational skills training services, which includes:

- Participation in an initial assessment session: During this phase, job seekers will complete a math and reading (English) assessment. They will be asked to provide a copy of their resume and complete an informational gathering tool(s) geared towards identifying transferable skills and employment goal(s).
- Participation in a training services orientation session: Job seekers will be briefed on WIA training service requirements. They will also receive additional guidance on how to conduct labor market information research relative to their employment goal(s).
- Individual Career Consultation: May include (a) analysis of LMI related to employment goals and the enhancement of their Individual Employment Plan, (b) training vendor research, (c) the completion of a Career Development Assessment. An Individual Training Account may be authorized if the customer's research demonstrates a labor market need for the occupation and that with the training the customer will qualify to enter that career.

All customers receiving intensive and training services are provided with case management. Follow-up services are on-going. Career Consultants conduct follow-up after the first quarter in which the customer obtains employment and at six and twelve months thereafter.

8. Performance Management

The primary strategy to ensure that the Baltimore County Office of Workforce Development meets its annually negotiated performance standards lies in the principles governing the operational framework of the DWD. Those principles are:

- Conduct a thorough, comprehensive assessment of each customer's skills and abilities to ensure that the program serves those most likely to benefit from WIA funded services; and
- Conduct appropriate follow-up efforts to make certain that each customer's activities are aligned with their individual employment plan.

The Maryland Workforce Exchange (MWE) is a comprehensive automated case management system



implemented by the Maryland Department of Labor, Licensing and Regulation. The MWE is the tool to track and manage customer services and that creates the data to generate and report WIA performance standards. The Operations Unit of the Baltimore County Division of Workforce Development under the direction of the Data and Performance Accountability Coordinator plays a pivotal role in managing the performance of the agency. The responsibilities of this person include the following:

- Provide training on MWE system
- Provide support on MWE system
- Monitor accuracy of data in MWE
- Develop procedures for maximizing agency performance

Monitoring of WIA performance will be conducted using state defined performance goals under Common Measures. The Common Measures' standards are for the following:

Adult Entered Employment Rate
Adult Employment Retention Rate
Adult Average Earnings

Dislocated Worker Entered Employment Rate
Dislocated Worker Employment Retention Rate
Dislocated Worker Average Earnings Change

Youth Placement in Employment or Education
Youth Attainment of a Degree or Certificate
Youth Literacy or Numeracy Gains

The monitoring of performance will also include the use of MWE/VOS to develop reports to look at performance.

9. Sunshine Provision

Notification of the development of the Baltimore County WIA plan will be placed on the County's web site. This will include a posted copy of this draft plan and an invitation to comment on it.

IV. ADMINISTRATIVE PROVISIONS

A. PARTICIPANT ELIGIBILITY PROCESS

The policies of the DWD ensure that each eligible youth, adult and dislocated worker is entitled to



receive the intensive and/or training services outlined in his/her Employment Plan. Appropriate supporting documentation is maintained in each customer's service record. The DWD assures that the policies and procedures conform to the WIA provisions, the implementing regulations and Workforce Investment Act field instructions.

As a rule, individuals aged 18 – 21 who receive adult services are not co-enrolled as youth unless they begin their WIA participation in a youth-funded program and then proceed to access adult services.

B. OVERSIGHT AND MONITORING

The Baltimore County Workforce Development Council in conjunction with staff from the Baltimore County Division of Workforce Development is responsible for the monitoring and oversight of WIA activities in Baltimore County. The Council will be responsible for reviewing program performance information to ensure that standards are met. In addition, the performance and expenditure levels of each subrecipient will be reviewed to ensure that performance levels for each provider meet expectations.

1. Subrecipient Agreements and Contracts

Baltimore County shall conduct on-site monitoring of subrecipients on at least an annual basis. The purpose of monitoring is to ensure compliance with WIA rules and regulations. As part of the monitoring, a random sample of participant files may be reviewed to ensure that appropriate documents are included. These documents include program records such as client training plans, attendance records and documents generated by DWD which may include needs-based payment forms, grievance procedures, and other appropriate information.

Interviews with appropriate program staff and participants may also be conducted to further ensure that the program is operating in compliance with federal requirements and the contractual agreement. A separate fiscal monitoring will be conducted annually and will include a review of documentation to support program expenditures. The purpose of this review is to ensure that expenditures are in compliance with the terms of the contract and that adequate documentation to support expenditures is maintained by the contractor.

The DWD will also routinely conduct desk reviews of programmatic and fiscal data on a monthly basis. Programmatic data may consist of monthly performance reports that outline contract goals and each training provider's actual performance. Fiscal monitoring may include a review of invoices submitted by training providers and a review of expenditure worksheets prepared by DWD administration staff. This desk monitoring provides timely information regarding programmatic and fiscal compliance with the WIA.

The DWD also requires all subrecipients and contractors to submit copies of Single Audit Reports and Financial Statements on an annual basis. A review of these documents is completed prior to entering



into a contractual agreement with a training provider.

2. Compliance with Cost Categories and Cost Limitations

The accounting system utilized by Baltimore County allows for the classification of funds by grant, cost category and object/sub-object. This system helps ensure that funds are adequately tracked and reported in compliance with federal and State requirements. DWD administration staff routinely review expenditures, including expenditures at the subrecipient level, to ensure compliance with the federal and State guidelines regarding allowable costs and cost classification.

Furthermore, DWD administration staff prepare monthly financial status reports to ensure that there is adequate control over both obligations and expenditures, including compliance with cost classification and cost limitation requirements.

3. Compliance with Other Provisions of the Act

The ongoing monitoring of program performance, financial data and compliance information by the DWD staff is intended to ensure that Baltimore County is in compliance with the provisions of the Act and regulations and other applicable laws and regulations. In addition, Baltimore County is subject to routine monitoring reviews by staff from the Maryland Department of Labor, Licensing and Regulation. The reviews by State staff as well as the annual audit conducted in compliance with OMB Circular A-133 are intended to ensure compliance with the WIA requirements.

4. Documentation of Monitoring Findings

Upon completion of a monitoring review, a monitoring report is prepared to document the monitoring findings and any problems identified during the review. The report will also include required corrective actions if applicable. In the event that corrective actions are necessary, DWD staff will notify the contractor of the deficiencies and require a written response which outlines the corrective actions that will be instituted to address the deficiencies, and the time-frame for implementing corrective actions. The corrective action plan and implementation schedule must be mutually agreed upon by DWD and the contractor.

5. Provision of Technical Assistance and Oversight

The DWD will notify the Maryland Department of Labor, Licensing and Regulation (DLLR) regarding any needs for technical assistance it may have regarding the implementation and operation of the WIA program. The DLLR has the responsibility to provide technical assistance to the local jurisdictions if necessary. The staff of the DWD will be available to provide technical assistance to its WIA partners



and its subrecipients as needed. The DWD routinely provides assistance and training for both staff and other agencies that are involved in Workforce Development programs in the County.

The Workforce Development Council (WDC) is responsible for overseeing WIA activities in Baltimore County. To facilitate the planning, policy guidance and oversight of initiatives in the County, the WDC has designated DWD to oversee the One Stop system, youth activities and Workforce Development activities under Title I of WIA. The WDC will work with staff from the DWD to implement the WIA in Baltimore County and institute policy that will guide the oversight and evaluation process.

The Data and Performance Accountability Coordinator reviews performance information to ensure that overall standards for the local system are met. The Coordinator may recommend strategies for meeting performance standards in the event that performance is below expectations.

The Manager of Operations is charged with the oversight of services for job seekers that are available through the One Stop customer service centers. The Manager will evaluate the performance of One Stop customer service centers in accordance with established standards and report findings to the DWD.

The Manager of Business Services oversees the performance of services offered to employers who use the services of the One Stops. This includes recruitments and job fairs.

The Youth Council is charged with the planning and oversight of initiatives for economically disadvantaged youth. Programs will be competitively bid and a formal review and rating process will determine the programs that will receive funds. DWD staff conduct quarterly reviews of youth program performance which is reported to the Youth Council.

C. GRIEVANCE PROCEDURES / COMPLAINT PROCEDURES

1. Description of Grievance / Complaint Procedures

The Baltimore County Division of Workforce Development has an established procedure for resolving any complaint alleging violation of WIA, regulations, grants or other agreements under WIA programs as operated by its service deliverers. DWD has designated the Baltimore County Office of Fair Practice and Community Affairs (BCOFPCA) as the agency to handle all complaints. 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.

Final resolution of all complaints not alleging discrimination will be made within sixty days following submission of the complaint with the BCOFPCA.



Upon request, any interested party will be provided with a copy of written complaint procedures including notification of their right to file a complaint. In addition, all customers accessing WIA services will receive a copy of The DWD Grievance Procedures at their initial visit to one of the One Stop Centers in Baltimore County. A copy of the Authorization to Release Information/Receipt of Equal Opportunities Procedure signed by the customer and witnessed by a One Stop staff member will be maintained in the customer's file.

a. Complaints alleging discrimination

Individuals who believe they have been discriminated against on the basis of race, sex, color, national origin, religious belief, age, political affiliation or citizenship may file such a complaint with the Baltimore County Office of Fair Practices and Community Affairs (BCOFPCA) the agency designated by DWD to handle such complaints, or may elect to file such a complaint **directly** with The Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, NW, Room N-4123, Washington, D.C. 20210. One does not have to complete the general procedures for filing complaints before filing a complaint directly with the Civil Rights Center. Complaints alleging discrimination must be filed in writing within 180 days of the incident or situation. When complaints alleging discrimination under this procedure are filed with the employer or training program, a copy of the complaint must be sent immediately to BCOFPCA. When complaints are filed with BCOFPCA, BCOFPCA will:

- a. Issue a written notice to the complainant acknowledging receipt of the complaint and advising complainant of their right to be represented during the complaint process.
- b. Provide a written statement of the issues raised by complainant and for each issue, a statement indicating whether BCOFPCA will accept the issue for investigation or reject the issue. A reason for each rejection will be included in this notice.
- c. Initiate an investigation into the merits of the complaint and notify the complainant immediately if BCOFPCA determines that it does not have jurisdiction over the complaint. This Notice of Lack of Jurisdiction shall be in writing, include reasons for the determination and state that the complainant has a right to file with the Director of CRC within 30 days of this notice.
- d. Attempt to resolve the complaint informally through its Alternative Dispute Resolution (ADR) procedures. Complainant will be advised that they have a choice of whether they want to use BCOFPCA customary process or ADR, which in this instance would mean a hearing before a mediator.
- e. Issue a written Notice of Final Action within 90 days of the day the complaint was received.



