



Baltimore County Local Workforce Area Plan

Workforce Innovation and Opportunity Act (WIOA)

2020-2024



Workforce Development Board | Department of Economic & Workforce Development

Baltimore County Workforce Development Board

**Baltimore County Department of
Economic and Workforce Development
(DEWD)**

Leonard Howie
Director

400 Washington Avenue
Towson, Maryland 21204
410-887-8000

Mary Manzoni
Sr. Manager of Workforce Development

www.baltimorecountymd.gov

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Letter from the Workforce Development Board Chair

Anna-Maria G. Palmer, Chair
Baltimore County Workforce Development Board
Baltimore County Department of Economic & Workforce Development (DEWD)
400 Washington Avenue, Suite 100
Towson, MD 21204

To the Members of the Governor’s Workforce Development Board and the Maryland Department of Labor:

Together with the Executive Committee and members of the Workforce Development Board, I am pleased to present the WIOA Local Workforce Area Plan for 2020-2024 for Baltimore County. The original plan (2016-2020) focused on our local workforce board’s goals to establish a demand-driven workforce system and develop skilled, job-ready residents to supply the talent needed to attract, retain, and grow County companies. The WDB’s in-depth analyses of the local workforce system’s capacity from a supply, demand, and operational perspective have been foundational to developing a local long-term strategy to implement the WIOA legislation in Baltimore County.

The WDB continues to prioritize comprehensive data analysis to identify industries that serve as the greatest economic and employment drivers for the County to better align our workforce, education, and training partners to meet employers’ current and future demand. This plan represents the WDB’s many years of dedicated service to examining labor market insights on Baltimore County’s nine targeted priority industries, and the correlating occupations with the greatest projected demand. DEWD and the Board will continue to employ quantitative and qualitative research analytics to cultivate a systemic approach to using data-informed, results-oriented practices to effectively meet the needs job seekers and employers in Baltimore County.

As we navigate a pathway towards economic recovery, the Board will now turn its focus to the human services aspects of our local workforce system. It is our goal is to be intentional in examining our organizations’ policies and practices to identify where gaps may exist and to strengthen relationships with our community-based partners, replicating best practices. We will also use a lens of diversity, equity, and inclusion to understand the demographics, disparities, and economic viability of the communities we serve and support.

This plan is indicative of our significant progress in achieving key local objectives, and thoughtful consideration of input from local business, education, community, and workforce leaders. We are confident that these kinds of data-driven strategies and actions will enable Baltimore County to achieve Maryland’s benchmarks for success and transform our workforce system to be even more responsive to the evolving needs of industry, employers, and job seekers in the Baltimore Metropolitan Region, as we recover from the pandemic and seek to maximize this opportunity.

Sincerely,



Anna-Maria G. Palmer, Chair

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Acronym List

ABE	Adult Basic Education
ABEL	Adult Basic Education and Literacy
ACE	Accelerating Connections to Employment
ADA	Americans with Disabilities Act
AJC	American Job Center
ALICE	Asset Limited Income Constrained, Employed
AMS	Administrative Management System
BCS	Basic Career Services
BDR	Business Development Representatives (<i>Economic Development</i>)
BFU	Business and Finance Unit (<i>DEWD</i>)
BSC	Business Services Consultant (<i>Workforce Development – State</i>)
BSR	Business Services Representatives (<i>Workforce Development – State</i>)
CAFL	Center for Adult and Family Literacy
CAREER (Team)	Coalition of Agencies Ready to Engage in Employment and Retention
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBO	Community Based Organization
CC	Career Consultant
CCBC	Community College of Baltimore County
CSO	Career Services Orientation
CFDA	Catalog of Federal Domestic Assistance
CLEO	Chief Local Elected Official
CRC	Civil Rights Center
CRS	Career Resource Specialist
CSBG	Community Service Block Grant
DEI	Diversity Equity and Inclusion
DEWD	Department of Economic and Workforce Development
DOL	United States Department of Labor; Maryland – Maryland Labor
DOPs	DEWD Operational Policies
DORS	Division of Rehabilitation Services
DSS	Department of Social Services
DVOP	Disabled Veteran Outreach Specialist
DWDAL	Division of Workforce Development & Adult Learning
EB	Extended Benefits
EARN	Employment Advancement Right Now
EDAB	Economic Development Advisory Board
EEOC	Equal Employment Opportunity Commission
EOO	Equal Opportunity Officer
ESOL	English for Speakers of Other Languages

Acronym List

ETP	Eligible Training Provider
GAAP	Generally Accepted Accounting Procedures
GED	General Educational Development
HPO	High Priority Occupations
HHS	Health and Human Services
ICS	Individualized Career Services
IEP	Individual Employment Plan
ISS	Individual Service Strategy
ISY	In-School Youth
ITA	Individual Training Account
JAWS	Job Access with Speech
JCT	Job Connector Toolkit
JOTF	Jobs of the Future
JVSG	Jobs for Veterans State Grant
LEA	Labor Exchange Administrator
LLSIL	Lower Living Standard Income Level
LMB	Local Management Board
LQ	Location Quotient
LVER	Local Veteran Employment Representative
MCC	Mobile Career Center
Maryland Labor	Maryland Department of Labor <i>(formerly Department of Labor, Licensing, and Regulation)</i>
MOU	Memorandum of Understanding
MSFW	Migrant and Seasonal Farmworkers
MTC	Maryland Tech Connection
MWE	Maryland Workforce Exchange
NAICS	North American Industry Classification System
OFCCP	(DOL) Office of Federal Contract Compliance Programs
OJT	On-the-Job Training
OMB	Office of Management and Budget
PEUC	Pandemic Emergency Unemployment Compensation
PII	Personal Identifiable Information
POS	Priority of Service
PUA	Pandemic Unemployment Assistance
QCEW	Quarterly Census of Employment and Wages
RESEA	Reemployment Services and Eligibility Assessments
RFP	Request for Proposal
ROW	Re-employment Opportunity Workshop
RRES	Rapid Re-employment Services

Acronym List

RRH	Rapid Re-Housing
RS	Retention Specialist
RSA	Resource Sharing Agreement
SBDC	Small Business Administration’s Small Business Development Center
SBE	Significant Barriers to Employment
SCSEP	Senior Community Service Employment Program
SNAP	Supplemental Nutrition Assistance Program
SOC	Standard Occupational Classification
STCT	(BCPS) School to Career Transition
TAA	Trade Adjustment Act
TANF	Temporary Assistance to Needy Families
TCA	Temporary Cash Assistance
TMC	Talent Management Coordinator
TSA	Training Scholarship Application
UI	Unemployment Insurance
USDOL	United States Department of Labor
VRI	Video Remote Interpreting
WARN	Worker Adjustment and Training Notification
WbL	Work-based Learning
WDB	Workforce Development Board
WP	Wagner-Peyser
WIOA	Workforce Innovation & Opportunity Act
WOTA	WIOA Occupational Training Application

Introduction

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

Section 108 of WIOA requires all Local Boards to develop and submit to the Governor a comprehensive 5-year Local Plan and to make that plan available for public comment. This document is Baltimore County's formally adopted Local Plan for 2020-2024 as requested by the Governor's Workforce Development Board and Maryland Labor.

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

The 2020-2024 Local Plan aligns with the strategic goals of Maryland's *Benchmarks of Success* to:

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

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

Economic Overview

Baltimore County is located in the north-central part of Maryland. With a 2019 total population of 827,370 and area covering nearly 600 square miles, Baltimore County is the third largest county in Maryland, both by area as well as population. It is the third-largest land area of any political subdivision in the state, with 28 square miles of water. The population is expected to increase by 1.5 percent by 2022, adding 12,517 residents. Over the past few decades, the predominant land use in the County has changed from rural to an urban and rural mix. Baltimore County is comprised of 29 unincorporated communities.

Despite the unforeseen economic decline in 2020, the County remains the top job center in the region and the second largest job center in the state. More than 21,500 businesses employ nearly 380,000 workers, with more than 500 of these businesses employing over 100 workers. These businesses are found across nine core industries which account for 75 percent of Baltimore County's projected job growth through 2024. Jobs in Baltimore County increased by 6.2 percent from 2015 to 2019 from 370,665 to 393,520. Baltimore County also has the 4th highest per capita income in Maryland.

Over the last decade, Baltimore County has seen a steady trend of falling unemployment rates, declining by more than 50 percent since January 2010 during a slow recovery from the great recession of 2009. Starting at 8.6 percent in January 2010, it decreased incrementally to 3.6 percent by December 2019 and remained at this record low through the first quarter of 2020. This was the lowest it had been in more than ten years, consistently falling lower or staying on par with Maryland's unemployment rates until the state and county experienced the first economic impacts of COVID-19 in April 2020.

As we navigate a coordinated response to the public health and economic crises resulting from COVID-19 in Maryland, Baltimore County is monitoring labor market trends through the monthly analysis of unemployment, impact on business and industry, job losses and gains by occupation, and the disbursement of emergency relief program benefits for businesses and dislocated workers through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act).

We will additionally use an equity lens to examine both the racial and economic disparities that were laid bare by the effects of COVID-19 on communities of color in Baltimore County, as well as for those essential workers who represent a large number of under-employed individuals in low-skilled, low-wage occupations across critical employment sectors that were most severely impacted. Many of these workers represent families and individuals who fall within the [ALICE](#)

[\(Asset Limited, Income Constrained, Employed\)](#)¹ population of residents, who are employed in one or more jobs, but their insufficient earnings and lack of access to supplemental benefits hinder their ability to meet the basic survivability threshold to afford the costs of living in Baltimore County. They live precariously close to the federal poverty level and we anticipate that without meaningful intervention, these concurrent crises will be the catalyst pushing many of them over the edge.

Commissioned in 2015, [The Jobs of the Future Report - Trends in Occupational Employment 2015-2024](#)² revealed Baltimore County's diverse and vibrant economy, benefitting from the region's high quality of life, thriving business communities, and educated and skilled workforce. The final report provides an in depth analysis of nine industries with the greatest projected growth through 2024. While COVID-19 has had a significant impact across all industries, we anticipate that these nine industries will remain the top economic drivers in Baltimore County and the surrounding metropolitan region. The data analysis found in this plan was foundational to developing a long-term strategy for the local workforce system, and was updated with the most recently available statistics prior to the economic impacts of the pandemic. As the uncertainty of COVID-19 and recovery looms, the Workforce Development Board will continue to monitor business and labor force trends to include a revised study to revisit the long-term projections presented in Jobs of the Future Report, aimed at studying the impact of COVID-19 on Baltimore County from an economic lens, and identifying shifts in industry growth, decline, and projected occupational demand.

[Industry Overview](#)

[Analyzing Emerging In-Demand Industry Sectors and Occupations](#)

Baltimore County has projected growth across its industries, but jobs have changed and there is greater employer demand for advanced professional skills and technical credentials. Through further research and comprehensive analysis of local industry and occupational data found in the Jobs of the Future Report, DEWD developed the Baltimore County [Job Connector Toolkit](#)³. The Toolkit was designed to help align anticipated business needs with the local workforce and education systems to build a skilled talent pipeline. With the Job Connector Toolkit, DEWD is better equipped to learn more about where job growth will occur in Baltimore County and how businesses, workers, and our overall economy can benefit from the jobs of the future. It was last updated in 2019 with the most recently available employment and occupational data prior to the pandemic (2018 annual statistics).

Baltimore County's local economy has historically been balanced by both stability and dynamic growth across a broad range of industry sectors. Baltimore County government has identified nine key industries that drive 50 percent of Baltimore County's employment and are projected to account for 75 percent of the County's job growth through 2024. These diverse industries represent the highest concentrations of employment in the County and were the core focus of the County's economic and workforce development efforts prior to COVID-19.

¹ [ALICE in Maryland: A Financial Hardship Study \(2016, 2018\)](#) - United Way of Central Maryland


² [The Jobs of the Future Report - Trends in Occupational Employment 2015-2024](#) – Valbridge Property Advisors & Jacob France Institute, University of Baltimore

³ [Job Connector Toolkit \(2019 Update\)](#) – Baltimore County Department of Economic and Workforce Development

2019 Estimated Employment by Key Industry Cluster

Baltimore County is Maryland's second largest job center and home to more than 21,500 employers.

SKILLED TRADES INDUSTRY CLUSTER



TDL
69,057 Workers
4,034 Employers

More than 17,000 jobs are projected to come to the area with the redevelopment of Sparrows Point; accounts for 18% of total employment.



Construction
24,210 Workers
2,049 Employers


One of Baltimore County's leading industries, spurred by strong job growth from major construction and development projects throughout the region.



Manufacturing
15,616 Workers
524 Employers

Home to one-third of the Baltimore Region's top 25 manufacturers across a diverse array of manufacturing sub-sectors.

EDS, MEDS & FEDS INDUSTRY CLUSTER



Education
30,529 Workers
526 Employers

Baltimore County has 5 colleges and universities with the K-12 public school system as the largest Education employer; accounts for 8% of total employment.



Healthcare
65,214 Workers
2,986 Employers

A core economic driver in the County, accounting for more than 17% of total employment and a large share of the region's workforce.



Government
55,609 Workers
328 Employers

More than 300 local, state, and federal Government employers in Baltimore County account for nearly 15% of total employment.

BUSINESS SERVICES INDUSTRY CLUSTER



Financial Services
29,345 Workers
2,349 Employers

With more than 2,000 employers in Baltimore County, Financial Services accounts for almost 8% of County employment.



Professional & Business Services
59,795 Workers
4,545 Employers

With close to 60,000 workers, this industry makes up nearly 16% of the County's total employment.



Information Technology
4,975 Workers
241 Employers

Baltimore County is a nationally recognized hub for digital gaming companies. While small employment numbers, boasts some of the highest wages.

Source: Maryland Labor Quarterly Census of Employment and Wages (QCEW) 2019 Annual Average. Note: The actual number of employers and workers in each of these industries may be higher than what is presented in this data. QCEW employer and worker estimates are based on the number of reporting establishments and also includes all workers covered by Unemployment Insurance (UI) and Unemployment Compensation for Federal Employees (UCFE). The Job Connector Toolkit (2019 Update) also analyzes employment and occupational data for businesses and occupational sectors that may not be included in QCEW Annual Average estimates.

Key Highlights of Baltimore County's targeted industries:

- **More than 17,000 jobs are coming with the redevelopment of Sparrows Point.** According to a [2016 study by Sage Policy Group](#), Tradeport Atlantic's redevelopment at Sparrows Point will create 10,000 direct jobs, and 7,000 indirect jobs by 2025, primarily in transportation, distribution and logistics. Additionally, Baltimore County is home to the third highest number of transportation, distribution and logistics employers in Maryland.
- **The construction industry is one of Baltimore County's leading industries, accounting for six percent of the County's overall employment.** Employment projections indicate a bright outlook through 2024, spurred by strong job growth from major construction and development projects throughout the Greater Baltimore region.
- **Manufacturing accounts for 4 percent of Baltimore County's total employment and is home to one-third of the Baltimore Region's top 25 manufacturers.** A diverse spectrum of more than 500 large, mid-sized and small manufacturing employers call Baltimore County home, benefitting from the County's strategic location and integrated supply chain with distribution networks.
- **With more than 65,000 healthcare workers, Baltimore County's healthcare industry generates nearly \$3 billion in worker income.** Baltimore County is home to more than 3,000 healthcare employers including five major medical centers.
- **Financial Services is one of Baltimore County's largest and most important target industries.** With over 2,000 Financial Services employers, Baltimore County employs more than 20 percent of the state's workers in this industry. Despite being negatively impacted by the great recession in 2009, employment growth in Financial Services outpaced overall employment growth in Baltimore County for more than a decade.
- **Baltimore County serves as a major location for corporate headquarters and branch office operations with a strong base of 4,500 professional and business services companies.** Baltimore County employs more than 13 percent of the state's workers in this industry, with a mix of global headquarter operations, mid-sized companies, and entrepreneurs operating small businesses, micro-enterprises, and sole proprietorships as part of the "gig economy".
- **The Information Technology (IT) industry is projected to be the fastest growing of Baltimore County's nine target industries.** Although overall employment in IT occupations decreased by 25 percent from 2001-2018, rapid growth occurred in middle-skilled jobs within the same period, and they are projected to increase through 2024.
- **Despite fluctuations in federal employment, the Government sector in Baltimore County employs more than 55,000 workers, accounting for 11 percent of the State's total workers.** These estimates are derived from employment at anchor institutions at the federal, state, and local levels - Baltimore County Government, Social Security Administration, Centers for Medicare/Medicaid Services, and other major federal employers. These are conservative estimates as they may not account for federal contractors or subcontracting companies.
- **Office and Administrative Support occupations account for 11 percent of all Baltimore County employment.** Support Service Occupations are critical to the daily operation, administration, and management of businesses across every industry and sub-sector.

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

Baltimore County boasts a diversified economy, with workforce demands that span across multiple sectors. The County has historically performed well in sectors such as Education and Healthcare, with the County being home to several anchor institutions in those industries. Industries supported by the skilled trades also experienced exponential growth with the transformation of Sparrows Point into the largest trans-modal distribution hub on the east coast, as well as other redevelopment projects throughout the County. The majority of our key industry sectors remained stable or saw modest increases between 2018 and 2019. Tables 1.1-1.9 compare the average number of reporting units, employment, and wages from 2018-19 in Baltimore County. DEWD will continue to examine job losses and gains by industry and occupation based on monthly trends and short-term projections until the economy is able to stabilize and begin recovery from the multifaceted impacts of COVID-19 in 2020 and 2021.

Source Note: Estimated figures for the employment and wage data in Tables 1.1 through 1.9 were derived from various sources:

- Maryland Labor Quarterly Census of Employment and Wages (QCEW) —2018 and 2019 Annual Average and 3rd Quarter 2019;
- Maryland Occupational Wage Estimates May (OES) 2018 and 2019 - Baltimore County Workforce Region;
- Maryland Labor Office of Workforce Information and Performance and the Maryland Workforce Exchange – Full list of Baltimore County employers as reported by Data Axel (formerly InfoGroup, USA); and,
- The Job Connector Toolkit In-Demand Occupations by Industry - The 2019 employment, wage, and occupational data in these tables and throughout this plan are calculated based on the most recently available estimates for occupations identified in the Job Connector Toolkit as being In-Demand Occupations for Baltimore County.

In some instances, the actual number of employers and workers in each industry may be slightly higher or lower than what is presented in the tables 1.1 through 1.9. QCEW employer and worker statistical estimates are derived from information provided by reporting establishments and data on all workers covered by Unemployment Insurance (UI) and Unemployment Compensation for Federal Employees (UCFE). The Job Connector Toolkit analyzes supplemental employment and occupational data for businesses based on the NAICS (North American Industry Classification System) or SOC (Standard Occupational Code) categories as identified within Baltimore County’s targeted industries, which may differ slightly from the industry subsectors represented in the QCEW Annual Average estimates.

Disclaimer of Data Accuracy

Data shown are based on historic County, Metropolitan Statistical Area (MSA), State and national datasets as well as anecdotal insights from Baltimore County employers.

Employment & Wage Data (2018-19) - Baltimore County's Nine Targeted Industries

TABLE 1.1 – TRANSPORTATION, DISTRIBUTION & LOGISTICS (TDL)*				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	4,021	66,042	\$42,887	\$825
Baltimore County (2019)	4,034	69,057	\$42,881	\$825
2018-2019 Difference	13	3,015	\$6	\$0
2018-2019 Percent Difference	0.32%	4.57%	-0.01%	n/a
2019 Number of TDL Employers in Baltimore County: 4,034 (18.2% of all jobs in Baltimore County)				
Sources: *"TDL": QCEW Private Sector: Service Providing Industries - Trade, Transportation & Utilities. Number of TDL Employers: QCEW 2019 Annual Average, Number of Reporting Units – Trade, Transportation & Utilities				

TABLE 1.2 – CONSTRUCTION				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	2007	24,254	\$62,734	\$1,256
Baltimore County (2019)	2049	24,210	\$67,426	\$1,297
2018-2019 Difference	42	44	\$4,692	\$41
2018-2019 Percent Difference	2.09%	-0.18%	7.48%	3.26%
2019 Number of Construction Employers in Baltimore County: 2,049 (6.4% of all jobs in Baltimore County)				
Sources: "Construction": QCEW Private Sector: Goods Producing Industries – Construction. Number of Construction Employers: QCEW 2019 Annual Average, Number of Reporting Units - Construction				

TABLE 1.3 – MANUFACTURING				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	509	15,418	\$73,334	\$1,410
Baltimore County (2019)	524	15,616	\$74,714	\$1,437
2018-2019 Difference	15	198	\$1,380	\$27
2018-2019 Percent Difference	2.94%	1.28%	6.31%	1.91%
2019 Number of Manufacturing Employers in Baltimore County: 509 (4.1% of all jobs in Baltimore County)				
Sources: "Manufacturing": QCEW Private Sector: Goods Producing Industries – Manufacturing. Number of Manufacturing Employers: QCEW 2019 Annual Average, Number of Reporting Units - Manufacturing				

TABLE 1.4 – EDUCATION*				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	528	35,428	\$50,024	\$962
Baltimore County (2019)	526	30,529	\$45,968	\$884
2018-2019 Difference	2	4,899	\$4,056	\$78
2018-2019 Percent Difference	-0.38	-13.83%	-8.11%	-8.11%
2019 Number of Education Employers in Baltimore County: 526 (8.0% of all jobs in Baltimore County)				
<p>Sources: *"Education": QCEW Annual Average data for Education are combined with statistics for Healthcare (<i>Private Sector: Service Providing Industries - Education & Health Services</i>).</p> <p>The number of employers, employment, and wage data for the Education industry were derived from QCEW Annual Average (2018) and QCEW Quarterly Labor Market Statistics, Covered Employment and Wages Program – Maryland Workforce Exchange (2019, 3rd Quarter) for “<i>Educational Services</i>”. The 2019 estimates in this table may be lower or higher than the actual annual average data.</p>				

TABLE 1.5 – HEALTHCARE*				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	2,929	64,768	\$50,440	\$970
Baltimore County (2019)	2,986	65,214	\$51,428	\$989
2018-2019 Difference	57	446	\$988	\$19
2018-2019 Percent Difference	1.95%	0.69%	1.96%	1.96%
2019 Number of Healthcare Employers in Baltimore County: 5,039 (17.2% of all Jobs in Baltimore County)				
<p>Sources: *"Healthcare": QCEW data for Healthcare are combined with statistics for Education (<i>Private Sector: Service Providing Industries - Education & Health Services</i>).</p> <p>The number of employers, employment, and wage data for the Healthcare industry were derived from QCEW Annual Average (2018) and QCEW Quarterly Labor Market Statistics, Covered Employment and Wages Program – Maryland Workforce Exchange (2019, 3rd Quarter) for “<i>Health Care and Social Assistance</i>”. The 2019 estimates in this table may be lower or higher than the actual annual average data.</p>				

TABLE 1.6 – GOVERNMENT - Federal, State & Local				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	327	55,256	\$68,172	\$1,311
Baltimore County (2019)	328	55,609	\$70,096	\$1,348
2018-2019 Difference	1	353	\$1,924	\$37
2018-2019 Percent Difference	0.3%	0.64%	2.8%	0.11%
2019 Number of Government Employers in Baltimore County: 328 (14.6% of all Jobs in Baltimore County)				
<p>Sources: “Government”: QCEW Government Sector Total: Federal, State & Local Number of Government Employers: QCEW 2019 Annual Average, Number of Reporting Units – Government Sector Total)</p>				

TABLE 1.7 – FINANCIAL SERVICES*				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	2340	29,938	\$90,534	\$1,741
Baltimore County (2019)	2349	29,345	\$94,642	\$1,820
2018-2019 Difference	9	593	\$4,108	\$79
2018-2019 Percent Difference	0.38%	-1.98%	4.54%	4.54%
2019 Number of Financial Services Employers in Baltimore County: 2,349 (7.7% of all jobs in Baltimore County)				
Sources: *"Financial Services": QCEW Private Sector: Service Providing Industries - Financial Activities. Number of Financial Services Employers: QCEW 2019 Annual Average, Number of Reporting Units – Financial Activities				

TABLE 1.8 – PROFESSIONAL & BUSINESS SERVICES				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	4519	60,501	\$64,742	\$1,245
Baltimore County (2019)	4545	59,795	\$64,995	\$1,250
2018-2019 Difference	26	706	\$253	\$5
2018-2019 Percent Difference	0.58%	-1.17%	0.40%	0.40%
2019 Number of Professional & Business Services Employers in Baltimore County: 4,545 (15.7% of all jobs in Baltimore County)				
Sources: QCEW Private Sector: Service Providing Industries - Professional & Business Services. Number of Professional & Business Services Employers: QCEW 2019 Annual Average, Number of Reporting Units – Professional & Business Services.				

TABLE 1.9 – INFORMATION TECHNOLOGY				
	Average Number of Reporting Units	Annual Average Employment	Annual Average Wage	Average Weekly Wage Per Worker
Baltimore County (2018)	237	5,023	\$76,908	\$1,479
Baltimore County (2019)	241	4,975	\$87,932	\$1,691
2018-2019 Difference	4	48	\$11,024	\$212
2018-2019 Percent Difference	1.69%	-0.96%	14.33%	14.33%
2019 Number of Information Technology Employers in Baltimore County: 241 (1.3% of all jobs in Baltimore County)				
*Sources: "Information Technology": QCEW Private Sector: Service Providing Industries – Information. Number of Information Technology Employers: QCEW 2019 Annual Average, Number of Reporting Units – Information				

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

Baltimore County’s nine target industries represent the traditional leading sectors of the State and regional economy, and all provide a strong mix of high and middle skilled jobs with strong wages and access to benefits. Despite unanticipated job losses in 2020 due to COVID-19, they are still projected to continue to generate the strongest employment growth through 2024.

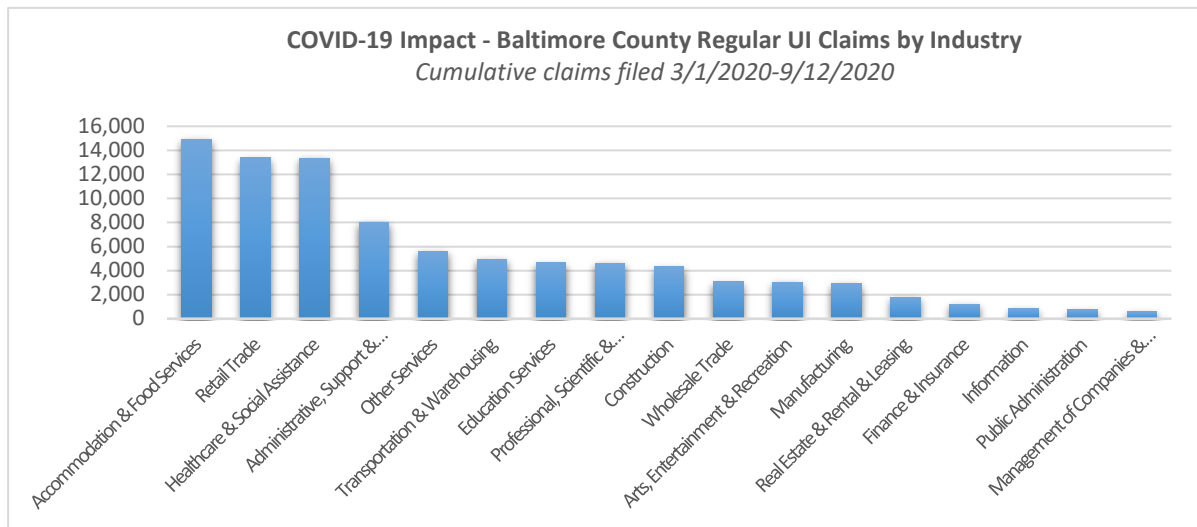
It should be noted that while greatly impacted by the 2009 recession and other factors in prior years, significant drivers in the local economy had previously shown signs of recovery and were projected to experience growth within subsectors of those industries through 2024. However, we anticipate these projections will shift drastically across the nine leading sectors in the County as we analyze subsequent year-to-year data comparisons (2020-2022) as industries begin to slowly recover from the devastating impacts of COVID-19 and the resulting economic downturn. Specifically, we will re-examine critical labor market trends for each sector including, but not limited to:

- Increases/decreases in the number of businesses and the number of workers they employ;
- Job gains and losses by industry to identify declining and/or newly emerging occupations;
- Shifts in employer demand for specific occupational skills and industry recognized credentials;
- Shifts in wages, compensation, and benefits for employees; and,
- Shifting demographics of the available labor force.

Essential Workers and Low Wage Occupations

As we continue to monitor trends within our nine targeted industries, it will also be critically important to also examine other industries that, while not prioritized previously in our research, represent significant employment sectors and job numbers for the County. The percentage of medium and high wage jobs in Baltimore County diminished from 2007 -2018, while the percentage of low wage jobs increased by 61 percent. These front-line jobs can be found primarily in industries such as Accommodations and Food Services, Retail Trade, and Healthcare and Social Assistance, which were the most severely impacted by the pandemic. Our future research will include an analysis of the demographic data for people working in these occupations, and the impact of COVID-19 on the labor force and employers in these industries.

Table 1.10: COVID-19 Impact – Baltimore County UI Claims by Industry



Source: Maryland Labor Unemployment Insurance Claims by Location - Workforce Information & Performance

**Table 1.11 – Maryland Industry Projections by Workforce Region (Baltimore County)
Long-Term (2016-2026)**

Industry	Employment			Percent Change
	2016	2026	Change	
TOTAL ALL INDUSTRIES	386,038	409,721	23,683	6.1%
ACCOMMODATION & FOOD SERVICES	29,077	30,215	1,138	3.9%
<i>Accommodation, including Hotels & Motels</i>	1,385	1,343	-42	-3.0%
<i>Food Services and Drinking Places</i>	27,692	28,872	1,180	4.3%
ARTS, ENTERTAINMENT & RECREATION	5,785	5,962	177	3.1%
Baltimore County Targeted Industries				
TRANSPORTATION, DISTRIBUTION & LOGISTICS	68,360	71,082	2,722	4.0%
<i>Transportation and Warehousing</i>	8,503	9,825	1,322	15.5%
<i>Utilities</i>	1,689	1,719	30	1.8%
<i>Wholesale Trade</i>	11,061	11,669	608	5.5%
<i>Retail Trade</i>	47,107	47,869	762	1.6%
CONSTRUCTION	22,818	25,065	2,247	9.8%
<i>Construction of Buildings</i>	5,095	5,675	580	11.4%
<i>Heavy and Civil Engineering Construction</i>	1,857	1,729	-128	-6.9%
<i>Specialty Trade Contractors</i>	15,866	17,661	1,795	11.3%
MANUFACTURING	15,289	14,323	-966	-6.3%
EDUCATION	34,645	35,707	1,062	3.1%
HEALTHCARE	62,404	73,060	10,656	17.1%
<i>Ambulatory Health Care Services</i>	23,490	28,217	4,727	20.1%
<i>Hospitals</i>	12,590	12,976	386	3.1%
<i>Nursing and Residential Care Facilities</i>	17,512	19,790	2,278	13.0%
<i>Social Assistance</i>	8,812	12,077	3,265	37.1%
GOVERNMENT	27,803	28,655	1,369	3.1%
INFORMATION TECHNOLOGY	4,987	5,320	333	6.7%
FINANCIAL SERVICES	10,775	11,292	517	4.8%
PROFESSIONAL & BUSINESS SERVICES	104,095	109,040	4,945	4.8%
<i>Real Estate and Rental and Leasing Services</i>	7,425	7,638	213	2.9%
<i>Professional, Scientific, and Technical Services</i>	25,936	29,375	3,439	13.3%
<i>Management of Companies and Enterprises</i>	3,941	4,183	242	6.1%
<i>Administrative and Support and Waste Management and Remediation Services</i>	29,360	27,419	-1,941	-6.6%
<i>Other Services (Except Government)</i>	11,989	12,834	845	7.0%
<i>Self-Employed Workers, All Jobs</i>	25,444	27,591	2,147	8.4%

Source: Maryland Labor Office of Workforce Information and Performance – [Maryland Industry Projections by Workforce Region - Baltimore County, Long-Term 2016-2026](#). Not included in this table: Agriculture; Mining and Logging.

Occupational Data

An industry specific approach to identifying occupations in highest demand in the nine target industries

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

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

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

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

DEWD remains committed to exploring new and expanding employment options for our job seeker customers, so that we can continue to develop innovative (and current) strategies to build a skilled workforce to meet projected industry growth and employer demand.

One of these strategies is to take advantage of the fact that many of our target industries need and are searching for the same skillsets. Because of this, we are able to provide services and support to job seekers that will provide them with career options in more than one target industry. More specifically, the below list sets forth the common career options (or "groupings") and the target industries served by them:

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

The tables below highlight key occupational data for the nine target industries as detailed in the [Job Connector Toolkit \(2019 Update\)](#). Occupational groupings were derived from O*Net Career Clusters and Standard Occupational Classification (SOC) codes. High demand occupations were determined based on the most currently available statistical data for Baltimore County (2018), including employment numbers, education level, and mean wages. Occupations with wages slightly below the locally determined minimum

mean are included as an exception when there is significant industry demand and opportunities for career advancement.