- f. Notify complainant that he or she has a right to file a complaint with CRC within 30 days of the date of the Notice of Final Action if he or she is not satisfied with BCOFPCA's final action on the complaint.
- g. Immediately forward the complaint to the U.S. Department of Labor, Civil Rights Center and the State of Maryland Department of Labor, Licensing and Regulation (DLLR);

b. Complaints other than discrimination

Complaints may be filed on a basis not involving discrimination at all. Individuals filing this type of complaint **must** follow the "General Procedures" detailed in the next section. Complaints must be filed within one year of the alleged occurrence upon which is based, except in the case of fraud or criminal activity.

General Procedures

The procedures described in steps 1 through 5 below must be used to process complaints filed with the Baltimore County Office of Workforce Development. Steps 1 - Filing, through Step 5 - Final Determination shall be incorporated by reference as a part of the procedures for complaints alleging discrimination on the basis of race, sex, color, national origin, religious belief, age, political affiliation or citizenship. For complaints alleging discrimination on the basis of disability, only Steps 1 through 4 are incorporated by reference as a part of the procedures for filing complaints.

Step 1 - Filing

All complaints must be filed at the Baltimore County Office of Fair Practices and Community Affairs (BCOFPCA) in writing. BCOFPCA is located in the Old Courthouse in Towson, MD at 400 Washington Avenue, Room 124. Assistance will be available from BCOFPCA to ensure that the complaints are properly filed. Upon filing and at each successive stage, the complainant will be notified, by mail, of the next step in the procedure.

Step 2 - Investigation

Upon receipt of a complaint, the BCOFPCA Complaint Officer will begin an investigation to verify and determine the validity of the complaint.

Step 3 - Informal Resolution

Promptly after investigating the complaint, the BCOFPCA Complaint Officer or other staff will seek an



informal resolution if such a resolution is appropriate.

Step 4 - Mediation

Complainant shall be advised that he or she may choose Recipient's Alternative Dispute Resolution (ADR) procedure rather than the regular procedure described in Step 3. If mediation is preferred it must be requested in writing and conducted within 30 days after the filing of a complaint. If mediation is requested, the complainant will be notified in writing of the date, time and place, issues to be decided, and how the mediation is to be conducted, including the complainant's right to withdraw the request; right to be represented; right to bring witnesses and documentary evidence; right to have relevant documents produced by their custodian; and the right to question witnesses. All proceedings will be tape recorded. Recordings of the proceedings will be submitted to the DLLR when requested by the complainant or the DLLR.

Step 5 – Notice of Final Action

Within 90 days of the filing of the complaint, the Fair Practices Complaint Officer will issue a written Notice of Final Action to the complainant and any other interested parties stating the reason for the decision. If a decision is not made within 90 days after the filing of the complaint, the complainant may file a complaint with the Director, CRC. A written record of the complaint, interviews, determinations and related actions taken during the complaint procedure will be kept by the Fair Practices Complaint Officer

2. Remedies for a Violation of WIA Requirements

Remedies that may be imposed for a violation of any requirement under WIA Title I shall be limited to:

- a. suspension or termination of payments under WIA Title I;
- b. prohibition of placement of a participant with an employer that has violated any requirement under WIA Title I;
- c. where applicable, reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment; and
- d. where appropriate, other equitable relief.

3. Copy of Grievance Procedures

See attachment 3.

D. NONDISCRIMINATION AND EQUAL OPPORTUNITY PROVISIONS



1. Reasonable Accommodation

The DWD 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 DWD 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).

2. Communication – Individuals with Disabilities

For vision impaired persons, the DWD will leverage its relationship with the Department of Rehabilitation Services (DORS) to assist in providing appropriate services. Through a counselor-to-counselor working relationship between DWD and DORS workers, referrals may be made to DORS to obtain assessment services and other specialized services for the visually impaired that are not available from the DWD. Based on recommendations from DORS, in combination with DWD's assessment, visually impaired persons may be referred to the DWD training programs.

The One Stops have versions of JAWS software which makes available all computer applications and information for the seeing-impaired.

As is the case with visually impaired persons, the DWD will leverage outside resources to help meet the special needs of hearing impaired persons who apply for services. The primary means for securing assistance will be through referral to DORS. DORS is able to provide evaluative and rehabilitative services geared to the special needs of hearing impaired persons. In addition, the DWD has a TTY phone to communicate with the hearing impaired and will maintain an inventory of other resources and agencies that offer services for the hearing impaired and will make referrals as appropriate.

3. Notice and Communication – Languages Other than English

For limited English speaking applicants, the DWD will make every reasonable effort to refer the individual to a program that teaches English for Speakers of Other Languages. If necessary, the DWD may consider providing the services of a translator on a limited basis to help with the referral process and assist the individual in establishing an orientation to a foreign environment. After the applicant has made sufficient progress in learning the English language, he/she may return to the DWD for services.

E. PROCUREMENT AND CONTRACTING PROCEDURES

1. Procurement System

As a Workforce Investment Area under the federal Workforce Investment Act (WIA), Baltimore County is mandated to comply with federal law and regulations, including those relating to procurement. To



ensure compliance, the DWD follows the procurement provisions in the Baltimore County Government Purchasing Manual. These written procedures developed by the Baltimore County Purchasing Bureau, Office of Budget and Finance conform to the minimum standards in United States Department of Labor regulations 29 CFR Part 97, Uniform Administrative Requirements for Grants and Cooperative Agreements to States and Local Governments.

Baltimore County's procurement system ensures that procurements are conducted in a manner that provides, wherever possible, full and open competition. Documentation regarding procurements conducted by the DWD 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.

2. Property Management Procedures

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.

3. Conflict of Interest Policy

The Baltimore County Office of Workforce Development has adopted procedures that are intended to assist members of the Local Workforce Investment Board in 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 that he or she has reviewed this written policy and is aware of his or her responsibilities under it.

F. FISCAL CONTROLS

1. Accounting Procedures

DWD as the administrative entity and grant recipient, uses the AMS Financial System operated by the Baltimore County Office of Budget and Finance as well as supplemental manual record keeping by DWD administration staff. The Baltimore County Office of Finance has the fiduciary responsibility for all funds received and disbursed by the County agencies. Through the use of the AMS and other supplemental record keeping, the DWD assures that all financial transactions are conducted and records maintained in accordance with "Generally Accepted Accounting Principles."



The financial management system utilized by the DWD allows for the:

- (a) tracking of obligations, expenditures and assets;
- (b) tracking of program income, potential stand-in costs and profits; and
- (c) submitting of required fiscal reports to the Maryland Department of Labor, Licensing and Regulation (DLLR) in both a timely and accurate manner.

2. Key Staff Working with WIA Funds

The Administration Unit within the Department of Economic Development has the primary responsibility for working with WIA funds. The Administration Unit consists of a Manager and a Contract/Fiscal Specialist. DWD administration 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.

3. Audit Trail (Tracking of Funds)

The DWD uses the AMS Financial System operated by the Baltimore County Office of Budget and Finance as well as supplemental manual record keeping by DWD administrative/fiscal staff. Through the use of the AMS and other supplemental record keeping, the DWD assures that all financial transactions are conducted and records maintained in accordance with federal WIA requirements.

DWD administration staff routinely review expenditures to ensure compliance with the federal and state guidelines regarding allowable costs and cost classification. Prior to making payments, DWD staff assign accounting codes to the expenditure report/invoice in order to identify the proper funding source, cost category and line item. DWD staff then review all invoices for payment and costs charged in the general ledger on a routine basis to ensure that costs are allowable and recorded in the proper account ledger. Adequate supporting documentation is maintained by the DWD to permit tracking of funds to a level adequate to establish that funds are not used in violation of WIA standards or United States Department of Labor regulations.

4. Description of Fiscal Procedures

(a) Fiscal Reporting System

DWD has the ability to prepare accurate and timely financial information for both internal management reports and expenditure reports to the Maryland Department of Labor, Licensing and Regulation. DWD uses the AMS Financial System to record and track fiscal information.



The Baltimore County Office of Budget and Finance provides printed monthly expenditure reports. The reports include expenditures and encumbrances by grant agreement and cost category. In addition to the monthly reports from the Office of Budget and Finance, the DWD has online access to the AMS. This online system provides current financial information that can be reviewed and printed at any time.

Using the information provided by the AMS as well as manually prepared supplemental worksheets, DWD administration staff prepare monthly financial reports for internal management and quarterly financial reports for submission to the Maryland Department of Labor, Licensing and Regulation (DLLR). Accrued expenditure information applicable to the reporting period is included in both the monthly internal reports and 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 the AMS, 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.

(b) Obligation Control System

The AMS provides the mechanism for adequate obligation control. The system records the amount of funds available for each grant, the amount of encumbrances, the amount of expenditures and the amount of the current balance. Staff from the Baltimore County Office of Budget and Finance approve and record all contract obligations in the local financial management system. This is accomplished by the issuance of contracts and/or purchase orders that generate encumbrances in the system. All obligations are recorded in the accounting ledgers. A current balance of funds, total funds available minus encumbrances and expenditures, is identified for each grant agreement.

Furthermore, DWD administration staff maintain other supplemental records to monitor both obligations and expenditures by funding source. DWD staff review this information on an ongoing basis to ensure adequate control over both obligations and expenditures.

(c) Individual Training Account (ITA) Payment System

The DWD shall enter into a contractual agreement with each vendor that it will be using for ITA programs. This contractual agreement will describe the roles and responsibilities of the training provider, including the ITA payment system. Upon the enrollment of a WIA client into a training program with an eligible ITA training provider, the DWD will provide the selected training provider with a billing authorization form for that individual. The billing authorization form will include the total amount of costs for tuition and fees that will be paid by the DWD. After the billing authorization form is received, the training provider can submit a "Request for Payment" form to the DWD which sets forth all approved tuition and fees for the WIA client. This "Request for Payment" form requires the trainer to list if the participant is eligible for Pell grants



and, if so, how much of the tuition is paid by the Pell grant. Payment for properly charged tuition and fees shall be made by Baltimore County in a timely manner. The training provider is required to refund tuition and fees paid by Baltimore County when a WIA client drops out of training.

(d) 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 grant, fiscal unit and object/sub-object. The encoding system is comprised of a series of fields (000-000-0000-0000) which indicate funding source, agency code and grant code, and object/sub-object code. This system will ensure that funds are adequately tracked and reported in compliance with federal and State requirements.

(e) Accounts Payable System

The Baltimore County Office of Budget and Finance is responsible for the disbursement of funds. After approval and coding by DWD administration staff, expenditure invoices are forwarded to the Office of Budget and Finance for payment. Expenditure information is then entered into the County financial system using the appropriate budget codes, including funding source and cost category codes. Each transaction is identified in the general ledger. All disbursements, with the exception of petty cash, are made by credit card or check. DWD staff closely monitor the general ledger transactions to ensure that all payments are charged to the proper grant and cost category.



(f) **Staff Payroll System**

Weekly time and attendance reports are utilized for DWD staff. These reports include attendance information for each day of the week and are signed by the staff person as well as appropriate supervisory personnel. The information from these reports is entered into the Baltimore County's automated payroll system on a daily basis by DWD staff. Payroll checks are issued biweekly.

(g) **Participant Payroll System**

The DWD does not have a payroll system for participants.

(h) **Participant Stipend Payment System**

Youth participants enrolled in and actively attending training programs are eligible for participant stipend payments. The DWD uses a flat rate payment system consisting of two payment tiers. The first tier will consist of participants in need of services other than childcare. The second tier will consist of participants who are in need of childcare. A per diem payment schedule is established for each payment tier.

Each week attendance forms signed by the participant and the training site representative are forwarded to the DWD. The attendance form indicates the number of hours attended for each day of the week. Based on attendance, individuals receive weekly payments by check based on the established per diem schedule. DWD staff prepare stipend reports and the County Disbursements Office prepares stipend payment checks. Checks are then mailed directly to the participant's home.

A similar process is in place for adults and dislocated workers who are assessed as eligible for a needs-based payment.

5. **Generally Accepted Accounting Procedures**

Through the use of the AMS and other supplemental record keeping, the DWD assures that all financial transactions are conducted and records maintained in accordance with "Generally Accepted Accounting Principles."

6. **Cash Management System**

DWD staff prepare and submit cash requisitions to the Maryland Department of Labor, Licensing and Regulation (DLLR) on a regular basis. The total amount of funds requested for each grant agreement



includes cash expenditures to date and an estimate of cash expenditures for the upcoming month. DWD staff maintain a worksheet and an audit trail to support the monthly requests for cash. The requisitions and backup material are reviewed and approved by staff from the Office of Budget and Finance. After funds are made available by the Maryland DLLR, the funds are deposited into the appropriate bank accounts by staff from the Baltimore County Office of Budget and Finance. Procedures are in place to monitor cash balances. Since the DWD receives funds on a reimbursement basis, excess WIA cash will not be kept on hand.

7. Cost Allocation Procedures

(a) Identification of Cost Pools

The DWD uses a “Central Office” cost pool for the accumulation and distribution of staff and operating costs that cannot be directly assigned to a specific WIA funding source or cost category. The DWD also uses a separate cost pool for the accumulation and distribution of “Career Centers” and “Business Services” staff and operating costs that cannot be directly assigned to a specific funding source.

The DWD assures that it uses cost allocation methods that are both reasonable and consistently applied. The DWD will also maintain 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 will be directly charged. All indirect and unassigned costs will be identified and accumulated in the cost pools and distributed based on acceptable cost allocation methodologies.

(b) Distribution of Staff Costs between Cost Categories

Central office costs are accumulated in a cost pool and distributed to the two WIA cost categories, administration and program, based on staff time distribution reports. The staff time distribution reports are completed on a monthly basis and are signed by each individual as well as the appropriate supervisory personnel. The monthly time distribution reports document the number of hours spent on administration activities and the number of hours spent on the various program activities on a daily basis. Costs will be distributed between the costs categories based on the number of documented hours worked on each cost category. The DWD will distribute the costs in the pool on a monthly basis, quarterly basis or cumulative annual basis. The DWD assures that whatever basis is used to distribute the pooled costs will be consistently applied during the program year.

(c) Distribution of Funds from Each Cost Pool

The “Central Office” cost pool will be distributed between the two WIA cost categories, administration and program, based on time distribution reports. The portion of the central office



costs that are distributed to the program cost category will be distributed to the various funding streams based on either monthly time distribution reports or program participant counts. The “Career Center” cost pool will be distributed to the various funding sources based on program participant counts. Business Services cost pool is distributed evenly between the Adult and Dislocated Worker grants. The DWD will distribute costs from the pools on a monthly basis, quarterly basis, or cumulative annual basis. The DWD assures that the method used to distribute costs from the pools to the various funding sources and cost categories will be reasonable and consistently applied for the entire program year.

(d) **Funds Included in the Cost Pools**

WIA funds including allocations for the Adult Program, the Youth Program and the Dislocated Worker Program, as well as any WIA performance awards and/or other WIA discretionary awards, may be included in both the “Central Office” and the “Career Center” cost pools. Furthermore other County funded employment programs may be included in both cost pools.

(e) **Cost Allocation Plans for One Stop Centers**

The plans for allocating costs at the One Stop Centers are negotiated by the various partners. For example, salaries and fringe benefits of the staff will continue to be paid by the employing agency. The parties have agreed to a cost sharing arrangement for operating costs, such as telephones, utilities and supplies, based on the proportionate share of staff and/or facility use. The DWD and the Department of Labor, Licensing and Regulation will also equitably share the facility rental costs at the One Stop Centers.

8. **Audits**

All governmental and non-profit organizations must follow the audit requirements of the federal OMB Circular A-133. An annual financial and compliance audit will be conducted and submitted to the Maryland Department of Labor, Licensing and Regulation within thirty (30) days after the completion of the audit report, but no later than nine (9) months after the end of the audit period. Furthermore, the Baltimore County Division of Workforce Development ensures that all required subrecipient audits and all subrecipient audit resolution procedures are completed.

9. **Debt Collection**

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 WIA 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 the DWD. 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 DWD staff, after adequate negotiation, determine that cash repayment is not possible, other methods to satisfy the debt may be explored. The DWD may accept allowable WIA 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 subrecipients while the subrecipient continues to provide WIA services at existing levels. If debts cannot be satisfied through the methods described above, the DWD will turn the case over to the Baltimore County Office of Law to initiate formal collection proceedings.

(G) LWIB – CLEO WORKING AGREEMENTS

The Local Workforce Investment Board – Chief Local Elected Official working Agreement is represented by the executive order promulgated by the County Executive on July 1, 1999 (Attachment 4), the LWIB By-laws (Attachment 5), and in the appropriate administrative sections of this plan.

(H) RESPONSIBILITIES OF THE ONE STOP SYSTEM

1. **Selection of One Stop Operator**

As articulated in WIFI #7-99, The DWD selected two One Stop operators in Baltimore County: The DWD and the Maryland Department of Labor, Licensing and Regulation (DLLR). The DWD's selection was made using the grandfathering provision in order to provide continuity within the County and to ensure that the quality of services enjoyed by constituents continue. The DLLR oversees operations at the Eastpoint Workforce Development Center in collaboration with DWD. The DWD is responsible for the Liberty Center Workforce Development Center and the Hunt Valley Workforce Development Center.

2. **Role of One Stop Operator**

The role of the One Stop operators in the County includes the following:

- Design the integration of systems and coordination of services for the specific site and its partners
- Evaluate performance and implement required corrective action
- Evaluate customer needs and satisfaction data to refine service strategies
- Plan and report responsibilities
- Act as liaison with the DWD and the Center it oversees
- Market One Stop services and recruit additional partners
- Respond to community needs
- Respond to employers' needs
- Facilitate the sharing and maintenance of data



- Facilitate teams on common issues
- Recommend termination of services of one or more on-site partners/service providers due to lack of performance

The financial oversight of the One Stop system rests with DWD.

3. Number and Type of One Stop Centers

The DWD will operate a network of affiliated sites that include three facilities within Baltimore County. Continuity of service provision will be maintained through:

- A comprehensive technology based referral and case management system called the Maryland Workforce Exchange (MWE).
- Joint managerial teams that meet every other week to discuss operational issues, including the collaborative development of standard operating policy documentation and associated field instructions.
- Collaborative planning of integrated staff training and development.