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

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

Table 1.12 – TDL Occupational Groupings and In-Demand Occupations

Transportation Operations & Logistics Planning	Material Moving & Operating Vehicles	Facility & Mobile Equipment Maintenance
In-Demand Occupations:		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • Motor Vehicle Operators • Other Installation, Maintenance & Repair Occupations • Material Moving Workers • Material Recording, Scheduling, Dispatching and Distributing Workers • Vehicle and Mobile Equipment Mechanics, Installers and Repairers • Light Truck or Delivery Services Drivers 	<ul style="list-style-type: none"> • Heavy and Tractor Trailer Truck Drivers • Industrial Machinery Mechanics • Mobile Heavy Equipment Mechanics, Except Engines • Industrial Truck & Tractor Operators • Bus & Truck Mechanics & Diesel Engine Specialists • Logisticians • Transportation, Storage, and Distribution Managers 	

Table 1.13 – Construction Occupational Groupings and In-Demand Occupations

Design, Pre-Construction & Construction	Construction/Transportation & Material Moving	Maintenance/Operations, Installation & Repair
In-Demand Occupations:		
<i>In addition to the occupations related to Transportation, Material Moving, and Maintenance and Repair occupations listed above, these are additional in-demand occupations specific to the Construction industry.</i>		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • Construction Trades Workers / Construction Laborers • Grounds Maintenance Workers • Maintenance & Repair Workers, General • Carpenters • Other Construction and Related Workers • Supervisors of Installation, Maintenance & Repair Workers 	<ul style="list-style-type: none"> • Electricians • Plumbers, Pipefitters & Steamfitters • Heating, Air Conditioning & Refrigeration Mechanics & Installers • Supervisors of Construction Trades & Extraction Workers • Operating Engineers & Other Construction Equipment Operators 	

Table 1.14 – Manufacturing Occupational Groupings and In-Demand Occupations

Production Process Development	Production & Quality Assurance	Maintenance, Installation & Repair
In-Demand Occupations:		
<i>In addition to the occupations related to Maintenance, Installation and Repair occupations listed above, these are additional in-demand occupations specific to the Manufacturing industry.</i>		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • First Line Supervisors of Production & Operating Workers • Electrical and Electronic Equipment Mechanics, Installers & Repairers • Metal Workers & Plastic Workers • Production, Planning & Expediting Clerks • Supervisors of Production & Operating Workers 	<ul style="list-style-type: none"> • Mechanical Engineers / Electrical Engineers • Mobile Heavy Equipment Mechanics, Except Engines • Plant and System Operators • Industrial Engineers • Industrial Production Managers 	

Skilled Trades Education & Training

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

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

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

Table 1.15 – Education Occupational Groupings and In-Demand Occupations

Teaching & Training	Administration & Administrative Support	Professional Support Services
In-Demand Occupations:		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • Office & Administrative Support Workers • Educational, Guidance, School & Vocational Counselors • Teacher Assistants • Educational, Guidance, School & Vocational Counselors • Bus Drivers, School or Special Client 	<ul style="list-style-type: none"> • Education Administrators • Teachers – Pre-School through Post-Secondary • Special Education Teachers • Instructional Coordinators • Librarians, Curators and Archivists 	

Table 1.16 – Healthcare Occupational Groupings and In-Demand Occupations

Therapeutic Services	Diagnostic Services	Support Services & Health Informatics
In-Demand Occupations:		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • Nursing Assistants / Medical Assistants • Medical Secretaries • Pharmacy Technicians • Dental Assistants • Radiologic Technologists • Medical Records and Health Information Technicians • Phlebotomists 	<ul style="list-style-type: none"> • Registered Nurses • Licensed Practical & Licensed Vocational Nurses • Medical and Clinical Laboratory Technologists • Emergency Medical Technicians & Paramedics • Medical & Health Services Managers • Surgical Technologists 	

Table 1.17 – Government Occupational Groupings and In-Demand Occupations

Governance, Regulation, Revenue & Taxation	Public Management & Administration	Support Services – Administrative, Management & Operations
In-Demand Occupations:		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • Information & Record Clerks • Other Office & Administrative Support Workers • Bookkeeping, Accounting & Auditing Clerks • Law Enforcement Workers • Financial Clerks • Buyers & Purchasing Agents • Police & Sheriff’s Patrol Officers • Bill & Account Collectors 	<ul style="list-style-type: none"> • Business Operations Specialists • Financial Specialists / Financial Managers • Other Management Occupations • Management Analysts • Accountants and Auditors • Administrative Services Managers • First Line Supervisors of Police and Detectives 	

Eds, Meds, and Feds Education & Training:

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

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

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

Table 1.18 – Financial Services Occupational Groupings and In-Demand Occupations

Accounting & Business Finance	Securities & Investments	Banking, Consumer & Insurance Services
Financial Services is one of the most highly skilled of Baltimore County’s nine target industries, with employment concentrated in highly-skilled computer and mathematical occupations.		
In-Demand Occupations:		
<u>Entry – Middle Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • Financial Clerks / Financial Specialists • Bookkeeping, Accounting & Auditing Clerks • Claims Adjusters, Examiners & Investigators • Insurance Sales Agents • Billing & Posting Clerks & Machine Operators • Bill & Account Collectors 	<ul style="list-style-type: none"> • Financial Managers / Financial Analysts • Accountants & Auditors • Personal Financial Advisors • Securities, Commodities & Financial Services Sales Agents • Loan Officers • Buyers and Purchasing Agents 	

Table 1.19 – Professional & Business Services Occupational Groupings and In-Demand Occupations

Business Management	Architecture, Engineering, Science & Technology	Professional Sales & Office / Business Services
Employment in this cluster is concentrated in a mix of high- and entry skilled occupations. The greatest demand is in Customer Service, Sales, Legal, and Office & Administrative Support occupations.		
In-Demand Occupations:		
<i>In addition to the occupations related to Financial Services and Information Technology, these are additional in-demand occupations specific to the Professional & Business Services industry.</i>		
<u>Entry / Middle-Skilled</u>		<u>Highly-Skilled / Experienced</u>
<ul style="list-style-type: none"> • Customer Service Representatives • Supervisors, Office & Administrative Support Workers • Sales Representatives, Services • Legal Support Workers • Paralegals & Legal Assistants • Market Research Analysts & Marketing Specialists 	<ul style="list-style-type: none"> • Business Operations Specialists • Other Management Occupations • Lawyers, Judges & Related Workers • General & Operations Managers • Engineers • Advertising, Marketing, Promotions, Public Relations & Sales Managers 	

Table 1.20 – Information Technology Occupational Groupings and In-Demand Occupations

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

Business Services Education & Training:

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

SUPPORT SERVICE OCCUPATIONS

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

Table 1.21 – Support Service Occupations and In-Demand Occupations

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

Support Service Occupations Education & Training:

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

Support Service Occupations account for a large percentage of all employment in Baltimore County. Although not identified as one of the nine target industries, workers in these entry-level occupations can be found across the industry sectors that were most severely impacted by the pandemic, particularly for those who are deemed as “essential workers” (*primarily found in the Retail, Hospitality and Food Services Industries, and among frontline Administrative and Clerical Support occupations*). As we continue to monitor trends affecting the nine target industries, we will also begin to analyze those industries that employ a large number of Baltimore County residents in low-skilled, low-wage occupations. By better understanding these data, we will be better equipped to develop strategies to assist and support underemployed individuals in acquiring the skills necessary to enter onto a career path in one of the target industries that provides opportunities for continued growth and advancement.

COVID-19 Impact by Industry: Regular UI Claims Filed by Industry (3/1/20 – 9/12/20)

• Accommodation & Food Services:	14,910
• Retail Trade:	13,370
• Healthcare & Social Assistance:	13,250
• Administrative, Support & Waste Services:	8,040
• Other Services:	5,630
• Transportation & Warehousing:	4,950
• Education Services:	4,640
• Professional, Scientific & Technical Services:	4,630
• Construction:	4,320
• Wholesale Trade:	3,080
• Arts, Entertainment & Recreation:	3,050
• Manufacturing:	2,930
• Real Estate, Rental & Leasing:	1,800
• Finance & Insurance:	1,210
• Information:	840
• Public Administration:	760
• Management of Companies & Enterprises:	580

Source: Maryland Labor Unemployment Insurance Claims by Location -Workforce Information & Performance

Conclusion and Next Steps

The onset of a global pandemic has had an unprecedented impact on our daily lives, forever redefining how we function as a society in every aspect of our existence. Baltimore County will continue to see changing and evolving human needs and behaviors as we experience dynamic fluctuations in terms of:

- Shifting trends in population size;
- Demographic composition;
- Available labor force;
- Declines, growth, and shifts in industry and occupational demand;
- Economic instability of workers and businesses; and,
- Capacity limitations of public sector entities, education/training institutions, and community-based organizations to meet increasing demand amidst evolving service delivery systems.

The data and recommendations provided in *Section 2 – “Strategic Planning to Maximize the Earning Capacity of Marylanders”* were derived from findings in the “Jobs of the Future: Trends in Occupational Employment 2015-2024” report and the Job Connector Toolkit. These resources, coupled with extensive analysis and thoughtful insights from local leaders of business and industry, provide Baltimore County’s workforce development system with rich and valuable sources of information to guide future local workforce development initiatives.

While the report identifies nine industry sectors that drive the local economy, it will be the Board’s task going forward to re-examine sectors within that universe where industry demand converges with opportunities to prepare job seekers for middle-skilled jobs that pay sustainable wages and offer career pathways for future advancement. In selecting targeted sectors and occupations, the Board emphasizes the importance of supporting workforce development initiatives aimed at occupations that present the most promising opportunities for both skilled individuals and those experiencing significant barriers to employment.

As the uncertainty of COVID-19 recovery looms, the Workforce Development Board has identified four strategic focus areas to guide our work over the next several years. In collaboration with DEWD’s Economic Development Advisory Board, the Board will stand up four working committees to address key strategic focus areas to analyze and re-evaluate the projections identified in the Jobs of the Future report, with an added emphasis on studying the impact of the pandemic on Baltimore County’s business and residential communities from an economic and equity lens.

Analyzing Baltimore County’s Data and Demographics to Establish Local Benchmarks for Success

- Commission a new study to re-examine Baltimore County’s target industries and long term projections for in-demand occupations
- Look at Baltimore County’s data and demographics to analyze strengths, weaknesses, opportunities, challenges, gaps in service
- Assess COVID-19’s impact in Baltimore County by industry/labor force
- Identify strategies to meet or exceed the state’s Benchmarks for Success, determine local benchmarks
- Develop data dashboards for the local workforce system that will provide a snapshot of statistical data over measured periods of time

Applying an Equity Lens to Baltimore County’s Workforce Development System

- Examine Baltimore County data and demographics to align our workforce system’s goals with Baltimore County’s strategic key indicators
- Identify resources and funding to support DEI assessment of our agencies, programs, and services
- Implement Diversity, Equity, and Inclusion training for DEWD staff, WDB, Workforce System Partners
- Develop strategies and timeline for implementation of DEI assessment/organizational change activities
- Establish goals and benchmarks for success for our equity work across programs

Engaging Industry and Employers

- Identify career pathways across Baltimore County’s targeted industries; create on-ramps for under-employed individuals in low-wage jobs
- Identify training, apprenticeship, and work-based learning models
- Convene industry focus groups to identify industry and labor market trends, emerging/declining occupations, COVID-19 impact, etc.
- Develop strategies to establish job placement pipelines for AJC Customers
- Examine occupational trends and demand projections – middle-skill occupations, wages, industry-recognized credentials

Recovery Planning – Preparing the Workforce System for “The New Normal”

- Examining strategies for recovery from the pandemic (business, families, individuals)
- Assess the workforce system’s uses of technology - provide recommendations for more effective delivery of hybrid and virtual services
- Identify gaps, barriers, and accessibility issues – technology and service delivery challenges for the County, American Job Centers, communities, customers
- Analyze economic and labor force data to understand shifting trends, barriers, challenges and opportunities for Baltimore County’s workforce populations

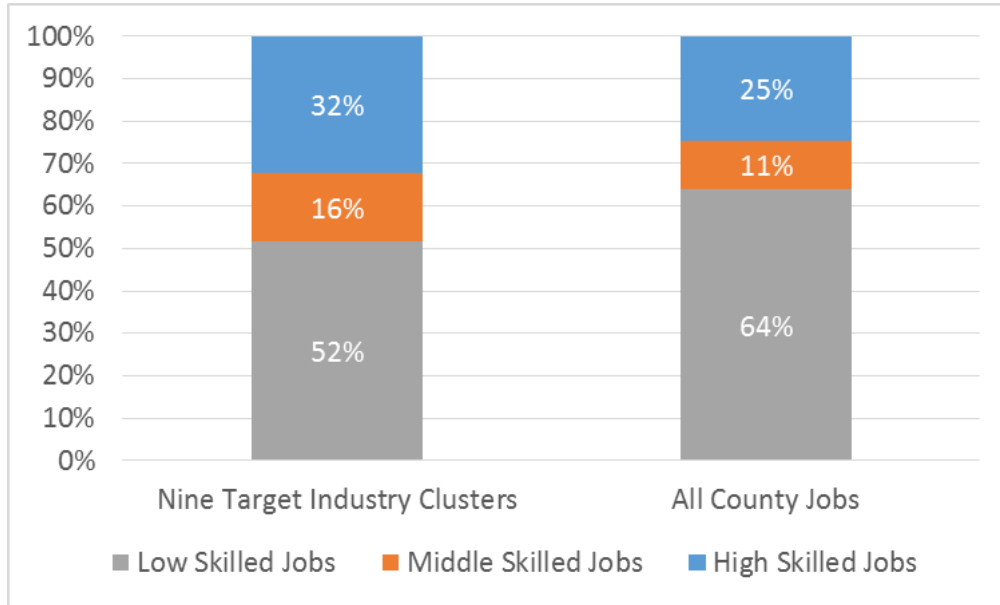
Section 2 – Strategic Planning to Maximize the Earning Capacity of Marylanders

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

Labor Market Analysis

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

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



Statistical Data – Analysis Highlights of Local Industry and Occupational Trends

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

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

Many occupations found across the Skilled Trades industries have a minimum educational requirement of a high-school diploma or equivalent, but individuals must attain post-secondary non-degree awards leading to industry recognized certifications, credentials, and licensure. These occupations may require short-, moderate- or long-term apprenticeship which includes

comprehensive classroom, vocational, and on-the-job training under an experienced tradesperson.

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

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

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

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

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

Qualitative Data – Employer Input & Industry Trends

The Workforce Development Board has established an Industry and Employer Engagement Committee that will work collaboratively with the DEWD Economic Development Advisory Board. The strategic focus for this group will be to convene thought leaders in business and industry to gain insights on the impact of COVID-19, shifting trends in their workforce needs, and to determine a local strategy to commission an updated study to include a comprehensive economic analysis of Baltimore County’s targeted industries and top economic drivers with 10-year projections for growth and occupational demand.

For our previous local area plan, DEWD convened an Industry Roundtable Discussion with a focus on studying employment trends in each of the County’s nine target industries. The discussion addressed labor shortages, workforce challenges, and recommendations to address them across the nine target industries, and these concerns remain the top challenges employers face:

- **Healthcare** – Entry-level Certified Nursing Assistant (CNAs) and Geriatric Nursing Assistants (GNAs) are in particular demand, along with Registered Nurses (RNs), technicians and entry front-line staff who have computer and critical thinking skills. Retirement of the Baby Boom

generation of nurses and nurse instructors is driving demand, but other factors also play a role. Millennials are less drawn to the profession—particularly since women have more career paths open to them in other industries. Licensed Practical Nurses (LPNs) are more frequently seeking additional education to advance along career pathways to become RNs, Nurse Practitioners and other higher-level professional roles. This creates the need to backfill the LPN positions.

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

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

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

- Importance of Soft Skills/Basic Core Competencies - Essential soft skills (punctuality, honesty, communication skills, accountability, etc.) are critical and too often lacking. Building core education skills must begin no later than middle school—high school is too late. Messaging about criminal backgrounds and social media should start at an early age; what you do early in your life will impact your opportunities in the future.

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

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

then there are technology sector training programs with lots of people coming through who are not viable candidates. DEWD will explore opportunities to bridge these gaps and create connections between job seeking customers and training programs that have demonstrated success with student outcomes within the nine targeted industries.