DWD locations include:

1. Hunt Valley Workforce Development Center: Provides core, intensive and training services on-site.
2. Liberty Center (Randallstown) Workforce Development Center: Provides core, intensive and training services on-site.
3. Eastpoint Workforce Development Center: Provides core services and intensive services on-site with technology based referral for training services.
4. In addition, a Mobile Career Center is operated by DWD to provide core services in the community.

DWD partners and associated 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: Workforce Investment Act, Wagner-Peyser, Early Intervention Program, Veterans, Job Corps, Native American Program, Adult Education, DORS, Dept. of Aging, Unemployment Insurance Hearings, Dept. of Social Services, Community Colleges of Baltimore County, and the Baltimore County Small Business Resource Center.

4. Minimum Requirements for each Center

At a minimum, locations providing core services shall have:

1. A Reception Area where customers will be warmly greeted, given information about Center and partner services. Full-time workforce development professionals will staff the Reception



Area.

2. A Career Resource Library & Computer Lab where customers receive preliminary needs assessment, guidance for on-line registration in MWE and an overview to One Stop services. The Resource Lab will be equipped with computers, career related software, career interest and aptitude assessment tools, internet access, books, newspapers, periodicals, videos and magazines that focus on job seeking information and instruction related to resume development, job seeking strategies, interviewing techniques and labor market information. The Resource Lab will also provide access to phones, copy and fax machines for job search related use. Each Workforce Development Center will have Career Resource Specialists dedicated to providing customer assistance in the Career Resource Library & Computer Lab areas.
3. On-site seminars for customers include, but are not limited to:
 - Basic Computer Skills
 - Resume Writing
 - Job Search Strategy and Interviewing Techniques
 - Obtaining a Federal Job
 - Math Review
 - How to Start a Small Business
 - Financial Planning and Foreclosure Prevention
4. Career Consultation & Training Services (Hunt Valley, Liberty Center and Eastpoint)
 - Career exploration, facilitation of setting career goals and development of an Individual Employment Plan
 - Referral to pre-vocational training
 - Referral to occupational skills training
 - Referral to jobs
 - Follow-up and retention consultation
5. The DWD will establish performance standards for each One Stop Center once it has negotiated benchmarks and standards with the State.
6. The One Stop system and operators will be evaluated at least quarterly. The evaluation will include performance, customer utilization and other factors as determined by the DWD. An Operations Team comprised of on-site One Stop partners meets regularly (every other week) to manage, evaluate, and enhance the One Stop services' delivery system.
7. The DWD is in the process of updating the MOU's, that will govern activities and collaborations among partner agencies.



I. CONTINUOUS IMPROVEMENT

The Baltimore County Workforce Investment Board is committed to the development of a system that will assure the ongoing growth of service providers in the metropolitan area particularly those producing skilled workers for our employer community. The DWD has designated staff of DWD to ensure continuous improvement of the One Stops through the analysis of information collected from both service providers and constituents of services. The county's continuous improvement process includes consultation with employer groups, the local chambers, as well as regular reviews and critiques of service providers and outcome data of services provided to both job seekers and employers. In addition, bi-monthly meetings are held with the management staff of all the One Stops to discuss common areas of interest, solve problems, develop operational plans, and look at outcome data. These meetings provide an avenue for continuous improvement and have been cited by the U.S. Department of Labor as a "Best Practice."

DRAFT

ADDITIONAL INFORMATION REQUIRED



A. Operating Systems and Policies Supporting the State’s Strategies

1. What are the local policies utilized to support the coordinated implementation of the state’s strategies?

Baltimore County operational staff from DWD and DLLR meet every two weeks to plan and coordinate all services of the One-Stop operations. Through these meetings, as well as the quarterly Directors’ meetings with DLLR management staff, integration of WIA, Wagner-Peyser and VETS programs and strategies is assured. Staff from both the county and the state work closely to insure that services in the One-Stops are not duplicated. When new grants or policies are implemented, whether at the state or the county level, DWD and DLLR staff work together to plan how the services will be coordinated in Baltimore County.

2. Please describe in detail one stop service delivery design for job seekers.

When a Job Seeker comes into a One Stop:

Enrollment / Information Gathering

- Needs Assessment = 2 parts
- Section (a) addresses immediate, critical needs via a paper format.
- Section (b) focuses on employment goals, job search efforts & results and is located in the Activities Q&A section of MWE VOS.



Process for a New Job Seeker...

1. At Front Desk, Job Seeker (JS) is provided Enrollment Paperwork:
 - a) Needs Assessment
 - b) Activity Sheet
 - c) Center and Computer Usage Agreement
 - d) Authorization to Release Information
 - e) Receipt of Grievance Procedures
2. Upon completion, JS returns paperwork to Front Desk.
3. CRS is alerted that JS has completed Needs Assessment and is ready for review.
4. Front Desk enters service code 121 – Utilization of Resource Area.

CRS reviews & discusses Needs Assessment with JS.

- CRS will use section (a) of the Needs Assessment to offer written recommendations regarding appropriate resources and services either within the Workforce Center or referrals to other organizations based upon the JS’s needs.

JS views Center Orientation (video on flat screen TV or individual computer).

- Complete MWE Enrollment = Contact Info., Background Wizard & Resume, Virtual Recruiter and Activities Q&A. At a minimum, JS must finish contact information to use Core Services.
- MWE VOS “How To” tutorials are available to assist JS’s regarding the keystrokes associated with enrollment and system functionality.
- A staff copy of the Needs Assessment section (a) will be stapled to the JS’s enrollment paperwork and filed at the Front Desk



IF JS is ready to benefit from Workforce services they are assigned a computer for MWE enrollment.

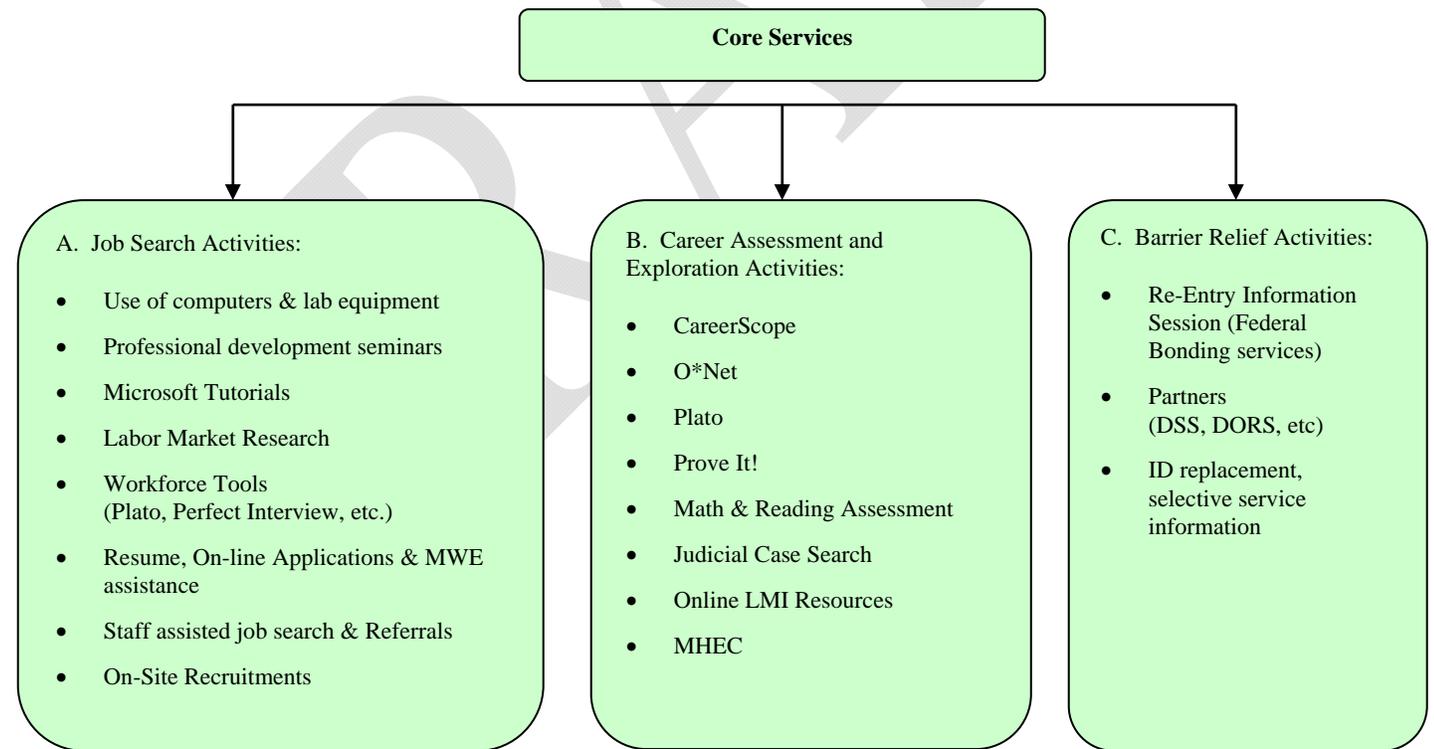
IF JS is NOT ready to benefit from Workforce services they are referred to appropriate external resources.

CRS enters services and case note in MWE VOS if JS has enrolled.

- At a minimum, 1 case note regarding the “Needs Assessment” should be entered into MWE.
- Additional items of “significance” should be entered when appropriate. (i.e. Assessments used, Perfect Interview, significant barriers to employment, etc.)

Job Seeker use of the One Stop: _____

Use of Core Services



Job Seeker use of the One Stop: _____

Interest in Intensive & Training Services

Referral to Intensive & Training Services...

Front Desk and / or CRS will provide:

- WIA FAQ's & Required Documentation Handout

CRS enters services and case note



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Job Seeker use of the One Stop: _____

Baltimore County Workforce Development Council



Five Year Workforce Investment Act Plan

Program Years 2012 - 2016

Intensive & Training Services Orientation

Time / Duration	Sections	Facilitator
8:45 am to 10:20 am	WIA Staff Presentation	Career Consultant
10:30 am to 11:30 am	Financial Planning	Jerry Diem
11:35 am to 1:00 pm	Math & Reading Assessment.	Career Consultant <i>(or a CRS if staffing issues necessitate)</i> <i>Facilitation Note: Math & Reading will be bundled with WIA I&T Orientation for service mapping purposes. Stand-alone sessions will be added as needed to accommodate RRE session customers.</i>

Content:

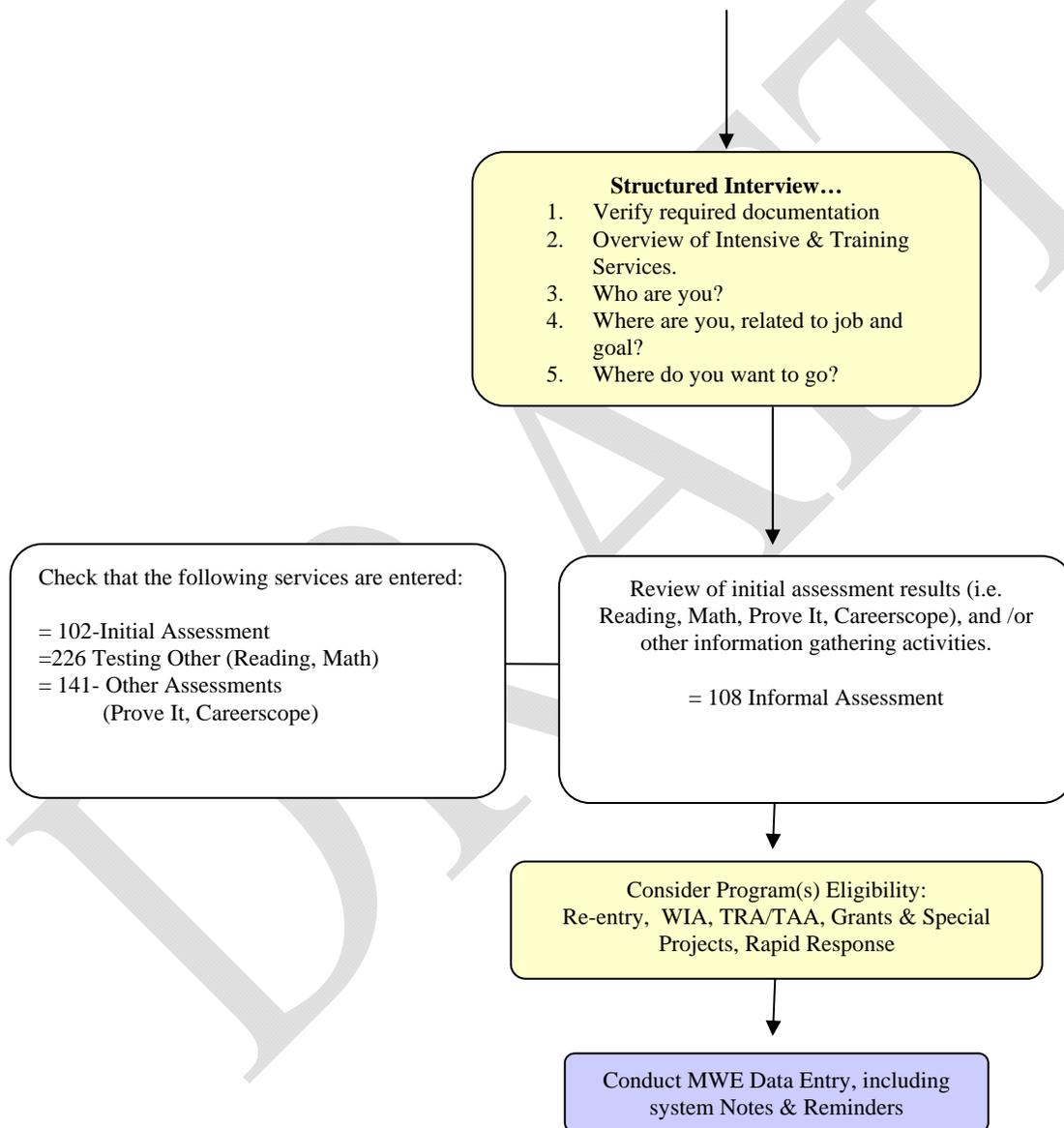
1. Job Seekers will receive an explanation of:
 - a) WIA Eligibility Requirements (including appropriate ID needed for 1st appointment with a Career Consultant)
 - b) Intensive Service and Pre-Vocational Requirements
 - c) Career Consultation Services
 - d) Consultation Partners
 - e) IEP – “A Document that Lives”
 - f) Occupational Skills Training Requirements
 - g) Follow –Up Requirements (homework)
2. Job Seekers will be given “homework” (LMI from ONet, job description search by industry and a CDA including employment goals, income requirements, etc.), which must be completed prior to scheduling an appointment with a Career Consultant.
3. A facilitated discussion will cover Labor Market Information and How to Explore New Careers (including ONet Crosswalk) in order to provide Job Seekers with all the necessary resources and guidance to complete the LMI “homework”.
4. Job Seekers will be shown how to use the ONet and be given handouts to guide them through the WIA application process.
5. Front Desk personnel will email the CDA form to Job Seekers so it can be completed and emailed back to the Center.
6. Job Seekers will be scheduled for an appointment with a Career Consultant upon receipt of the CDA Part I.

Service / Activity Code Mapping:

- 101 Orientation
- 107 Provision of Labor Market Information
- 226 Reading and/or Math Testing

1st Appointment with a Career Consultant:

Information gathering process



Additional Appointment(s): _____

Job Search Assistance with a Career Consultant

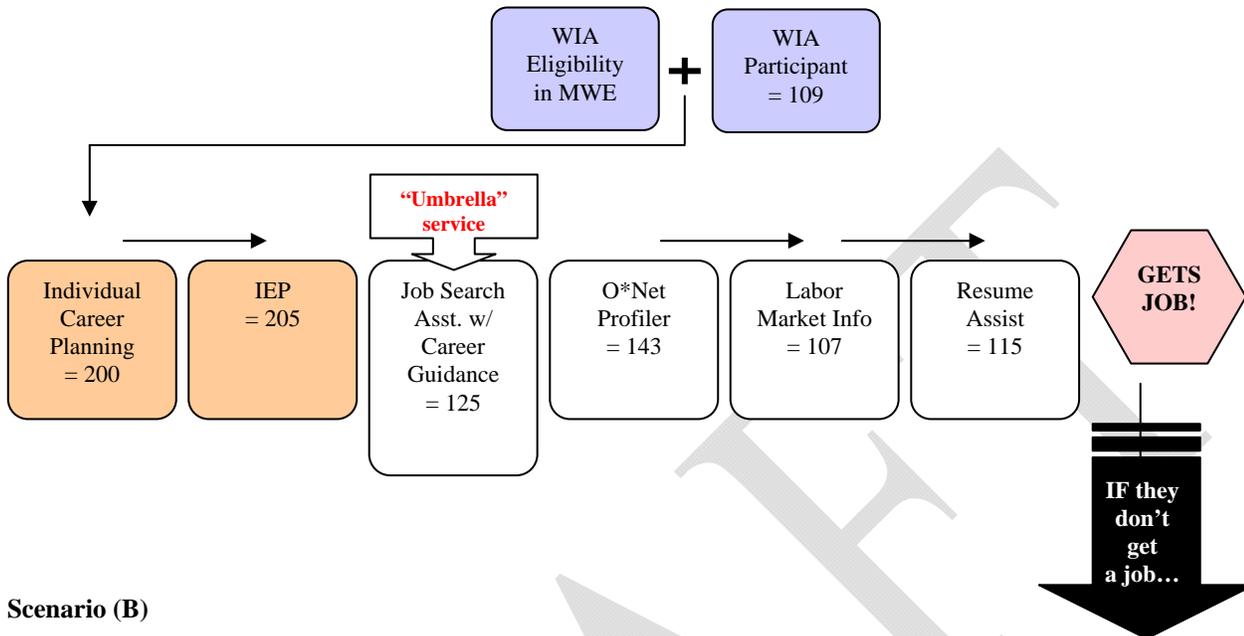
Scenario (A)