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

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

- COVID-19 Impact on Service Delivery – As the American Job Centers transitioned to providing services virtually, we’ve identified gaps and barriers in access to technology and the internet, creating service delivery challenges for the County, American Job Centers, communities, customers.
- Responding to Candidates – Too much manual sifting through application information creates delays, often losing candidates because response is slow or non-existent. Human touch can be important in evaluating and responding to applicants. Some companies just use recruiters.
- Homegrown Talent – Networking and upskilling are important. A good strategy has been to get to people at a young age in the schools, developing them through internships and working in partnership with them to bring onboard additional talent (referral incentives). DEWD is also exploring creative ways to work with adult and dislocated worker populations to upgrade individuals’ professional and occupational skills, and help them attain industry recognized certifications to add to their portable stackable credentials. DEWD regularly coordinates recruitment and informational events that connect skilled talent in our AJCs with hiring employers and industry professionals.
- The challenges of a multi-generational labor force – Though the demands for skills vary from industry to industry, a common theme emerged from the employers regarding their need for a threshold level of soft skills in job candidates before an interview process can proceed successfully. The retirement of the “Baby Boomer” generation workers and their replacement by a millennial generation workforce with different life/career expectations is not altogether smooth. Preparing young people with appropriate educational goals from the earliest age, summer job, internship, apprenticeship and other facilitated employment training programs will increase their workforce readiness. Conversely, preparing adult and mature workers who are staying in the workforce longer requires technical upskilling and coaching programs tailored to support older workers in learning how to leverage their years of experience while adapting to today’s challenging work environments.

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

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

Baltimore County Workforce Demographics

Baltimore County population by age

Table 2.2 below shows the how the population of Baltimore County has changed over the past three years (2017 – 2019). The total population within the county decreased by 1% over the three year period, with both the male and female population also showing a decrease of 1%. The county has seen in decline in terms of populations within the prime age group of 20 to 34 and has witnessed a growth in populations aged 60 and above which showcases the change in the shifting demographics within the region. With 25 percent of residents 60 years of age and older, Baltimore County has become the second oldest county on the east coast.

Table 2.2: Baltimore County Population by Age (Year-to-Year Comparison 2017-2019)

AGE COHORT	2017	2018	2019	CHANGE 2017- 2019	GROWTH RATE 2017 - 2019
Total population	832,468	828,431	827,370	(5,098)	-1%
Under 5 years	49,222	48,855	48,874	(348)	-1%
5 to 9 years	46,677	47,474	46,270	(407)	-1%
10 to 14 years	53,447	52,529	53,986	539	1%
15 to 19 years	52,661	52,396	52,708	47	0%
20 to 24 years	51,925	50,076	49,555	(2,370)	-5%
25 to 34 years	115,018	113,916	112,414	(2,604)	-2%
35 to 44 years	100,804	101,379	102,514	1,710	2%
45 to 54 years	108,969	105,655	102,363	(6,606)	-6%
55 to 59 years	56,937	56,593	49,780	(7,157)	-13%
60 to 64 years	57,929	57,016	63,947	6,018	10%
65 to 74 years	77,439	79,614	81,849	4,410	6%
75 to 84 years	41,366	42,568	42,220	854	2%
85 years and over	20,074	20,360	20,890	816	4%

Source: U.S. Census Bureau - American Community Survey (1-Year Survey 2017, 2018, 2019)

Baltimore County population by race/ethnicity

Table 2.3 below sheds light on shifting demographic trends based on race and ethnicity within the region. While Baltimore County has become increasingly diverse over the past decade, an analysis of the past three years of data (2017 – 2019) shows that even though there has been a decrease in the overall population within the county, there is significant growth among Native Hawaiian and Other Pacific Islanders (14 percent), with modest growth among the Hispanic or Latino populations (5%), and the Black or African American population (3 percent).

Table 2.3: Baltimore County Population by Race/Ethnicity

	2017	2018	2019	CHANGE 2017-2019	GROWTH RATE 2017-2019
Total population	832,468	828,431	827,370	(-5098)	(-1%)
Hispanic or Latino (of any race)	45,895	46,831	48,074	2,179	5%
White alone	474,462	467,765	460,086	(-14,376)	(-3%)
Black or African American alone	234,756	237,552	243,708	8,952	4%
American Indian and Alaska Native alone	2,123	1,542	2,099	(-24)	(-1%)
Asian alone	51,738	50,139	50,514	(-1,224)	(-2%)
Native Hawaiian and Other Pacific Islander alone	377	336	429	52	14%
Some other race alone	2,942	1,375	2,146	(-796)	(-27%)
Two or more races	20,175	22,891	20,314	139	1%

Source: U.S. Census Bureau American Community Survey [5-Year Narrative Profile for Baltimore County, MD](#) (ACS Demographics & Housing Estimates)

Trends across ethnic group subdivision (data not shown in Table 2.3)

More detailed analysis also exposes shifting demographics within the diverse ethnic subdivisions of Baltimore County’s residents. Growth in the Hispanic and Latino Communities can be attributed to increases in the Cuban (174 percent), Mexican (14 percent), and Puerto Rican (2 percent) ethnic subdivisions. Conversely, changing demographics within the Asian population reveal a 737 percent increase of the Vietnamese population, but decreases in the population of Asian Indians (44 percent) and Koreans (20 percent).

It is important to note that the comparative analysis of Baltimore County’s demographic trends highlight a sharp increase in the number of residents who identify themselves outside of the original “one race alone” census indicators. The data for residents who identified within categories of “Two or More Races” or “Three or More Races” provide additional insight on the total populations for each available sub-category (i.e. “White and Black or African American” or “Black or African American and American Indian and Alaska Native”). The “Some Other Race” category cannot be further interpreted, and creates lack of clarity regarding true population shifts in comparison to changing trends and mindsets regarding selected cultural identities.

Population by Income

The median income of households in Baltimore County, Maryland was \$74,147. As estimated 5.3 percent of households had income below \$10,000 a year and 10.3 percent had income over \$200,000 or more. Baltimore County is slightly below Maryland averages, but it well above the national average for median household income.

Table 2.4: Baltimore County Population by Household Income (in 2018 Dollars)

Distribution	Baltimore County	Maryland	U.S.
Less than \$10,000	5.3 %	4.8 %	5.8 %
\$10,000 to \$14,999	2.3 %	2.6 %	4 %
\$15,000 to \$24,999	6.1 %	5.6 %	8.3 %
\$25,000 to \$34,999	6.4 %	6.3 %	8.4 %
\$35,000 to \$49,999	10.5 %	9 %	11.9 %
\$50,000 to \$74,999	18.2 %	15.2 %	17.4 %
\$75,000 to \$99,999	13.6 %	13.1 %	12.8 %
\$100,000 to \$149,999	18.5 %	19.3 %	15.7 %
\$150,000 to \$199,999	8.7 %	10.4 %	7.2 %
\$200,000 or more	10.3 %	13.6 %	8.5 %

Table 2.5: Baltimore County Household Income Distribution (By Percent Households, 2014-2018)

Income & Poverty	Baltimore County	Maryland	U.S.
Median household income (in 2018 dollars), 2014-2018	\$74,127	\$81,868	\$63,179
Per capita income in past 12 months (in 2018 dollars), 2014-2018	\$38,580	\$40,517	\$32,621
Persons in poverty, percent	9.90%	9%	11.80%

Poverty Levels and Income Constrained Populations in Baltimore County

In 2013-2017, 9.1 percent of people were in poverty. An estimated 11.5 percent of children under 18 were below the poverty level, compared with 7.6 percent of people 65 years old and over. An estimated 8.7 percent of people 18 to 64 years were below the poverty level.⁴ According to the 2019 ACS Annual Average data shows the poverty rate in Baltimore County was 8.9 percent which was about the same rate as the state annual average which was at 9 percent. An estimated 11 percent of children under 18 were below the poverty level, compared with 9 percent of people 65 years and over.

⁴ Source: U.S. Census Bureau American Community Survey [2013-2017 5-Year Narrative Profile for Baltimore County, MD](#) (Poverty and Participation in Government Programs)

United Way ALICE Project

The United Way *ALICE Project*.⁵ provides comprehensive research-based analysis at the state and local level to foster a better understanding of who is struggling within our local communities and to equip them with the information needed to create innovative solutions. The project provides a framework, language and tools to measure and understand the vulnerability of a growing number of households that do not earn enough to afford basic necessities, establishing the “ALICE” (Asset Limited, Income Constrained, Employed) population. These are households that do not meet the Federal Poverty Level threshold, yet face significant challenges in self/family sufficiency.

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

The state of Maryland experienced steady economic improvement between 2007 – 2018, with unemployment across the state as well as the US falling to historic lows. Yet, in 2018, 39 percent of Maryland’s households struggled in terms of economic stability. 9 percent of this population was living below the federal poverty level and the remaining 30 percent fell under the ALICE category. The total number of households and those living below the ALICE threshold varies across Maryland’s 24 counties. Baltimore County has almost 40 percent of its population living below the ALICE threshold. In addition to declining industries and job losses during the recession, local economic conditions may have been impacted over time by our close proximity to Baltimore City, a persistent-poverty area where 20 percent or more of the population has lived in poverty over the last 30 years.

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

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

Houshold Data for Baltimore County	Point In time data		% Change
	2016	2018	
Total Population	831,026	828,431	-0.31%
Total Number of Households	312,921	313,259	0.11%
Median Household Income	\$78,945	\$76,182	-3.50%
Percentage of ALICE Houshold and Poverty	38%	40%	5.26%

⁵ United Way of Central Maryland – [“ALICE® Report: A Study of Financial Hardship in Maryland”](#)

Baltimore County ALICE Households – where are they?

An ALICE analysis of Baltimore County's ZIP Codes sheds insights into the changing economic conditions within the county. Even though the overall population has seen a decline, a two year (2018, 2016) analysis of the ALICE data⁶ shows that there has been a 6% average increase in both the poverty level as well as the number of ALICE households within the county. There are certain ZIP codes which have seen an increase in the number of households, the Poverty Level as well as the number of ALICE households, but the increase is in single digits as compared to certain areas wherein there has been a decline in the number of households but an increase in poverty as well as ALICE households. It should be noted that of the 31 ZIP codes analyzed, only 12 showed an increase in the number of households, 13 showed an increase in the number of poverty households and 17 showed an increase in the number of ALICE households.

The ZIP codes which have shown a double digit growth in terms of number of households, poverty level as well as ALICE households have been highlighted in red. This shows us the disparity in the economic conditions within Baltimore County.

⁶ United Ways of Central Maryland – [*“ALICE® Report: A Study of Financial Hardship in Maryland”*](#)

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

Area	Households 2016	Households 2018	Household Growth 2016 - 2018	Poverty Household Growth 2016 - 2018	ALICE Household Growth 2016 - 2018
Arbutus	12167	12097	-1%	2%	3%
Baldwin	1701	1682	-1%	124%	0%
Catonsville	18386	18433	0%	-15%	13%
Cockeysville	10022	10129	1%	-9%	9%
Dundalk	20758	20581	-1%	2%	-1%
Edgemere	3455	3486	1%	-9%	32%
Essex	16078	16155	0%	5%	4%
Fork	106	119	12%	0%	57%
Freeland	1169	1085	-7%	-47%	9%
Glen Arm	1581	1651	4%	148%	4%
Glyndon	220	213	-3%	0%	4%
Hydes	214	233	9%	0%	50%
Kingsville	1929	1913	-1%	83%	-19%
Lochearn	18537	18423	-1%	-3%	7%
Mays Chapel	15467	15333	-1%	-13%	11%
Middle River	15229	15128	-1%	1%	6%
Milford Mill	13744	13196	-4%	-3%	-12%
Monkton	1522	1734	14%	-22%	-14%
Owings Mills	22422	22819	2%	8%	-1%
Parkton	2489	2534	2%	-1%	29%
Parkville	29103	28647	-2%	-21%	5%
Perry Hall	20296	20236	0%	12%	0%
Phoenix	2581	2605	1%	-20%	23%
Pikesville	15088	15259	1%	-18%	2%
Randallstown	11413	11334	-1%	-5%	3%
Reisterstown	12577	12877	2%	7%	0%
Rosedale	11477	11244	-2%	1%	-5%
Sparks Glencoe	2207	2212	0%	16%	-25%
Towson	15478	15743	2%	3%	2%
Upper Falls	158	143	-9%	-25%	0%
Uppercoee	1022	982	-4%	0%	-21%

Source: United Ways ALICE Report: Maryland (ALICE in Baltimore County: 2016 & 2018 Point-in-Time Data)

Although the total population in Baltimore County has decreased over the past two years, there has been a substantial increase in the percentage of ALICE Households as well as families living below the Federal poverty level in some communities within the County. The ALICE findings warrant further analysis to understand the economic, unemployment, and demographic factors contributing to these dynamic trends. The ALICE Project data will be foundational to developing DEWD’s strategies for reaching out to Baltimore County communities most in need, refining programs and services to meet those needs, and

engaging with employers and industries offering employment options with career advancement opportunities and self/family sustaining wages. Additionally, we will begin to look at Baltimore County’s demographics through the lens of the United Way of Central Maryland’s recent study, “*THE IMPACT OF THE BENEFITS CLIFF - A study on the potential loss of public benefits to working families resulting from small increases in earned income*”⁷ to examine the effectiveness of workforce system’s supportive services and public benefits for underemployed workers.

Employment and Unemployment

As stated in the Economic Analysis in Section 1, Baltimore County has seen a steady trend of falling unemployment rates, which have declined by more than 50 percent since January 2010. As of December 2019, Baltimore County’s unemployment rate fell to a record low of 3.6 percent, maintaining this rate through March 2020 before first impact of COVID-19. It had not been this low in over ten years and was on par with Maryland’s unemployment rate during the same period.

Prior to the pandemic, the County’s employment picture was demonstrating a positive trend. Based on Maryland’s *Quarterly Census of Employment and Wages* (QCEW), Baltimore County employed 379,896 people in 2019 with jobs increasing from 2015 to 2019 by modest 2.4 percent, however there was a -2.8 percent decrease in labor force participation over the same time period.

Table 2.8: Labor Availability

Civilian Labor Force (December 2019)	Baltimore County	Baltimore-Columbia-Towson Metropolitan Statistical Area (MSA)
Total Civilian Labor Force	466,811	1,547,061
Employment	452,655	1,501,503
Unemployment	14,156	45,558
Unemployment Rate	3.0 %	2.9 %

Educational Attainment

Baltimore County has the third largest school system in the state, and the 25th largest school system in the country with one of the most educated communities in the United States. Our universities and secondary schools consistently achieve, providing the County with a well-educated home-grown workforce. The County is also home to research tech centers and incubators that support business growth and provide workforce training opportunities.

⁷ [THE IMPACT OF THE BENEFITS CLIFF - A study on the potential loss of public benefits to working families resulting from small increases in earned income](#) - Prepared by University of Baltimore Schaefer Center for Public Policy, July 2020

Fast Facts:

- 93 percent of County residents over the age of 25 have a high school diploma or higher.
- 37 percent of County residents over the age of 25 hold bachelor's degrees or higher. The national average is 30.3 percent.
- The Baltimore metropolitan area is home to 25 major colleges and universities, educating more than 160,000 students each year
- The County is home to five major colleges and universities, enrolling an estimated 63,786 students (fall 2017).
- Baltimore County offers 160 public school, enrolling nearly 114,000 in 2018. Of these students, 39.4 percent are African American, 37.4 percent are Caucasian, 10.5 percent are Hispanic, 7.2 percent are Asian, 5 percent are two or more races, 0.4 percent are American Indian and Alaska Native, and 0.1 percent are Native American. In addition, 6.7 percent are English language learners – students come from 116 countries and speak 97 different languages. Nearly 44 percent are eligible for free or reduced-priced meals.
- There are also 220 private schools in Baltimore County.

Education Pipeline

As per ACS 2019 1-year estimates, Baltimore County had a total population of 235,005 residents, 25 years and over with a bachelor’s degree and higher. Of this, the highest portion of graduates had a science and engineering background (36 percent), followed by “Arts, Humanities and Other” at 30 percent.