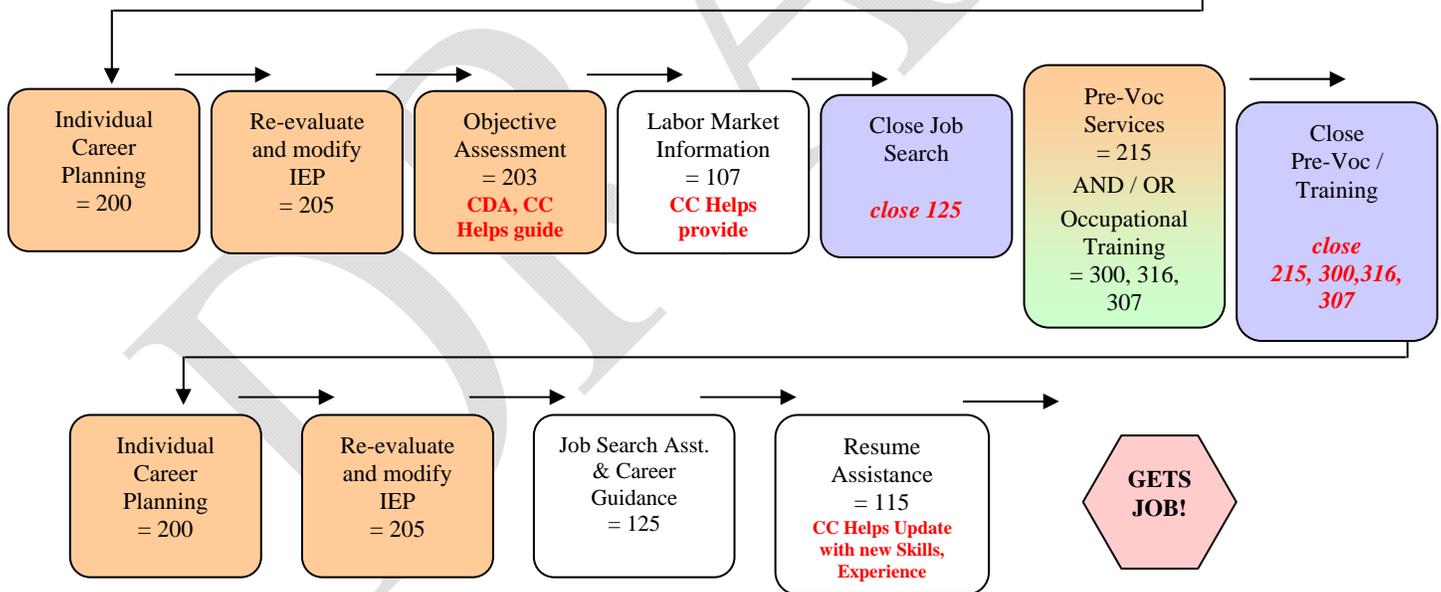
Baltimore County Workforce Development Council
Five Year Workforce Investment Act Plan
Program Years 2012 - 2016



Individual Services below may represent multiple appointments



Scenario (B)

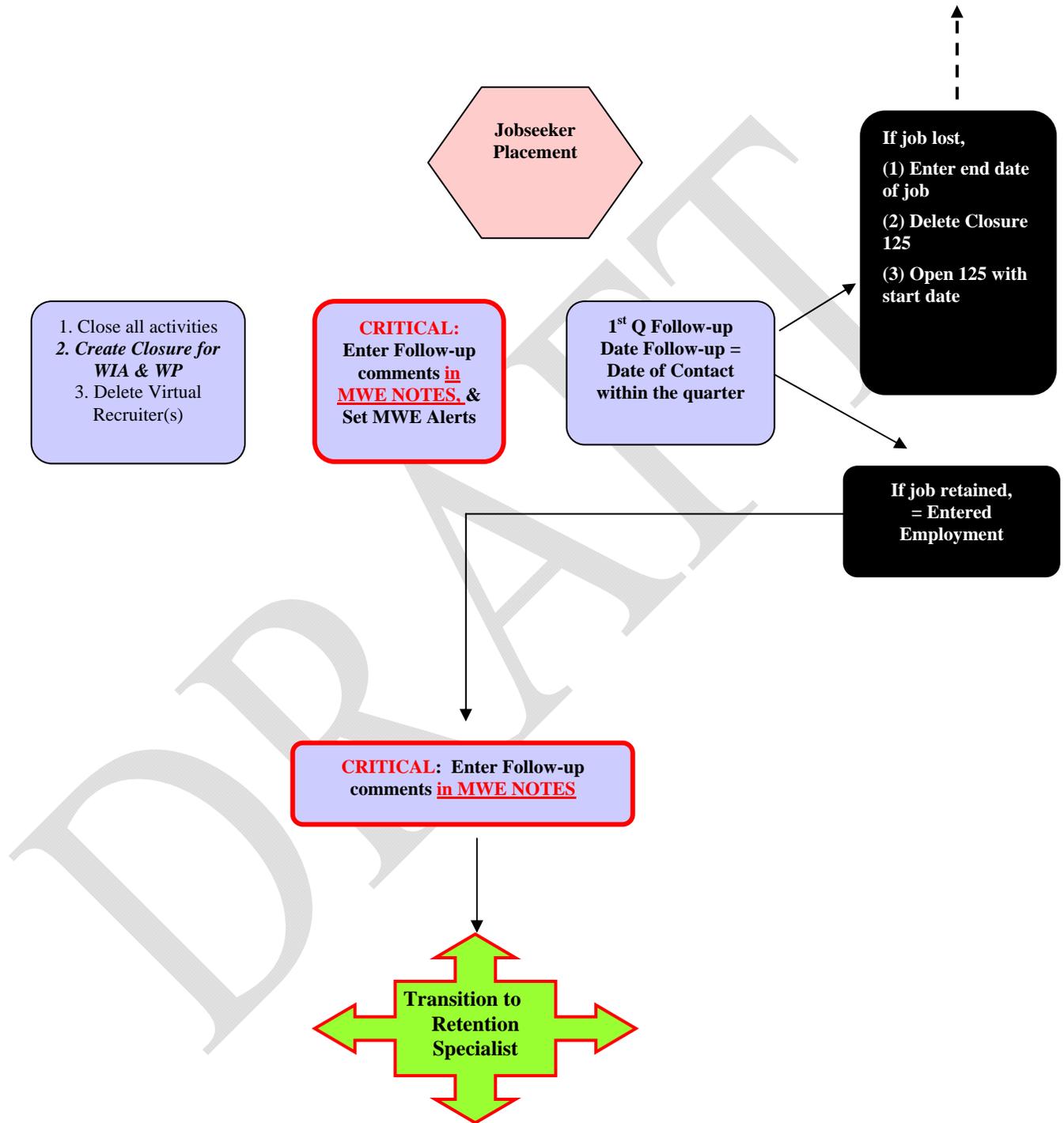


Reference: Field Instruction IS 1-2011, WIA Follow Up & Job Search Guidelines. The absence of active services for 90 days will cause MWE to soft exit the individual.