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

Education Level	2017	2018	2019	% Change
Less than high school graduate	50,814	47,544	45,762	-10%
High school graduate (includes equivalency)	150,168	140,682	146,811	-2%
Some college or associate's degree	151,578	150,465	148,399	-2%
Bachelor's degree	130,034	132,445	134,304	3%
Graduate or professional degree	95,942	105,965	100,701	5%

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

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

Table 2.10: Baltimore County Total Employment by Degree Requirements

	2001	2015	2024	2001-2005 % Change	2015-2024 % Change
Total	360,574	372,326	385,215	3.3%	3.5%
High-Skilled Jobs	81,126	91,827	97,661	13.2%	6.4%
Middle-Skilled Jobs	38,906	42,563	44,458	9.4%	4.5%
Low (Entry)-Skilled Jobs	240,542	237,936	243,096	-1.1%	2.2%

Source: Jacob France Institute analysis of EMSI Data

Table 2.11: Baltimore County Total Employment by Education Level

Education Level	2001	2015	2024	2001- 2015 % Change	2015-2024 % Change
Total	360,131	372,749	385,651	3.50%	3.46%
Less than High School	93,238	97,358	101,175	4.42%	3.92%
High School Diploma or Equivalent	147,304	140,578	141,921	-4.57%	0.96%
Postsecondary Non-Degree Award	19,446	21,382	22,435	9.96%	4.92%
Some College, No Degree	4,549	4,900	5,047	7.72%	3.00%
Associate’s Degree	14,101	16,282	16,977	15.47%	4.27%
Bachelor’s Degree	65,885	73,682	78,383	11.83%	6.38%
Master’s Degree	5,321	6,702	7,111	25.95%	6.10%
Doctoral or Professional Degree	9,919	11,443	12,167	15.36%	6.33%
Unallocated	368	422	435	14.67%	3.08%

Source: Jacob France Institute analysis of EMSI Data

Labor Market Trends

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

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

Tables 2.12-2.14 on the next three pages show the top occupations (by 2019 Employment) in each of the three skill levels—low, middle and high—and their corresponding 2019 employment total median wage and typical entry level of education required in Baltimore County.

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

SOC Code	Occupation and Skill Level	Employment 2019	Median Wage	Typical Entry Level Education
High-Skilled Occupations				
13-0000	Business and Financial Operations Occupations	26,680	\$37.23	Bachelor's degree
11-0000	Management Occupations	22,690	\$56.27	Bachelor's degree
29-1000	Health Diagnosing and Treating Practitioners	16,480	\$41.02	Doctoral or professional degree
13-1000	Business Operations Specialists	17,390	\$37.09	Bachelor's degree
47-2000	Construction Trades Workers	14,200	\$21.89	Postsecondary, non-degree award
25-2000	Preschool, Primary, Secondary, and Special Education School Teachers	11,980	\$27.42	Doctoral or professional degree
13-2000	Financial Specialists	9,290	\$37.43	Bachelor's degree
29-1141	Registered Nurses	8,690	\$36.98	Associate's degree
17-0000	Architecture and Engineering Occupations	6,160	\$38.02	Bachelor's degree
11-3000	Operations Specialties Managers	5,530	\$63.82	Bachelor's degree
17-2000	Engineers	3,810	\$43.93	Bachelor's degree
19-0000	Life, Physical, and Social Science Occupations	2,170	\$3308	Doctoral or professional degree

Source: Analysis of EMSI Data and Maryland Occupational Employment and Wage Estimates 2019

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

SOC Code	Occupation and Skill Level	Employment 2019	Median Wage	Typical Entry Level Education
Middle-Skilled Occupations				
29-0000	Healthcare Practitioners and Technical Occupations	26,390	\$34.40	Postsecondary, non-degree award
25-0000	Education, Instruction, and Library Occupations	23,460	\$26.67	Bachelor's degree
53-0000	Transportation and Material Moving Occupations	28,100	\$15.17	Postsecondary, non-degree award
47-0000	Construction and Extraction Occupations	18,840	\$23.02	Postsecondary, non-degree award
15-0000	Computer and Mathematical Occupations	16,490	\$47.38	Postsecondary, non-degree award
15-1200	Computer Occupations	15,740	\$47.12	Postsecondary, non-degree award
53-3000	Motor Vehicle Operators	10,550	\$19.38	Postsecondary, non-degree award
33-0000	Protective Service Occupations	10,190	\$19.89	Postsecondary, non-degree award
29-2000	Health Technologists and Technicians	9,400	\$24.70	Postsecondary, non-degree award
11-1021	General and Operations Managers	6,830	\$58.03	Bachelor's degree
21-0000	Community and Social Service Occupations	5,910	\$23.25	Bachelor's degree
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	5,690	\$23.27	Bachelor's degree

Source: Analysis of EMSI Data and Maryland Occupational Employment and Wage Estimates 2019

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

SOC Code	Occupation and Skill Level	Employment 2019	Median Wage	Typical Entry Level Education
Low-Skilled Occupations				
43-0000	Office and Administrative Support Occupations	52,260	\$19.28	High school diploma or equivalent
41-0000	Sales and Related Occupations	40,070	\$13.55	Less than high school
35-0000	Food Preparation and Serving Related Occupations	28,600	\$11.54	Less than high school
41-2000	Retail Sales Workers	23,600	\$11.49	Less than high school
31-0000	Healthcare Support Occupations	20,920	\$14.48	High school diploma or equivalent
53-7000	Material Moving Workers	15,690	\$12.83	High school diploma or equivalent
43-4000	Information and Record Clerks	15,020	\$17.06	Less than high school
35-3000	Food and Beverage Serving Workers	14,030	\$11.11	Less than high school
49-0000	Installation, Maintenance, and Repair Occupations	13,860	\$23.26	High school diploma or equivalent
37-0000	Building and Grounds Cleaning and Maintenance Occupations	13,537	\$14.40	Less than high school
51-0000	Production Occupations	12,920	\$18.08	High school diploma or equivalent
39-0000	Personal Care and Service Occupations	12,650	\$12.73	Less than high school
31-1000	Nursing, Psychiatric, and Home Health Aides	12,570	\$13.98	Postsecondary, non-degree award
43-6000	Secretaries and Administrative Assistants	11,280	\$20.23	High school diploma or equivalent
37-2000	Building Cleaning and Pest Control Workers	10,410	\$12.37	High school diploma or equivalent
43-4051	Customer Service Representatives	7,620	\$17.76	Less than high school
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	6,670	\$12.03	Less than high school
39-9000	Other Personal Care and Service Workers	6,290	\$12.16	High school diploma or equivalent
43-9061	Office Clerks, General	6,180	\$15.67	High school diploma or equivalent
33-9000	Other Protective Service Workers	5,820	\$13.79	High school diploma or equivalent

Source: Analysis of EMSI Data and Maryland Occupational Employment and Wage Estimates 2019

Findings

- ***The educational and skills needs of the Baltimore County employer community have been increasing and are expected to continue to increase in the future.*** Employment in high skilled occupations (requiring a bachelor’s degree and above) increased by 13 percent in 2001-15 and is expected to continue to grow by 6 percent through 2024. In contrast, employment in low skilled (high school or less) occupations has fallen by one percent since 2001 and is projected to grow by only 2 percent through 2024. Employment in middle skill occupations increased by 12 percent since 2001 and is projected to grow by five percent through 2024. It is clear that as the national, State and Baltimore County economies have changed the outlook for better educated workers has and will continue to improve. As a result, programs to enhance the skills and education levels of the County’s workforce can be expected to become more important over time.

A decline in the population has also resulted in a decline in educational attainment within the county (compared to last three years). As per ACS 2019 data, 92.1 percent of the county’s population was a high school grad or higher, which is almost about the same as the state of Maryland with 90.4 percent and little higher than the rate in United States, 88.6 percent.

Attainment in terms of bachelor’s degree or higher was 40.8 percent for Baltimore County which is about the same rate as Maryland, 40.9 percent but about 25 percent higher than rate in United States, 33.1 percent

Even though there has been a decrease in educational attainment within the county, its diverse demographics have witnessed an increase in education attainment compared to the last three years. There has been a 55 percent increase in terms of education attainment for residents belonging to Some Other Race and a 4 percent increase in education attainment for residents belonging to the Hispanic and Black alone demographic group.

- ***Employment in very high education requirement occupations expanded significantly.*** County employment in very high level of education requirement occupations has grown rapidly since 2001, with 26 percent growth in occupations requiring a master’s degree and 15 percent growth in occupations requiring a doctorate or professional degree. While these occupations represent only a small portion, five percent, of total employment, the rapid employment growth in these occupations indicates the importance of the County’s strong higher education system. Employment in occupations requiring a bachelor’s, master’s and doctoral/ professional degree are all projected to increase by more than 6 percent through 2024, far outpacing growth in other, less skilled occupations. This strong demand for highly educated workers indicates that the educational requirements of County jobs is shifting towards more highly skilled positions requiring greater education and training.
- ***Employers are increasingly demanding higher technical and professional skills of their workforce.*** According to a recent report by McKinsey Global Institute⁸, the impacts of digitization and automation will forever change the future of work as we know it, placing new demands on the workforce for skill shifts. Physical and manual skills pale in comparison to the need for basic and higher cognitive skills, social and emotional intelligence and high degrees of technical proficiency.

⁸ McKinsey Global Institute – “Skill Shift: Automation and the Future of the Workforce”

Gap Analysis

A three-year analysis of ACS 1-year data sheds insights into the changing occupational trends within the county. As previously stated, Baltimore County has seen a decline in population over the past three years. This decline however, has not affected the workforce capabilities within the region – Baltimore County witnessed a 1 percent growth in employment over the past three years which can be credited to an increase in the 16+ working population. Key Insights from the ACS data are as follows:

- In terms of the class of workers, the county has witnessed a 16 percent increase in the number of residents who are self-employed in own incorporated businesses and 6 percent increase in the number of residents who are self-employed in own not incorporated businesses. This showcases the growing skill level as well as the entrepreneurial spirit of the county. Further, the county also saw an 18 percent increase in the number of state government workers as well as an 8 percent increase in federal employees which showcase the emergence of Baltimore County as a major government hub which can be credited to its proximity to the capitol as well as the availability of highly skilled workforce.
- In terms of occupation, Service occupations as well as service occupations as well as production, transportation, and material moving occupations have shown a growth of 13 percent. This can be credited to the emergence of the Baltimore region as a logistic hub as well as the growth of trade point Atlantic which acts as a beacon attracting major supply chain giants like amazon, Walmart to the region.
- In terms of industry classification, Arts, Entertainment, and recreation, accommodation and food service industry has grown 25 percent within the last three years which can be credited to the growth and emergence of Baltimore County as an attractor of culturally diverse population, working class population as well as its growth as a major educational hub.

Barriers to Employment

In 2012, Baltimore County entered into a coalition of local governments, regional organizations and state agencies in the Baltimore region to design strategies to reduce regional disparities and foster greater opportunity and success throughout the region. Convened by the Baltimore Metropolitan Council (BMC), The Opportunity Collaborative published a comprehensive long-term strategic plan, "[The Baltimore Regional Plan for Sustainable Development](#)," which encompassed findings from a series of studies and reports published between 2012-2019:

- [Strong Workforce, Strong Economy: Baltimore Regional Plan for Workforce Development](#)
- [Strong Communities, Strong Region: The Baltimore Regional Housing Plan and Fair Housing Equity Assessment](#)
- [The Opportunity Collaborative Baltimore Regional Talent Development Pipeline \(with correlating industry specific Career Pathways Studies\)](#)
- [The Opportunity Collaborative Barriers to Employment Opportunities in the Baltimore Region \(2014\)](#) and subsequent update, [2019 Survey of Job Seekers](#)

The 2014 Barriers to Employment Opportunities report identified the scope of barriers to employment opportunity that impact job seekers in the Baltimore region. The study was based on a review of literature, interviews with workforce development managers and a survey of over 1,000 active job seekers in the region. The study found that most of the region's low-skilled job seekers face multiple and complex barriers to employment opportunity.

An updated survey was re-released in 2019 by workforce staff to active customers utilizing services at the American Job Centers in Baltimore City and the six surrounding local jurisdictions (Anne Arundel, Baltimore, Carroll, Cecil, Harford and Howard Counties). The resulting report builds upon the work of the Opportunity Collaborative by analyzing how barriers to employment opportunity continue to affect job seekers throughout the Baltimore region. The survey yielded over 750 respondents from the region, with nearly 15% coming from Baltimore County job seekers. The report's analysis of more recent survey data further details the challenges our job seekers still face in obtaining stable and family-supporting employment.

When the Opportunity Collaborative study of barriers to employment opportunity was published in 2014, the Baltimore region was still recovering from the recession that began in late 2007. In the intervening years, the Baltimore region economy improved substantially, experiencing continued economic growth and declines in unemployment. However, the updated survey reveals that the same persistent barriers to employment opportunity and the resulting disparities continue to impact job seekers in complex and interconnected ways. On average, 2019 survey respondents were still facing over nine different barriers within the following categories:

- Education, Training, and Skills;
- Financial;
- Housing and Transportation;
- Industry and Career; and,
- Social.

Individually, these barriers may seem surmountable, but when taken together, they continue to perpetuate the separation of many of our region's job seekers from economic opportunity. Highlights of the data from the two Opportunity Collaborative Barriers reports are summarized below⁹:

Education, Training, and Skills: It has been a challenging job market with over half of the new jobs created between 2012 and 2020 having minimum education requirements beyond a high school diploma. Virtually all jobs that do not require at least some college education have average wages that are less than a living wage. Higher levels of educational attainment, training and skills are linked to higher wages and are also necessary to access many of the jobs projected over the next decade. Survey results indicate that those with less than a Bachelor's degree are more likely to struggle with employment barriers.

- More than 40 percent of job seekers reported difficulties accessing training opportunities, while over 30 percent reported difficulties using technology and computers. These were the top two most frequently cited barriers in this category.
- 30 percent cited difficulties with math.
- 15 percent had difficulties with reading and literacy.
- 10 percent had no HS diploma or GED.

Financial: Of the 29 barriers surveyed, the top two were financial in nature. Compounding these financial issues is a lack of jobs that pay a family-supporting wage, particularly for those with less than

⁹ Baltimore Metropolitan Council, [The Opportunity Collaborative Barriers to Employment Opportunities in the Baltimore Region \(2014\)](#) and [2019 Survey of Job Seekers](#)

a Bachelor's degree. More than two-thirds said that the jobs they find do not pay enough to cover their basic costs of living. Of the total demand for jobs over the next decade, just 12.3 percent have a typical entry-level of education less than a Bachelor's degree and pay a family-supporting wage (at least \$24.36/hr).

While increasing levels of educational attainment and training are linked to higher wages, nearly 60 percent of job seekers reported that education and training opportunities are too expensive. In addition, more than 40 percent of job seekers reported difficulties affording the items they need for work. Other responses included:

- Cannot afford professional clothes, a bus ticket, etc.
- Difficulties paying child support
- Earn too much to qualify for DSS/assistance programs

Poverty Levels: As noted previously in this section, according to a 2016 study from The United Way of Central Maryland, 9 percent of Baltimore County households were in poverty (slightly below the state average) while 29 percent of households were included in the ALICE population (Asset Limited, Income Constrained, Employed) which is slightly higher than the state average. The ALICE population includes households that earn more than the Federal Poverty level, but less than the basic cost of living for the County. Combined, the number of ALICE and poverty-level households equals the total population struggling to afford basic needs.

Transportation and Housing Barriers: Transportation and housing barriers present a unique set of challenges for job seekers. The original survey found that few jobs are transit-accessible in the construction, manufacturing, transportation and logistics, information technology, or business services sectors. According to a survey of workforce development directors in the region, most transportation problems are linked to the distance between where most low-skilled or low-income workers live and where most new jobs are being created. The most recent survey found:

- *Transportation* - A quarter of job seekers reported issues with getting to work or home using public transportation. More than 10 percent cited a bad driving record or did not have a driver's license at all. Of those without a driver's license, more than two-thirds identified this as a major rather than a minor barrier as this can pose onerous issues for those struggling with permanent housing, affording a bus ticket, or suspension due to non-payment of child-support. In addition, not having a driver's license can be a barrier to employment in certain sectors, specifically jobs in sectors such as construction, transportation, and warehousing, thus eliminating many jobs in sectors projected to have the second highest demand for family-supporting jobs from 2018 through 2028.
- *Housing* - Nearly a quarter of job seekers cited trouble finding permanent housing as a barrier. In addition, over 15 percent reported difficulties with reliable methods of contact such as a home address, e-mail address, or phone. In 2018, nearly one-third of Baltimore region households were housing cost burdened (housing costs comprised 30 percent or more of household income), with 13.9 percent severely burdened spending greater than 50.0 percent of income on housing.

Industry and Career Barriers: According to job seekers, some of the top barriers encountered are linked to a changing job market and the high costs of obtaining the additional education and skills necessary to participate in it. Responses from job seekers reflect uncertainty of career choice as well as how to go about searching and applying for jobs. Nearly half of job seekers cited uncertainty

surrounding what job or career they want to have, more than one-third reported trouble searching and applying for jobs online, and one-third were not sure how to search for a job at all.

As the economy adapts to rapid technological change, increasing demands are placed on job seekers to keep their training and education aligned with the needs of employers. However, more than 40% of job seekers reported having been laid off and needing new skills. In addition, more than one-third said that their work experience is inadequate.

Social Barriers: Job seekers in the Baltimore region also reported facing a range of interconnected social barriers including health problems (38.0%), problems in their personal support system (34.9%), and mental health issues (25.1%). Others reported issues with soft skills related to the culture of work such as struggling to keep a job (32.5%), problems with getting to work on time and communicating with co-workers (25.4%), and not understanding how to act in a work environment (25.1%). In addition, nearly one in five job seekers reported having a criminal record.

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

Racial Disparities: The report highlights where there were differences in the kinds of barriers blacks and whites reported struggling with. Black job seekers responded in greater shares to barriers revolving around finances, education and skills, transportation, and housing (no driver's license; no HS diploma/GED; criminal record). White job seekers tended to respond in greater shares to social, industry, and career related barriers (not sure of career; mental health issues; health problems).

Age Factors: With Baltimore County's increasingly aging demographics, it will be critically important to work in partnership with our Department of Aging to identify supportive services and resources that are tailored to more mature workers who are still a vital part of the available labor force.

The ALICE Population: The ALICE population requires special attention. United Way study defined ALICE population as asset-limited, income constrained, and employed (working poor). The study analyzes the cost of living in the area and determines two budgetary thresholds for various family sizes. Thus, "while 9% of MD households were living below the Federal Poverty Level (FPL), another 30% — more than three times as many — were ALICE households: Asset Limited, Income Constrained, Employed. These households earned above the FPL, but not enough to afford basic household necessities."

This segment of the population is important for economic growth and social impact in the area. These employed individuals need assistance in either getting on a career path or advancing their career to reach self-sufficiency for themselves and their families. Intensive assessment, wrap-around, and support services are required to ensure success of these individuals. This could be achieved by coordination of partner organizations and alignment of services in each workforce area and the Region as a whole. We will be setting up a taskforce to serve the ALICE population. This taskforce will be responsible for creating the best approach for serving these individuals.

Gender Disparities: Women are becoming a special focus due to the most recent data¹⁰ that shows that during the pandemic, they are more likely to quit jobs or reduce hours to take care of school-aged and younger children who need to learn virtually. This trend could possibly hurt women's

¹⁰ https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2020.pdf

potential for future growth through losing continuity of experience and skills improvement. As a result, women will need to upgrade skills to stay current in the workforce or obtain new career opportunities. Together, we will be developing innovative and strategic ways of serving this segment of population.

The myriad of compounding barriers to employment that many Baltimore Region residents face seldom occur in isolation. While job seekers in the region reported encountering an average of 9.3 barriers, respondents living in Baltimore County reported the highest average number of barriers at 11.7. Baltimore County will continue to identify and respond to the challenges and needs of those who are struggling to stay in the employment pipeline; support those who have low skills to achieve higher education and technical skills; and give individuals facing housing, financial, transportation, and social barriers access to opportunities to work in a family-sustaining career. The Board has identified two working committees, “Analyzing Baltimore County Data and Demographics” and “Applying an Equity Lens to Baltimore County’s Workforce Development System,” that will center the focus of their work on assessing and addressing these critical challenges.

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

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

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

- An overview of the partner’s services;
- A discussion of the partners’ capacity to meet the workforce development needs of job seekers and employers in the local area;
- An overview of connections between the profiled partner and other partners in the local workforce system; *and*
- A description of the partner’s strengths, challenges and opportunities.

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

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

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

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

Vision Statement

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

Mission Statement

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

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

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

Going forward, the Workforce Development Board has identified four strategic focus areas to guide our work over the next several years and implement strategies to align our metrics and outcomes with state and local key indicators and benchmarks for success. In collaboration with DEWD’s Economic Development Advisory Board, the Board will stand up four working committees to address key strategic focus areas to analyze and re-evaluate the projections identified in the Jobs of the Future report and Job Connector Toolkit, with an added emphasis on studying the impact of the pandemic on Baltimore County’s business and residential communities from an economic lens. See the details in Section 1 – Economic Analysis (p.28).

- Analyzing Baltimore County’s Data and Demographics to Establish Local Benchmarks for Success
- Applying an Equity Lens to Baltimore County’s Workforce Development System
- Engaging Industry and Employers
- Recovery Planning – Preparing the Workforce System for “The New Normal”

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

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

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

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

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

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

Section 3 – Strategic Planning to Strengthen the Local Workforce System

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

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

- Continue convening the American Job Center (AJC) steering committee, Youth steering committee, the CAREER Team, and WIOA partners within the DEWD/Maryland Labor committee. Each Committee specifically reviews, analyzes, and updates partner collaboration and integration ensuring maximum sharing and aligning of resources to best serve both job seekers and employers. Additional activity may include solicitation of additional funds to address gaps in services. The CAREER Team completes an analysis of programs and services (as noted in Section 5(P)) annually and as new partner are identified and included as part of the Baltimore County public workforce system.
- Continue collaborating with regional partners around efficient workforce development programs and opportunities. The Baltimore County Workforce Development Board will meet regionally at least once per year to identify common program needs and may consider regional initiatives to address these needs to best serve job seekers and employers.

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

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

Table 3.1 Partner Organizations on The CAREER Team

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

WIOA Title/Program	Local Partner Organization	Connections to the Workforce System
Title III: Wagner-Peyser Employment Services	Maryland Labor	Maryland Labor and DEWD are collocated at the County’s Eastpoint AJC. The local Labor Exchange Administrator (LEA) has served on the Workforce Development Board, providing important support during the development of the local area’s strategic local plan. Opportunities to strengthen the integration of state and local staff throughout all three AJCs is a goal. The LEA has committed to deliver training to workforce system stakeholder organizations.
Title IV: Vocational Rehabilitation Services	Maryland State Department of Education, Division of Rehabilitation Services (DORS), Region 5	DORS has established a part-time physical presence in all three of Baltimore County’s AJCs to serve DORS participants, and has presented during AJC staff meetings on operational issues to promote a better understanding of DORS processes. A DORS Vocational Rehabilitation Specialist has been assigned to each AJC for direct referrals and as a technical support resource. DORS’ Business Services Representatives work closely with Business Services representatives from both DEWD and Maryland Labor to coordinate job fairs and other recruitment events. DORS was also instrumental in helping DEWD assess the ADA compliance of AJC facilities during the preparation of the area’s local workforce plan.
Temporary Assistance to Needy Families (TANF)	Department of Social Services (DSS)	Leadership from DEWD and the Job Network program have participated in numerous meetings to identify and optimize opportunities to share/leverage resources. As the contracted local provider of TANF-funded services, the Job Network program integrates the Maryland Workforce Exchange into customer programming, and co-enrolls participants (as appropriate) with CCBC, DORS, and DEWD funded trainings. Job Network’s leadership has committed to deliver training to workforce system stakeholder organizations and to offer more specific training to AJC staff focused on case management, job development, retention and intermediaries.
Veteran Services	Maryland Labor	As described in Section 9 of this local plan, three <i>Disabled Veterans Outreach Specialists</i> (DVOPS) provide workforce development services to veterans in Baltimore County. Two DVOPs are stationed full-time at the Eastpoint AJC. The third rotates between the Liberty and Hunt Valley AJCs. AJC receptionists are trained to ask all new customers whether they are veterans, and to give priority to individuals self-attesting to veteran status. During the initial personal interview with a veteran customer, AJC staff complete the SBE Checklist, and refer customers to the DVOPs, at the customer’s preference. Baltimore County also has one Local Veterans Employment Representative (LVER) who works closely with the County and State Business Services Representatives (BSRs) and the County’s Job Developers to build relationships with businesses to secure employment opportunities for veterans.
Trade Adjustment Assistance	Maryland Labor	The Trade Adjustment Assistance (TAA) Program in Baltimore County operates out of the Eastpoint AJC.
Community Services Block Grant (CSBG)	Community Assistance Network (CAN)	Community Assistance Network (CAN) provides support and wrap around services that assist job seekers in their maintaining employment and / or training. Services include but are not limited to shelter, food security and other essential needs.

In 2019-20, the CAREER Team engaged additional partners as part of the State's expansion of the WIOA system. These partners include:

- The Baltimore County Department of Planning
- Maryland Labor's Division of Unemployment Insurance
- The Baltimore County Department of Aging

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

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

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

The CAREER Team's Vision Statement

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

The CAREER Team's Mission Statement

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

Carl D. Perkins Career and Technical Education Act of 2006

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

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

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

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

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

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

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

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

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

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

In the summer of 2015, Baltimore County’s Workforce Development Board began an intensive three-month process to produce detailed recommendations for the County’s original local plan under the new WIOA legislation. Several working groups, business engagement forums and ad-hoc committees were formed to analyze local data, make recommendations, and provide insights for subsequent revisions to the plan (2016-2019). As our Jobs of the Future Report provided projections through 2024, DEWD and the Board developed short- and long-range goals and objectives for the local workforce system. Members participate in annual strategic visioning sessions, and remain actively engaged in the work. In 2020, the Board identified four strategic focus areas, and established new working committees to address each. Committees work independently with the support of DEWD staff, and provide progress updates at the Board’s four quarterly meeting. The Board will continue to refine the recommendations in this plan as new data becomes available, and as their work continues through this strategic planning cycle.

Table 3.2 – Workforce Development Board Committees

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

Committee	WIOA Requirements/Board Objectives
Analyzing Baltimore County Data and Demographics	<p>The Analyzing Baltimore County Data and Demographics Committee will:</p> <ul style="list-style-type: none"> • Commission a new study to re-examine Baltimore County’s target industries and long term projections for in-demand occupations • Look at Baltimore County’s data and demographics to analyze strengths, weaknesses, opportunities, challenges, gaps in service • Assess COVID-19’s impact in Baltimore County by industry/labor force • Identify strategies to meet or exceed the state’s Benchmarks for Success, determine local benchmarks • Develop data dashboards for the local workforce system that will provide a snapshot of statistical data over measured periods of time, with particular focus from an equity lens.
Recovery Planning: Preparing the Workforce System for a New Normal	<p><i>The Recovery Planning Committee will:</i></p> <p><i>WIOA Required:</i></p> <ul style="list-style-type: none"> • Enhance the provisions of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. • Describe how entities within the local workforce development system, including AJC operators and the AJC partners, will comply with the Americans with Disabilities Act of 1990 to ensure the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, staff training, etc. • Describe how the Local Board will facilitate access to services provided through the AJCs, including through the use of technology and through other means. • Develop recommendations for researching populations, benefits, and value of employing populations (and maintaining updated research), with a particular focus through an equity lens. <p><i>Other:</i></p> <ul style="list-style-type: none"> • <i>Examining strategies for recovery from the pandemic (business, families, individuals)</i> • <i>Technology platforms – hybrid and virtual services</i> • <i>Gaps and barriers – technology and service delivery challenges for the County, American Job Centers, communities, customers</i> • <i>Analyze economic and labor force data to understand shifting trends, challenges, disparities, and opportunities</i>
Applying an Equity Lens to the Workforce System’s Programs and Services	<p><i>The Equity Lens Committee will:</i></p> <ul style="list-style-type: none"> • <i>Examine Baltimore County data and demographics to align our workforce system’s goals with Baltimore County’s strategic key indicators</i> • <i>Identify resources and funding to support DEI assessment of our agencies, programs, and services</i> • <i>Identify Diversity, Equity, and Inclusion training for DEWD staff, WDB, Workforce System Partners</i> • <i>Develop strategies and timeline for implementation of DEI assessment/organizational change activities</i> • <i>Establish goals and benchmarks for success for our equity work across programs</i>

Committee	WIOA Requirements/Board Objectives
Youth Committee	<p><i>The Youth Committee will:</i></p> <ul style="list-style-type: none"> • Describe and assess the type and availability of youth workforce investment activities in the local area, including activities for youth with disabilities. (Enhanced Program Availability). • Describe and assess successful models of such youth workforce investment activities. • Expand youth participation in programs and services.

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

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

- Foster collaboration between the Workforce Development Board’s working committees and the DEWD Economic Development Advisory Board
- Connect with professional trade/industry groups and associations to access the most recent data and resources.
- Plan roundtable discussions and skills panels with industry leaders.
- Identify key industry leaders and key growth industries.
- Set up invitation networking/discussion sessions.
- Schedule concentrated visits to key industries for face to face meetings.
- Identify key businesses to visit and develop relationships.
- Conduct targeted outreach to local employers in prioritized industries to raise awareness of the benefits of Baltimore County workforce system.
- Engage businesses on their "turf," using their language, e.g., "Return-on-Investment".
- Engage our regional and state counterparts to foster greater collaboration on strategies for employer engagement, retention, and attraction.

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

- Market available talent as pre-screened and “certified” as highly qualified and prepared for the occupation or industry sector with which they are being connected.
- Determine program infrastructure to monitor implementation of continuous improvement measures in service delivery where gaps were identified to ensure business customers are only sent quality candidate referrals.
- Establish parameters and a mechanism to measure success and return on investment for employers.
- Provide continuous customer support after candidates are hired or placed in work-based learning opportunities.
- Identify additional employee retention and resources that the workforce system can offer as cost savings benefit for business, (e.g., funds for occupational skills training for employees, funds to support On-The-Job Training [OJT], backfilling entry-level and mid-skilled positions when employees are in training or advance on career path, incentives for hiring from the workforce system talent pool, particularly from the pool of individuals with barriers to employment job seekers.)

To better coordinate workforce development programs and economic development

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

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

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

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

- Continue coordinating employer outreach (job fairs, etc.) across all three Baltimore County American Job Centers.
- Maintain a team structure that pairs the County's economic development representatives with the workforce system's business services representatives and relevant workforce system partners, as appropriate, to assure seamless and non-overlapping delivery of services to employers.
- Develop and implement defined processes that connect workforce development services to regional economic entities and initiatives, to ensure employer demand drives workforce development activities.
- Strengthen connections with area business incubators and Baltimore County's Small Business Resource Center to assess and support entrepreneurial workforce development needs to start-up and small businesses, and provide ongoing assistance as companies grow and expand.

- Monitor and report to the Workforce Development Board on the workforce investment system’s impact, focused on economic development hubs located throughout Baltimore County.

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

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

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

DEWD has responded to funding opportunities (i.e. EARN and the National Dislocated Worker Grant) to support and meet the needs of businesses and employers in Baltimore County.

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

- A business may be incentivized to hire participants who have completed a WIOA-approved occupation skills training program. Incentives can include the attachment of funding for an OJT component to the end of the participants’ training, to give the businesses the opportunity to augment classroom learning with practical application of skills through real world experience.
- AJC staff will tour key local apprenticeship programs to learn more about program requirements and application processes. Staff will, in turn, be better prepared to appropriately interview, screen, and refer job seekers who meet apprenticeship requirements to the appropriate programs.
- WIOA focuses on providing individuals with greater access to training that yields family-sustaining wages. AJC staff will look for opportunities to provide multiple sequenced trainings to enrolled individuals. Investing in stackable credentials empowers individuals to move up a career ladder, and creates opportunities to backfill entry-level positions.
- The Business Solution and Talent Management Coordinators will collaboratively host career “invitational” recruitment events in each of the three AJCs. The goal for each event is to target business needs across industries and sectors within each Baltimore County territory, and connect only those participants whose skill set, education, or experience align with the business’ needs.
- The Industry and Employer Engagement Committee of the Workforce Development Board will work collaboratively with DEWD’s Economic Development Advisory Board to host business

roundtable events and forums to discuss workforce trends, challenges, and projected demand across industry and occupation.

- Continue pursuing grant and funding opportunities related to eliminating critical barriers to employment (i.e.: addiction services, transportation, childcare, and counseling services)

Meeting the Needs of Business in Response to COVID-19

The onset of the pandemic in 2020 presented unique challenges for employers across all industry sectors as well as for DEWD in our ability to administer relief programs and provide support during the peak of its impact. Based on feedback from our preliminary COVID-19 Business Impact Survey, 98 percent of respondents had been severely impacted, with a number of mass layoffs and lost revenue. Small businesses including micro-enterprises and sole proprietorships were among the hardest hit of Baltimore County businesses (the Professional and Business Services Industry). By October 2020, DEWD assisted nearly 3,200 businesses with COVID-19 related issues:

- Nearly \$4.5M in Small Business Emergency Relief Grants processed.
- Nearly \$1.3M in COVID-19 Small Business Reimbursement Grants processed.
- Eight chambers and eight business associations were supported through the COVID-19 Relief Main Street Grants for Chambers/Business Associations (\$370K).
- Received \$1.62M Federal EDA Grant to replenish revolving loan fund for COVID-19-impacted business lending.
- Hosted a series of 7 monthly COVID-19-related webinars to address business concerns of employers impacted by the pandemic.
- Conducted 13 Rapid Response programs for major employer layoffs (100+) due to COVID-19. (Presentations to employees on UI assistance, American Job Centers, other businesses hiring, etc.)
- Organized 28 hiring events for businesses that were hiring during COVID-19, targeting people that lost their jobs.
- Worked with the County to create a web portal to make a direct connection between hiring employers and workers who were unemployed due to COVID-19

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

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

The BDRs partner with Talent Management Coordinators (TMCs) who are responsible for working with businesses to learn about their specific workforce needs. They assist employers in posting hiring needs to the Maryland Workforce Exchange and facilitate access to the qualified pool of

AJC job seekers. TMCs organize customized recruitments and job fairs, prescreen candidates for positions and ensure employment opportunities are promoted to targeted audiences.