Obtained Employment: _____

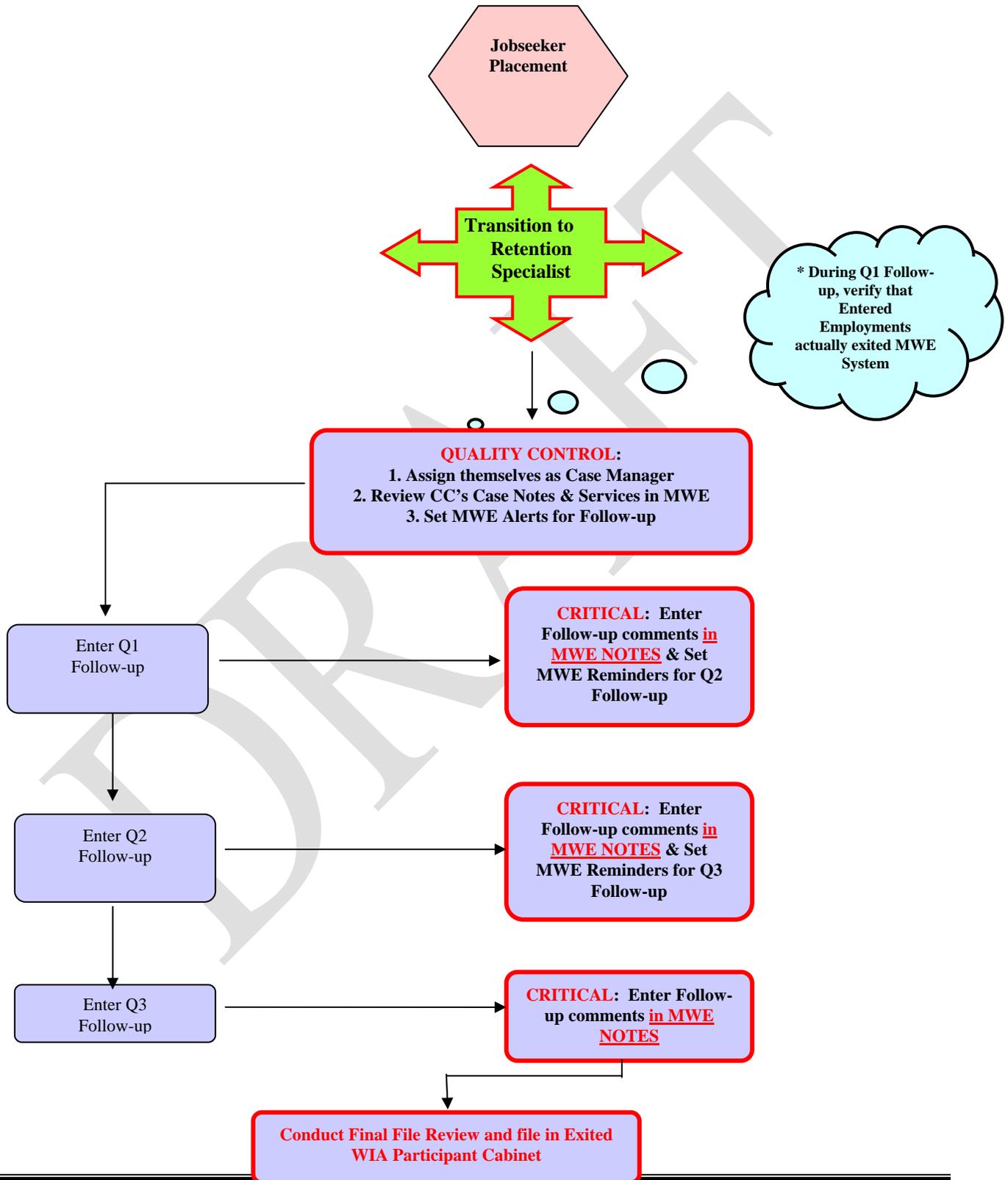
Part 1: Career Consultant Functions





Obtained Employment: _____

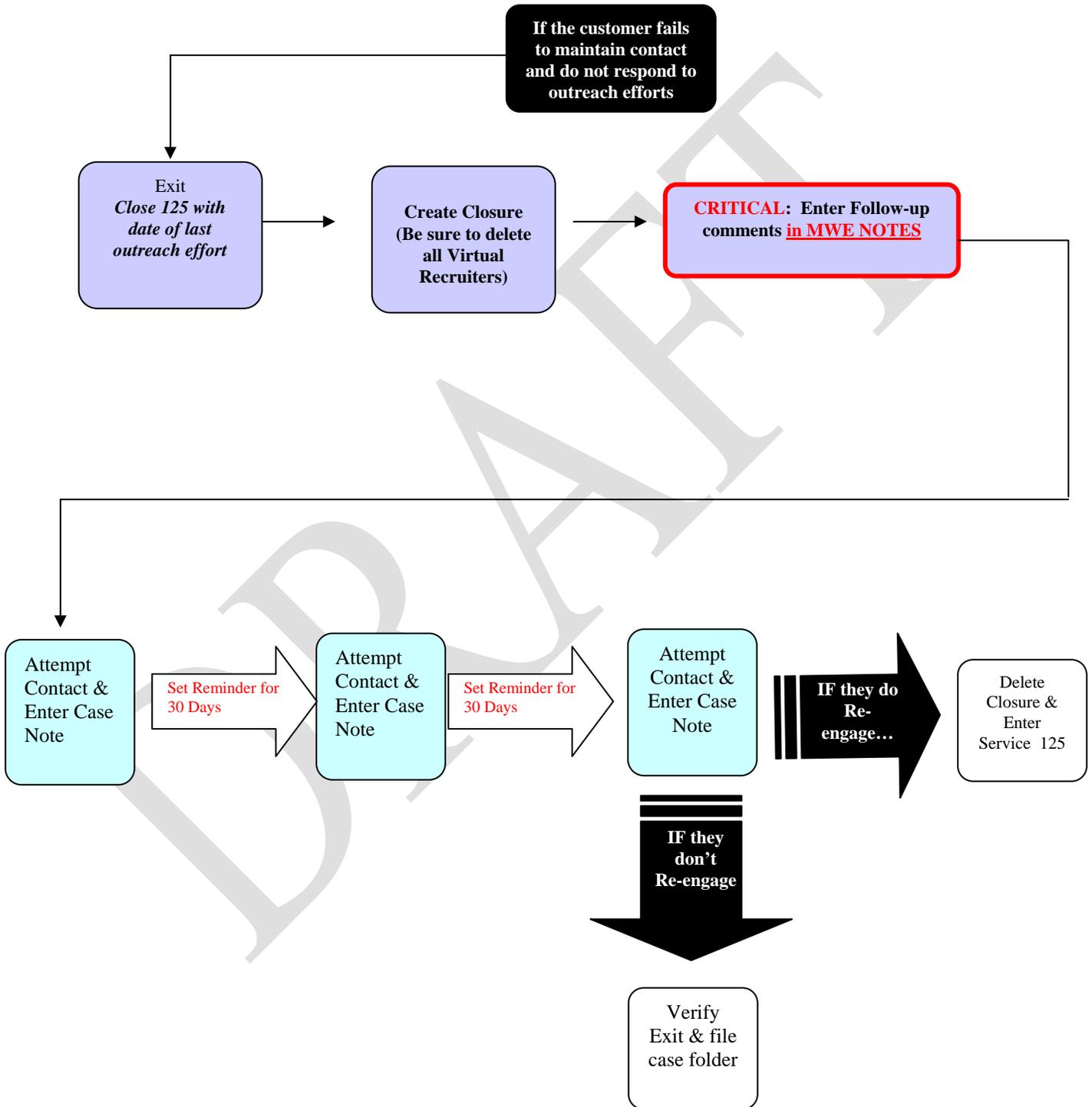
Part 2: Retention Specialist Functions





Case Closed: *Non Communication* _____

Career Consultant Functions

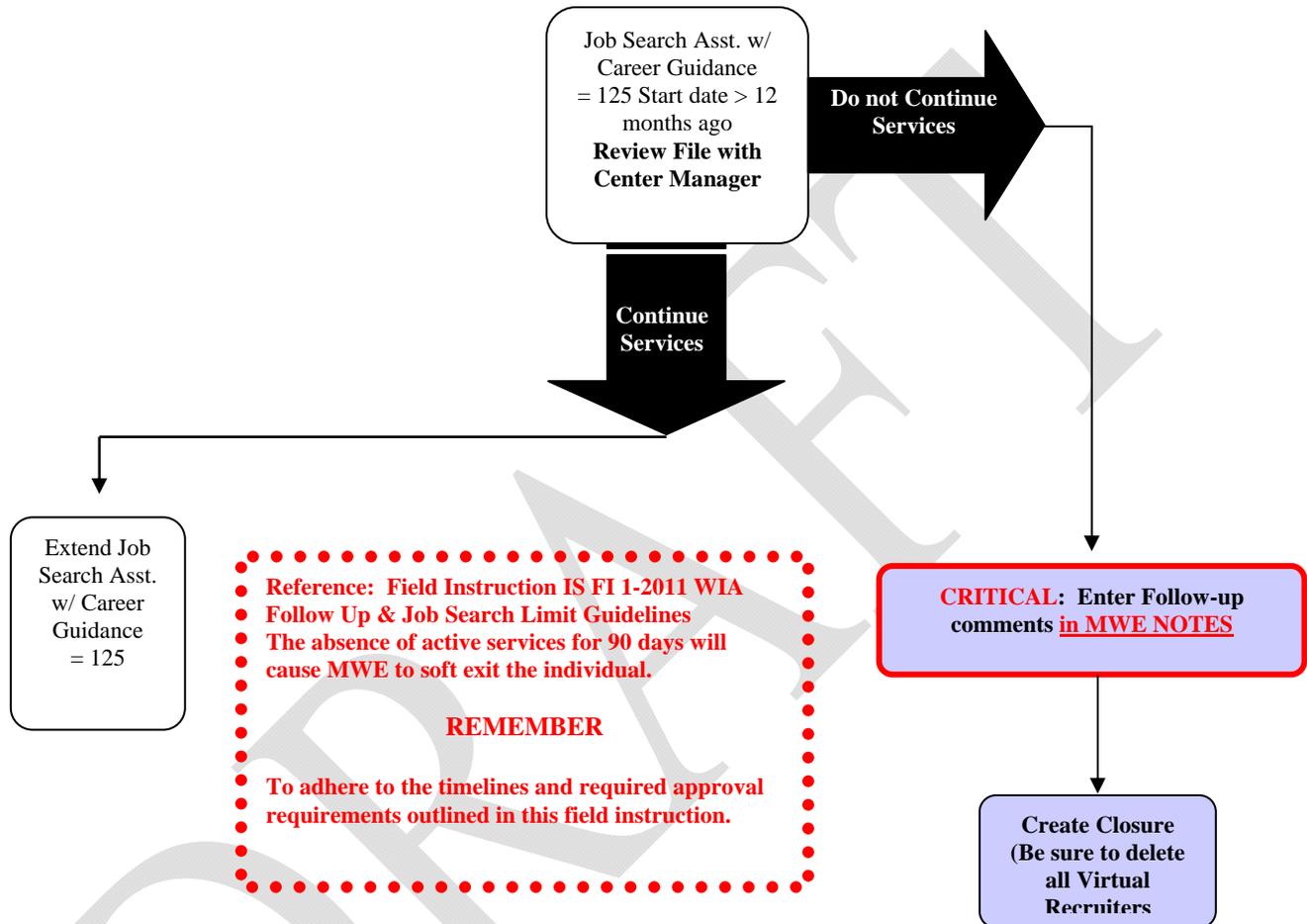


Baltimore County Workforce Development Council
Five Year Workforce Investment Act Plan
Program Years 2012 - 2016



Actively Engaged in Job Search >= 9 Months: _____

Career Consultant Functions





3. Please describe in detail one stop service delivery plan for Employers. Please discuss industry priorities, services delivered, and how you connect these services to job seekers?

The Business Services Team of the Baltimore County Workforce Development System engages the business community in a wide range of professional services designed to connect them with cost-saving incentives and funding resources associated with program partnership, thus expanding opportunities for the customers within the Baltimore County workforce centers. Companies can take advantage of recruitment services that plug them directly into a diverse candidate pool ranging from entry to professional level. Business participants receive information on various tax credits and other funding incentive benefits associated with hiring from special populations, or current government economic stimulus programs. The team also provides professional outplacement assistance services (Rapid Response) to efficiently connect transitioning talent from local companies directly with those businesses that are in expansion mode.

Workplace training is a valuable retention tool and in many instances, DWD invests funding to offset the extraordinary costs of training new employees and upgrading incumbent worker skills. Business Services Specialists provide access to several local, state and federal training funding resources as they become available. Customized and on-the-job training project funds are based on availability, and are typically short-term and occupational in nature. The DWD business services staff assists the business throughout the application and grant approval process.

The Business Services Team is actively engaged in business development activities within the agency and throughout the territories they represent within Baltimore County. Internally, the Business Services Team contribute to the business-driven committees and initiatives dedicated to address industry and workforce challenges (Healthcare, Skilled Trades, Mature Workers, Youth, Baltimore Regional Employer Institute, Workforce Development Council, Sector Strategies, GWIB activities, etc.)

In addition to their on-going team outreach in Eastern, Central and Western Baltimore County, all of the Business Team are members of the majority of the Business and Professional Chambers and organizations throughout the county, and regularly provide expertise and information in those forums and at Mega-Networking events and expos that bring large groups of employers to the table to discuss trends, successes, and workforce issues.

The Business Team, in partnership with the Business Development unit of the Department of Economic Development (of which it is a team member) has designated six priority industries in Baltimore County:

- Healthcare
- Manufacturing
- Corporate Headquarters/Ops Centers
- Information Technology
- Port-related Industries (Logistics and Distribution Ctrs.)
- Federal Agencies/Contractors



4. How will the LWIA ensure an integrated service delivery model across programs and services by the One Stop Career Centers? Provide specific examples. Please include examples of innovative best practices, coordination between partners in the One Stops, and blending and braiding for funding streams?

A practice that has been cited by the US Department of Labor as a WIA Best Practice is the bi-weekly meetings of the LWIA operations team. These meetings are attended by WIA, Wagner-Peyser, VETS and Early Intervention staffs. All issues affecting the One Stops are dealt with in these meetings to ensure integration of services. Customers of the One Stops do not know which staff are state, which are county and what programs they represent. They see all staff at the One Stops as working together to provide the services they need.

Through the MOU and RSA, funding streams are blended to assure that all needed services are provided. This includes special grants such as the MESP grant, the Mobile Career Center grant and the Maturity Works grant. These grants open services to special needs customers as the VETS grant does and provide a braiding of funding sources.

5. How will Local Areas provide WIA rapid response activities to dislocated workers?

The DWD has instituted a Rapid Response to Rapid Re-employment model:

"Rapid Response To Rapid Re-Employment" is a service delivery model designed to "jump-start" the downsized worker's engagement in professional development and job search activities through the Workforce Development Centers prior to leaving the company, so that they are better prepared to transition to a new employment opportunity.

Customized Services In This Model Include:

Rapid Response Sessions (held on site at employer locations) which include:

- Overview of services and supportive resources
- Introduction to the statewide job database, MD Workforce Exchange Virtual One-Stop (MWE VOS)
- Update on UI benefits
- Enrollment assistance in MWE VOS - Mobile Career Center brought on employer site
- Employees become a part of Baltimore County's "Transitioning Talent" candidate pool specific to their skill sets

Rapid Re-Employment Sessions (to be held at Baltimore County Workforce Development Centers in Randallstown, Hunt Valley, Eastpoint) - Include:

- Navigation of MWE VOS including completing the system background profile and resume for employers seeking specific skill sets; Creating an automated "Virtual Recruiter"



- Financial planning insights specific to job loss
- A resource guide to help job seekers in "Surviving a Layoff"
- Session attendees are put on the "fast track" to access center services and resources to help them get re-employed

Talent Fairs & Social Networking Events –

- Baltimore County Workforce Development System staff coordinates Outreach Campaigns, Talent Fairs, and Networking Events for the transitioning workforce to make effective connections between the job seekers being downsized and the employers seeking their specific skill sets
- The events are extremely targeted, and allow the candidates and employers to meet in both a formal job fair setting as well as in a networking forum
- Based on their transferable skill sets, candidates are promoted to a broad range of employers; Only employers with current, relevant openings are invited to participate
- Employers find the targeted forum a more productive use of their time (as opposed to an open job fair event)
- Candidates can practice their networking skills by interacting with employers at a social level

6. Other than MWE what methods are used for data collection and reporting One-Stop programs and activities? What other data is collected and how?

A manual count is made of all visits to the One-Stops to produce a Monthly Traffic Flow for each center. In addition, DWD produces an ITA Expenditure Report that tracks all customers who use ITAs. The report tracks each training referral by One-Stop and by funding source (Adult or Dislocated Worker). Through this report, DWD is able to track ITA expenditures.

B. Services to State Target Populations

1. What employment, re-employment and training needs are provided to unemployment compensation claimants, the long term unemployed, the under employed and dislocated workers (including trade-impacted dislocated workers and displaced home makers)?

The services provided to all One Stop customers described earlier are also provided to these groups of customers. In addition, WIA staff collaborate with Wagner-Peyser staff to insure that all eligible trade-impacted dislocated workers receive TAA-funded services.



2. What employment, re-employment and training needs are provided to low-income individuals (including recipients of public assistance)?

The services provided to all One Stop customers described earlier are also provided to this group of customers. In addition, DWD maintains a relationship with the Baltimore County DSS *Winning New Jobs Program* which provides workforce services to TANF customers. Referrals between DWD and DSS are made to accommodate the special needs of this population.

3. What employment, re-employment and training needs are provided to migrant and seasonal farm workers?

Migrant and seasonal farm workers receive the same type of service for re-employment, employment and training needs as any other dislocated worker. Most workers return to their hometowns, which is usually Texas or Florida at the end of the season. H2A and H2B workers return to their countries once their visa has expired.

4. What employment, re-employment and training needs are provided to veterans?

The services provided to all One Stop customers described earlier are also provided to this group of customers. Veterans receive the highest priority of services at the One-Stops. In addition, referrals are made to the VETS teams in the One-Stops so they can provide customized services to this group.

5. What employment, re-employment and training needs are provided to individuals with limited English proficiency?

The services provided to all One Stop customers described earlier are also provided to this group of customers. The use of interpreters is made if needed to communicate with speakers of foreign languages. Referrals are made to ESL classes if deemed appropriate.

6. What employment, re-employment and training needs are provided to homeless individuals?

The services provided to all One Stop customers described earlier are also provided to this group of customers. In addition, DWD's Mobile Career Center makes monthly visits to the three largest homeless shelters in Baltimore County. On those visits, residents of the shelters are introduced to MWE and the services offered by WIA and Wagner-Peyser.

The goal of these visits is to encourage homeless residents to make use of the One-Stops to get the services they need for re-employment.

7. What employment, re-employment and training needs are provided to ex-offenders?

The services provided to all One Stop customers described earlier are also provided to this group of customers. All staff at the One-Stops have received training on the issues that affect



ex-offenders in seeking employment. Referrals are made to the DLLR Re-Entry Transition Specialist for special services to this population. This staff person provides monthly Re-Entry Information Sessions designed to assist ex-offenders to:

- Obtain a federal bonding letter
- Interview effectively
- Explain one's criminal background to employers
- Learn expungement procedures
- Access community resources.

In addition, DWD's Mobile Career Center makes regular visits to the County Detention Center as well as Parole and Probation offices to provide re-entry services to ex-offenders and those in detention to prepare them for release. The services provided assist ex-offenders for dealing with the employment issues that have a direct impact on their job search success.

8. What employment, re-employment and training services are provided to older workers?

The services provided to all One Stop customers described earlier are also provided to this group of customers. Staff at the One-Stops have had training in dealing with older workers through the Aging Worker Initiative grant that Baltimore County had with the Department of Labor.

9. What employment, re-employment and training needs are provided to individuals training for non-traditional employment?

The services provided to all One Stop customers described earlier are also provided to this group of customers.

10. What employment, re-employment and training needs are provided to individuals with multiple barriers to employment?

The services provided to all One Stop customers described earlier are also provided to this group of customers. In addition, One-Stop staff make referrals to other agencies to help alleviate barriers to employment when needed. Baltimore County produces a Service Provider Agencies' Network (SPAN) directory every year that lists all human services agencies in the county. This directory is used to assist customers with multiple barriers connect to agencies that can help with particular issues that prevent the customer from achieving his/her employment goals.

11. What employment, re-employment and training needs are provided to adults with disabilities?

The services provided to all One Stop customers described earlier are also provided to this group of customers. Special accommodations are made for disabled customers. These include:

- JAWS (for computer access)
- Braille versions of some resource materials



- TTY Phones at all locations
- Ergonomic keyboards and mouse at resource computers

All One-Stops are ADA accessible. When needed, American Sign Language interpreters are Brought in for hearing-impaired customers. In addition, staff have received training in disability issues from the Maryland Disabilities Law Center. DWD helps to coordinate the EmployABLE Career Fair held at the World of Possibilities Expo for people with disabilities (partnership between County and City Commissions on Disabilities, Caring Communities, DWD, MOED).

12. What types of services are currently provided to youth with disabilities and youth with significant barriers?

All WIA-eligible youth are served by subrecipients. Most of the youth served have significant barriers to employment, which include low education levels, lack of a work history, teen pregnancy and parenting, involvement with the juvenile or adult criminal justice systems and more. Services to these youth include educational remediation and GED prep, group and individual counseling, work experience, job shadowing, internships, pre-employment skill training and referral to other human services agencies when needed.

In an alliance with DORS and DSS Foster Care, a summer employment program is established each year to work with disabled youth and foster care youth. They are provided with pre-employment training (through CCBC) followed by six weeks of summer employment. These youth are followed closely to insure a valuable summer experience as well as good workforce training. Career coaches are used with the DORS youth, many of whom have severe physical or mental disabilities.

13. What Is the long term strategy to improve services and employment outcomes of individuals with disabilities?

DWD is in the process of developing a new strategic plan to guide the agency. Part of this plan will include developing strategies for working with the disabled population. Strategies may include more staff training, strategic partnerships with DORS and other agencies serving the disabled, and securing grants targeting services to the disabled.

14. How will comprehensive services for eligible youth, particularly youth with significant barriers to employment, be delivered?

All WIA-eligible youth are served by subrecipients. Most of the youth served have significant barriers to employment, which include low education levels, lack of a work history, teen pregnancy and parenting, involvement with the juvenile or adult criminal justice systems and more. Services to these youth include educational remediation and GED prep, group and individual counseling, work experience, job shadowing, internships, pre-employment skill training and referral to other human services agencies when needed.



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Baltimore County
Department of Economic Development
Division of Workforce Development



**Five Year WIA Plan
PY 2012 – 2016**

Attachments

1. MOU/RSA
2. ITA Policy
3. Grievance Procedures
4. LWB/LEO Agreement
5. LWIB By Laws

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