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

Additionally, the Industry and Employer Engagement Committee will work collaboratively with DEWD's Economic Development Advisory Board to conduct industry-specific engagement forums and survey to keep a finger on the pulse of the trends, successes, and challenges facing employers in the region, and to share best practices.

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

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

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

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

The Board:

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

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

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

MTC also assisted Maryland’s long-term unemployed job seekers return to employment in high-growth industries. Job seekers may receive short-term occupational training aligned with the needs of the target industries along with several key support services, including benefits screening and application assistance, financial stability services and behavioral health services.

In addition to the MTC program, Baltimore County responded to an EARN solicitation for Implementation Grants-Clean Energy Workforce Account. The proposal submitted assembled a coalition consisting of industry and community partners the will offer program participant careers in the energy conservation and green building industries. Baltimore County was also awarded an Older Worker Grant and an Opioid Grant to assist specific populations in preparing for an entering and/or re-entering the workforce.

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

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

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

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

Through a developing strategy, DEWD has increased its outreach to community and faith-based organizations in the promotion of American Job Center services by making staff available for their various events. DEWD is also, exploring a partnership with the House of Ruth Maryland to provide American Job Center services and resources to their clients. In addition to the Community Assistance Network, we have added a representative of the National Alliance for Mental Illness (NAMI Metro Baltimore) to our Workforce Development Board as a new community-based partner.

Section 4 – American Job Center Delivery System

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

Baltimore County Department of Economic and Workforce Development operates two Comprehensive and one Affiliate American Job Centers.

American Job Centers

<https://www.baltimorecountymd.gov/departments/economicdev/job-seekers/>

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

Michael Lawrence from KRA Corporation is the One-Stop Operator for all three centers.

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

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

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

Basic Career Services (BCS)

DEWD’s AJC service delivery model reflects the WIOA emphasis on connecting customers quickly to the specific services and resources they need. A customer who is interested in Workforce Innovation and Opportunity Act (WIOA) program services can send an e-mail to a designated address or leave a voice message on a designated line to request a return call for information. Both the e-mail and phone message instructs the customer to leave their full contact information and complete basic registration in the Maryland Workforce Exchange.

Reception staff follow up by phone to determine the service needs of the customer verify demographic information, Maryland Workforce Exchange registration (basic), and invite the customer to learn more about the WIOA program by attending a virtual Career Services

Orientation. If the customer accepts the invitation to attend orientation, he or she will be registered for the event by reception staff and will receive WebEx log in information.

The objective of Career Services Orientation is to inform attendees of the services and resources available through the Baltimore County American Job Centers. Attendees learn about the WIOA program and its' partners, skills training/Maryland's WIOA Approved Eligible Training Provider List, the Maryland Workforce Exchange, receive a labor market overview, and learn about special grants.

Upon completion of orientation, attendees are emailed center enrollment paperwork and an intake assessment form. Customers are responsible for completing Maryland Workforce Exchange enrollment, filling out the short, assessment form, and collecting all WIOA eligibility documentation prior to attending a follow up appointment.

An Intake Consultant follows up with each attendee by email or telephone to check on their progress and schedule a post orientation appointment. When the customer is ready, a secure email is initiated by the intake consultant using *Virtu* software, to ensure documents are submitted confidentially.

During the intake appointment, which is conducted via WebEx, the Wagner-Peyser application is reviewed to determine customer needs and barriers as well as the intake assessment form and WIOA eligibility documents. The Intake Consultant also discusses WIOA eligibility with the customer.

The Intake Consultant will use information from the Wagner-Peyser application, short assessment form and the eligibility documentation to determine whether a customer qualifies for the WIOA program. If the customer is not eligible for WIOA career services, the Intake Consultant informs the customer during the appointment and encourages the customer to continue using American Job Center services and resources.

If the customer meets WIOA program eligibility and would benefit from program services to obtain or retain employment, he or she may be enrolled in the WIOA program. The Intake Consultant will complete the WIOA Eligibility Verification form and forward the customer's information to the Center Manager for assignment to a Career Consultant. The Career Consultant contacts the customer for their second appointment.

Individualized Career Services (ICS)

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

The WIOA Occupational Training Application is a career planning tool that provides customers with a structured guide to help them research explore whether occupational training may be

needed to meet their employment objectives and what types of training are available. Eligible customers who can demonstrate that they will benefit from training and can commit to completing training can apply to receive ITA funds to cover training costs.

Components of the WIOA Occupational Training Application include:

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

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

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

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

- Educational information on the WIOA requirements related to the OSO selection were presented at the Board's quarterly meeting (September 2016)
- An OSO work group comprised of Board members convened to develop recommendations on procurement options.
- The work group provided its recommendations to the Executive Committee.
- The Executive Committee considered and approved the OSO work group's recommendation.
- The Board Chair provided the County Executive and County Council with Board recommendations for the OSO procurement.
- Baltimore County chose to hold a competition for the OSO, releasing Request for Proposal No. P-185 through the County's Purchasing Division.
- The OSO was selected in July 2017.

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

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

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

Performance Role

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

DEWD's Workforce Program Planning Coordinator conducts structured periodic internal reviews as described below:

- *Annually:* Develop a plan that prioritizes and organizes annual goals that build towards the achievement of goals set in strategic four-year local plan. An outcome of the annual planning process will be the identification of *quarterly milestone targets* that allow the Team to measure the progress AJC's are making towards accomplishing annual goals.
- *Quarterly:* Conduct internal monitoring events to assess the success of AJCs in meeting performance measures negotiated by the State, as well as performance standards identified internally. The status of quarterly milestones will be reviewed and adjustments will be made, as required. Reports from monitoring events are shared with frontline AJC staff at regular staff meetings in an open, collegial dialogue that integrates professional development and engages staff in problem solving and service innovation.
- *Monthly:* Provide current performance measures, discuss and resolve problems, identify opportunities for greater service integration, and manage, evaluate, and enhance AJC services.

AJC Managers Meetings

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

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

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

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

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

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

The local workforce development system partners are committed to delivering customer-centered services, and will not discriminate in employment opportunities or practices on the basis of race, color, religion, gender (including pregnancy), gender orientation, ethnicity, age,

physical or mental ability, genetic information, marital or family status, veteran status, political belief, or any other characteristic protected by law.

Mobile Career Services

DEWD currently operates three (3) brick and mortar Career Centers in Essex, Hunt Valley and Randallstown. Although these locations are centrally located throughout the eastern, central, and western regions of the County, we are often unable to meet the needs of all County residents seeking employment and training services for a myriad of reasons. This is especially true for residents where housing, public transportation, income, and proximity to major employers is a barrier, as well as in those communities where people are simply unaware or distrusting of the resources available to them.

DEWD has a goal of mitigating some of these factors with two (2) recently appropriated Mobile Career Centers (MCC). The Mobile Career Centers contain computer stations with Internet access, a printer, a photocopier machine, and skilled workforce professionals who operate the vehicles and provide career guidance and job search assistance. DEWD will concentrate deployment of the MCCs in areas of high unemployment, where transportation may be a barrier to seeking employment and/or training assistance. They will also be used to service customers who live in remote locations throughout Baltimore County, and to reach those who may feel marginalized, meeting them where they live or come together as a community. More importantly, the MCCs will provide these services on-site at various locations and events held throughout the County such as homeless shelters, the detention center, the circuit court, community events, job fairs, and libraries.

The MCCs also play an important role in the community for the County during times of crisis. They can be utilized as a mobile command operations center during natural disasters and national emergencies, and for distribution of goods or deployment of public services throughout the County. DEWD and the MCCs played an integral part in supporting the Department of Health's emergency response efforts to the COVID-19 pandemic.

The Role of Technology

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

These include:

- Virtual Career Services Orientation via the WebEx platform.
- Virtual professional development workshops (live and recorded).
- Virtual 1 on 1 appointments via the WebEx platform.
- Electronic Signature Collection.
- Secure collection of confidential documents via *Virtu* software.
- Targeted social media advertising for training opportunities and events.
- A telecast service for contacting jobseekers to inform them of upcoming events and services.
- Outreach through the County website, which lists American Job Center information and service offerings.

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

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

DEWD continues to explore opportunities to expand access to AJC services by establishing satellite kiosk sights. For example, in 2019, DEWD partnered with the Baltimore County Public Library to provide basic career services and job readiness/essential skills workshops to customers at library locations across the County. The basic career services offered included Maryland Workforce Exchange registration, resume review, job search assistance, and an introduction to WIOA/training opportunities as well as the Resume Writing Strategies workshop.

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

American Job Center Core Program Partners are in the process of negotiating and signing the Memorandum of Understanding and Resource Sharing Agreement (MOU/RSA) that includes roles and resource contributions. Partners work together to establish the terms and conditions of how services and operating costs of the local workforce system will be funded. Fundamentally, partners agree to pay a square footage amount for direct space used in the Centers and the corresponding percentage of common areas this calculation is currently being discussed and negotiated with the partners. Each partner will provide their own materials and program specific equipment. Partners who will be “visiting” with regular office hours on a part-time basis may provide resources in the form of in-kind contributions such as shared staff for workshop trainers or resource materials to be distributed amongst AJC staff and customers.

Note: Due to changes in the leasing agreement at the American Job Center in western Baltimore County, DEWD’s and other partners’ shares of the facility costs are currently in renegotiation. We anticipate having a resolution by April 2021.

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

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

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

- Funding supports training that offers an industry-recognized credential;
- Training is associated with one of Baltimore County’s nine target industries and/or a high priority occupation; and/or,

- Training is associated with an apprenticeship program registered with Maryland’s Department of Labor.

Eligibility Requirements

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

- Be a Baltimore County Resident.
- Be unlikely or unable through career services alone to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Have the skills and qualifications to successfully participate in the selected program of training services;
- Be determined eligible in accordance with the State and local priority system in effect for adults under WIOA sec. 134(c)(3)(E) if training services are provided through the adult and dislocated worker funding stream; and
- Select a program of training services that is directly linked to Baltimore County’s nine target industries or high priority employment opportunities. (Visit [The Baltimore County Job Connector Toolkit – 2019 Update](#) for a list of these industries.)

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

Training Parameters

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

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

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

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

Funding Exceptions

If the proposed training program cost exceeds DEWD’s \$5,000 maximum for each WIOA-funded ITA, DEWD will consider raising the cap based on the individual’s need and employer demand. An ITA Training Exception Form (“exception form”) is required for any training over \$5,000. Career Consultants will complete and sign the exception form. The American Job Center Manager, upon review, may grant preliminary approval. The WIOA Operations Manager, or their designee, gives final approval of the exception form. All exception forms must include the total cost of a training program, including trainings with multiple modules. DEWD reserves the right to make final decisions regarding the approval or denial of ITA awards.

ITA Funding Denials

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

- The individual lacks the prerequisites for the course;
- Training services are not directly linked to occupations that are in demand as determined by the High Priority Occupations (HPO) established through the local Workforce Development Board;
- The individual failed to complete a previous WIA/WIOA funded training program;
- The individual has defaulted on federal student loans; and/or
- The individual failed to participate fully in post-training job search, employment, and/or retention activities, and maintain communication with Career Consultant staff per the established Individual Employment Plan.

See the Appendices for the billing authorization and supportive service policies for ITA’s.

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

WIOA Adult Eligibility

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

supplemental and applicants will first be required to seek training funds from other sources, including the Pell grant.

Priority Adult Populations

When using WIOA Adult funds to provide individualized career services, training services, or both, regardless of funding levels¹¹, to public assistance recipients, other low-income adults, and individuals who are basic skills deficient. Veterans and eligible spouses continue to receive priority for all Maryland Labor-funded job training programs, which include WIOA programs. The existing guidance on prioritized service to veterans remains in effect.

Priority of Adult Funding Levels in Baltimore County

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

1. First, to veterans and eligible spouses who are also included in the priority adult populations. ***This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals or individuals who are basic skills deficient would receive first-priority for WIOA-funded services.***
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are public assistance recipients, other low-income adults, or individuals who are basic skills deficient, and are members of a group identified as an adult WIOA target population.
3. Third, to veterans and eligible spouses who are not included in WIOA's priority populations.
4. Fourth, to Baltimore County residents qualified to participate in DEWD cohort training programs in occupations included on the Board's list of in-demand occupations from the nine priority industries.
5. Last, to non-covered person outside the groups given priority under WIOA.

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

- Displaced Homemakers
- Eligible migrant and seasonal farmworkers
- Individuals with disabilities, including youth with disabilities
- Older individuals
- Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act
- Individuals who are English language learners
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Ex-offenders
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals who are unemployed, including the long-term unemployed

¹¹ Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds.

- Individuals who have low levels of literacy
- Individuals without a High School Diploma
- Low-income individuals (including TANF and SNAP recipients)
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Youth who are in or have aged out of the foster care system
- Individuals impacted by the opioid crisis

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

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

Eligibility

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

To qualify as an incumbent worker, the individual needs to be employed in a position that meets the Fair Labor Standards Act requirements for an employer-employee relationship. The individual must have an established employment history with the employer for 6 months or more. The training must satisfy the requirements in WIOA Section 134(d)(4) and §680.790 and increase the competitiveness of the employee or employer. An incumbent worker does not necessarily have to meet the eligibility requirements for career and training services for adults and dislocated workers. DEWD may reserve and expend up to 20 percent of combined adult and dislocated worker formula allotments for incumbent worker training.

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

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

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

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

Awards

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

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

Process

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

- TMCs/BDRs provide the business with a Maryland Business Works application.
- Completed applications are reviewed and submitted to DLWDALbusinessservices-labor@maryland.gov for consideration.
- Upon approval, the training takes place.
- At the end of training the business provides proofs of the completion of training to the Maryland Labor Office of Workforce Development along with proof of payment for the approved training.
- An invoice is submitted on business letterhead showing the costs Maryland Labor and the participating business agreed upon.

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

- To maintain credibility with job seekers and businesses as a resource for workforce development expertise, DEWD *must* value the development of internal staff as workforce professionals. The AJC staff who work with customers every day need to be equipped with the latest tools and techniques to effectively prepare job seekers for 21st Century employment. It is equally important for BDRs to have up-to-date knowledge of best practices for serving the business community. In both cases, there is simply no substitute for ongoing professional development.
- It is also critical to assure that the staff is kept abreast of industry trends and changes in occupational demand. DEWD's Career Services Management team coordinates with Policy and Planning staff to develop training and information sessions based on the labor market analysis detailed in the Job Connector Toolkit. These trainings will be made available to leadership, AJC staff, workforce system partners and our customers on a regularly scheduled basis.

- DEWD is committed to supporting staff success by promoting a sustained focus in this area. Leadership analyzes the qualifications, professional certifications, and training needs of AJC staff. The AJC Steering Committee will explore professional development trainings for all WIOA partners, and host regular opportunities for peer-to-peer exchange of ideas and best practices at annual WIOA convenings.
- The “Applying an Equity Lens to Baltimore County’s Workforce System” committee of the Workforce Development Board will work with Baltimore County’s Chief Diversity Officer to identify comprehensive diversity, equity and inclusion (DEI) assessment tools and training resources to provide personal and professional development opportunities to both the DEWD staff and members of the Board.

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

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

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

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

General Information

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

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

Pre-Activity Coordination

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

If there are time limitations or a lack of company support for providing onsite sessions, DEWD collates Transition Assistance packages filled with reference materials for the employees' use. The company is expected to distribute the packages to the employees prior to their departure. In these scenarios, DEWD would request that the company provide a contact list (name, address, phone number, and job title) for the impacted employees. DEWD would then follow up with the impacted individuals at a later time.

Rapid Response Orientations

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

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

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

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

Additional On-site Assistance and Seminars

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

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

Conclusion

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

- 5(C) A description and assessment of the type and availability of youth workforce development activities in the Local Area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities.**

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

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

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

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

The ISS will include:

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

Supportive Services Policy

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

appropriate agencies that offer such services. Please see the Appendix for DEWD’s Supportive Services Policy.

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

Incentives

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

BCPS Career LiNK – In-School WIOA Program

High school students face many options for academic growth and career preparation. Making informed choices about their high school program of study will prepare students for success in furthering their education and preparation for rewarding careers. The Baltimore County Public Schools (BCPS) Career and Technical Education (CTE) programs provide students with relevant career skills preparation and rigorous academic course work. State-approved programs of study are designed to prepare students for the 21st century global economy and its rapidly changing workforce needs.

The Baltimore County Public Schools (BCPS) In-School Youth (ISY) program serves students in Career and Technical Education (CTE) program of study. The program will provide students wrap around services, aligned to the 14 WIOA program elements, that dovetail responsive instruction and school supported initiatives, to ensure all students in the program increase their ability to enter employment, and success in establishing a long-term career pathway.

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

A representative from Baltimore County Public Schools *Office of Career & Technology Education* sits on the local Workforce Development Board (WDB), and also participates on the WDB’s working committees. As the local system’s Title II partner, CCBC is also represented on the WDB. Multiple CCBC representatives actively participate on WDB committees. The high level of involvement from both BCPS and CCBC assist the WDB immeasurably in effectively coordinating education and workforce development activities with relevant secondary and post-secondary activities.

On behalf of the Local Board the AJC Steering Committee and CAREERteam will regularly review the education and workforce development activities implemented in the area. The Steering Committee and One-Stop-Operator will provide a report to the Local Board on activities to avoid duplication of services in the Local Area.

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

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

To the extent that the local workforce system can ameliorate ponderously complex transportation issues, it has done so:

- The County’s three AJCs are geographically situated to provide coverage to all service areas in the County, and all three AJCs are positioned along public transportation routes.
- Responses elsewhere in this document describe the WDB’s plans to explore opportunities to extend the reach of AJCs by establishing new satellite locations in branches of the County’s public library system. DEWD partners with the public library system to provide Basic Career Services to its customers.
- The Department also plans to expand usage of the Mobile Career Center (MCC) unit engaging customers with Basic Career Services within their communities.
- DEWD has initiated an agency wide movement to move toward conducting orientations and individual customer appointments through video conference media. Additionally, customers submit WIOA eligibility documentation via *Virtu* encryption software. This lessens the burden of customers having to travel to brick and mortar facilities for career consultation appointments.

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

WIOA Adult Eligibility

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

Priority Adult Populations

WIOA Title I Adult funding allocations for individualized career services and training services must be given on a priority basis, regardless of funding levels¹², to public assistance recipients, other low-income adults, and individuals who are basic skills deficient.

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

Priority of Adult Funding Levels in Baltimore County

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

1. First, to veterans and eligible spouses who are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are public assistance recipients, other low-income adults, or individuals who are basic skills deficient, and are members of a group identified as an adult WIOA target population.
3. Third, to veterans and eligible spouses who did not meet the “First Priority” conditions.
4. Fourth, to Baltimore County residents qualified to participate in DEWD cohort training programs in occupations included on the Board’s list of High Priority Occupations (HPOs).
5. Last, to individuals who are not veterans and do not meet criteria to be considered a target population.

The WIOA target populations include the following:

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

¹² Under WIA, priority was required to be given to public assistance recipients and low-income individuals when States and local areas determined that allocated funds were limited. Under WIOA, priority must be provided regardless of the level of funds.

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

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

WIOA Dislocated Worker Eligibility

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

- Be a citizen or noncitizen authorized to work in the United States;
- Meet Military Selective Service registration requirements (males only)¹³;
- Meet the definition of dislocated worker at WIOA §3(15).

Definition of Dislocated Worker

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

- A. The individual has been terminated or laid off, or has received a notice of termination or layoff, from employment; is eligible for or has exhausted entitlement to unemployment compensation; or has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center, attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and is unlikely to return to a previous industry or occupation¹⁴;
- B. Has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise; is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive services other than training services described in section 134(c)(3), career services described in section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close;
- C. Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or,
- D. Is a displaced homemaker; or
- E. Is the spouse of a member of the Armed Forces on active duty, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the spouse of a member of the Armed Forces on active duty and who meets the criteria described in paragraph (16)(B) is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

¹³ A process is in place for documenting exemptions to the Selective Service requirement.

¹⁴ Baltimore County's definition for "Unlikely to Return" is provided in the response to section 4(H).

Specialized Reemployment Services

The Department has received a National Dislocated Worker Grant to assist job seekers whose employment was impacted due to COVID-19. The primary focus for this grant will be in the Healthcare and Social Assistance industry. DEWD plans serve eligible job seekers with a continuum of integrated skill development, re-employment and supportive services to alleviate barriers leading to self-sustaining employment.

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

- Rapid Response
- ROW
- RESEA

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

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

- Re-Integration of Ex-Offenders

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

Baltimore County's American Job Center system works alongside the Re-Integration of Ex-Offenders grantee, as well as providing programs and resources to Baltimore County residents facing these barriers to employment.

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

PARTNER SUMMARY AND ANALYSIS – Reintegration of Ex-Offenders Program

Reintegration of Ex-Offenders Program

Partner Summary

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

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

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

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

Strengths

- The DOC program is very effective in helping pre-release inmates earn high school equivalency credentials.
- Ex-offenders are able to access WIOA services irrespective of their background and receive the same level of service and access to resources as any other WIOA customer.

Opportunities and Challenges

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

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

In 2020, the Baltimore County Workforce Development Board approved DEWD’s Self-Sufficiency Standard Policy, which was written in accordance with the state’s Policy Issuance 2020-03, 2020 Federal Poverty Guidelines & 2020 Lower Living Standard Income Level¹⁵. This policy determines eligibility for employed and underemployed registrants requesting training services under Title I of the Workforce Innovation and Opportunity Act (WIOA). The standard applies to all employed and underemployed registrants, for both WIOA Title I Adult and Dislocated Worker programs.

¹⁵Policy Issuance 2020-03, 2020 Federal Poverty Guidelines & 2020 Lower Living Standard Income Level
<http://www.labor.maryland.gov/employment/mpi/mpi3-20.pdf>

The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs without public subsidies or private assistance. The Board defines self-sufficiency for employed or underemployed WIOA Adults and Dislocated Workers as one hundred and seventy-five percent (175%) of the current Lower Living Standard Income Level (LLSIL), or 99% of a Dislocated Workers previous wage, whichever is greater. Self-sufficiency standards adjust, as new federal and state guidance are released on an annual basis.

Policy Guidelines

The employed job seeker's wage income shall be used to determine the self-sufficiency standard. Job seeker's wage income shall be calculated before determining WIOA Title I eligibility for Adults and Dislocated Workers.

Employed Adult Criteria

If the participant's family income is above the self-sufficiency amount presented on the family income worksheet, they will be determined to be self-sufficient and will NOT be eligible to receive WIOA Title I Individualized Career and Training services.

If the participant's income does not exceed the self-sufficiency amount presented on the family income worksheet, they will be determined to not be self-sufficient and will be eligible for WIOA Title I Individualized Career and Training services.

Public assistance recipients are not considered economically self-sufficient. Documentation of public assistance is required.

Employed Dislocated Worker Criteria

The employed Dislocated Worker self-sufficiency standard shall be determined by calculating self-sufficiency income or ninety-nine percent (99%) of the lay-off wage, whichever is greater.

The Self-Sufficiency Standard for Dislocated Workers is defined as employment which provides the worker a wage that is equal to or greater than ninety percent (99%) of the worker's wage at the time of dislocation.

See the Appendices for the full Self-Sufficiency Policy and the correlating Family Income Worksheet.

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

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

1. The individual has been laid off without a recall date (or the recall date has passed) and falls into one of the following categories;
2. The number of jobs in the applicant's previous industry/occupation is declining based on Labor Market Information (LMI) data;
3. The projected annual increase in employment growth within the local area based on LMI or O*Net is fewer than 100 jobs in the previous industry (including replacements) or the

- projected annual increase in growth openings is fewer than 30 jobs in the previous occupation;
4. The applicant is dislocated from a job not found on the most recent local or state list of demand occupations (if applicable);
 5. The applicant has conducted a dedicated but unsuccessful job search in the previous industry/occupation, as evidenced by employer rejection letters or employer contact logs;
 6. Evidence, preferably from several sources, of openings in the previous industry or occupation; or
 7. The applicant is unable to perform the duties of the previous job due to age, ability, or disability (as defined in this section).

5(J) A description of how the Local Board will interpret and document eligibility criteria for in-school youth “requires additional assistance to complete an educational program or to secure or hold employment” as set forth in the State’s Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII). DWDAL’s policy on the Title I Youth Program can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi8-15.pdf>.

In-School Youth Definition

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

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

Baltimore County defines (Policy: DEWD_DOP_004_2019) an eligible youth “requiring additional assistance to complete an educational program, or to secure and hold employment,” as one who:

- Has a poor work history (i.e., fired from one or more jobs within the last six months or has a history of sporadic employment such as having held three or more jobs within the last 12 months and is no longer employed);

- Has received a low score on a pre-employment skills assessment or a letter from an employer stating that the youth does not possess the requisite skills for employment;
- Has been actively seeking employment for at least two months, but remains unemployed or underemployed. This includes a youth with no employment history, with limited work experience, and/or who is actively seeking full-time employment, but has only achieved part-time employment;
- Is currently at-risk of dropping out of school as determined by a referral from school staff, probation officer, or other responsible person with documentation evidencing chronic poor attendance or discipline problems during the last 12 months, or has educational underachievement (i.e. less than a cumulative 2.0 grade point average);
- Is currently credit deficient (i.e. one or more grade levels behind peer group). This also includes youth currently enrolled in special education classes that require appropriate education for children with disabilities and has an Individual Education Plan;
- Has failing grades as defined by having failed a minimum of three classes in the most recent grading period;
- Has low literacy in Reading and/or Math;
- Has incarcerated parent(s);
- Youth living in a high poverty area;
- OSY parent living in the same household as a child who receives or is eligible to receive free or reduced price lunch based on their income level;
- Youth receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act.

5(K) A description of how the Local Board will interpret and document eligibility criteria for out of school youth “requires additional assistance to complete an educational program or to secure or hold employment” as set forth in the State’s Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII). DWDAL’s policy on the Title I Youth Program can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi8-15.pdf>.

Out-of-School Youth Definition

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

1. Not attending any school;
2. Between the ages of 16-24 at time of enrollment; and one or more of the following:
 - A school dropout;
 - A youth who is within the age of compulsory school attendance, but has not attended school for a least the most recent complete school year calendar quarter. School year calendar quarter is based on how a local school district defines its school year quarters.
 - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English Language Learner;
 - An individual who is subject to the juvenile or adult justice system;

- A homeless individual or a runaway;
- An individual who is in foster care or has aged out of the foster care system, or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under Section 477 of the Social Security Act, or an individual who is in an out of home placement;
- An individual who is pregnant or parenting;
- An individual with a disability; and/or,
- A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

Other Youth Eligibility

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

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

In-School youth must meet the following:

- Attending school (as defined by State law), including secondary and postsecondary school;
- (Not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21 at time of enrollment);
- Low-income;
- An individuals who requires additional assistance to complete an educational program or to secure or hold employment.

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

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

In addition, AJCs will continue to work with customers to complete a WIOA Occupational Training Application. Essentially, the Training Application is designed to guide customers through the process of “making their case” to access WIOA training funds. The Training Application must be completed and signed before funding for training can be considered.

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

- A clear statement of the customers’ training goals;

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

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

DEWD required both Out-of-School and In-School youth providers to include a specific description of how the vendor will deliver WIOA’s 14 program components (Table 5.1) in their proposals:

Table 5.1 – WIOA Required Program Elements

1. Tutoring, skills training, and dropout prevention
2. Alternative secondary school services
3. Paid and Unpaid Work Experiences
4. Occupational Skills Training
5. Leadership Development Opportunities
6. Supportive Services
7. Mentoring
8. Follow-Up Services
9. Counseling
10. Concurrent Education and Workforce Preparation Activities
11. Financial Literacy Education
12. Entrepreneurial Skills Training
13. Labor Market Information (LMI)
14. Preparing for Post-Secondary Education and Training

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

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

The LEAP program’s offerings include:

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

Examples of technical training available to LEAP participants include:

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

In 2020 DEWD contracted with Baltimore County Public Schools Office of Career and Technical Education (CTE) to offer In-School WIAO services. CTE provides expertise, service, and support to schools in the delivery of programs that prepare globally competitive students for careers and life-long learning. The CTE office fulfills its mission through curriculum development, professional development for teachers and administrators, and the procurement of instructional materials and equipment.

CTE Offers

- Academic subject matter taught with relevance to the real world, often called “contextual learning.”
- Employability skills, from job-related expertise to workplace ethics.
- Hands-on, project-based learning opportunities.
- Educational pathways that help students explore interests and careers while they progress through school.
- Work-based learning and internship opportunities to apply learning outside of the classroom.
- Postsecondary career pathways that include registered apprenticeship, industry certification, community college certificate/associate degree programs, and four-year college degree programs.
- High school CTE programs of study give students the opportunity to transition smoothly into postsecondary education and to earn college credit and/or industry credentials in a career field of interest.

CTE Mission

The Office of Career and Technical Education (CTE) provides expertise, service, and support to schools in the delivery of programs that prepare globally competitive students for careers and life-long learning. The CTE office fulfills its mission through curriculum development, professional development for teachers and administrators, and the procurement of instructional materials and equipment.

CTE Vision

The Office of Career and Technical Education (CTE) will ensure that each BCPS student has access to a CTE program of her or his choice while continuously improving CTE programs in a manner that is adaptive to the needs of 21st Century learners.

Areas of Study

- CTE integrates core academic knowledge with technical and occupational knowledge to provide students with pathways to postsecondary education and careers. These career paths include occupations in:
 - Arts, Media, and Communication
 - Business, Management, and Finance
 - Consumer Services, Hospitality, and Tourism
 - Construction and Development
 - Environmental, Agricultural, and Natural Resource Systems
 - Health and Biosciences
 - Human Resource Services
 - Information Technology
 - Manufacturing, Engineering, and Technology
 - Transportation Technologies

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

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

5(O) A description of the Local Board's plan goal to serve out of school youth and identify specific steps that have been taken to meet this goal. Local Boards whose goal is under 75 percent must include a description of how they will implement the waiver and how they will enhance connections to Youth Apprenticeship programming, increase DORS co-enrollment, and any changes for In-School-Youth (ISY) services.

Note: The U.S. Department of Labor (USDOL) has approved Maryland's request to waive the obligation outlined in WIOA Section 129(a)(4) and 20 CFR 681.410 that not less than 75 percent of funds allotted under Section 127(b)(1)(c), reserved under Section 128(a), and available for statewide activities under subsection (b), and not less than 75 percent of funds available to Local Workforce Development Areas (Local Areas) under subsection (c), shall be used to provide youth workforce investment activities for out-of-school youth. Under this waiver, both the required State and local percentage for Out-of-School Youth (OSY) expenditures has been lowered to at least 50 percent. This waiver is effective July 1, 2019 through June 30, 2022.

The Baltimore County WDB will focus on serving a minimum of 75% of out-of-school youth. The data team within the Department of Economic and Workforce Development will assist with creating performance reports. The WDB will use predictive and quarterly reports to track and monitor the percentages of youth served to ensure compliance.

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

Comprehensive descriptions of program partnership, customer flow, and basic/individualized career services provided in Baltimore County AJCs and across the workforce system network are provided throughout the local plan. For specific program detail, see below:

- *Section 4: AJC Delivery System (pp.69-81)*
- *Section 5: Title I – Adult, Youth & Dislocated Worker Functions (pp.82-103)*
- *Section 6: Title II – Adult Education & Family Literacy Functions (pp. 104-113)*
- *Section 7: Title III – Wagner-Peyser Functions (pp.114-118)*
- *Section 8: Title IV – Vocational Rehabilitation Functions (pp.119-120)*
- *Section 9: Temporary Assistance for Needy Families Functions (pp.121-126)*
- *Section 10: Community Service Block Grant Functions (CAN) – (pp.127-128)*
- *Section 11: Jobs for Veterans State Grant Functions – (pp.129-130)*
- *Section 12: Trade Adjustment Assistance for Workers Program Functions – (p.131)*
- *Section 13: Unemployment Insurance Functions – (pp.132-133)*
- *Section 14 – Senior Community Service Employment Program Functions – (pp.134-135)*

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

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

The CAREER Team reviews the services listed in the matrix below and identifies the common activities among the partners. Once these activities are reviewed the CAREER Team identifies common intersect points of coordination, collaboration, and integration. These intersect points, such components as listed including Outreach, Intake and Registration, Start of Services, Main Service Activities, Program Exit and follow up are the key intersect points in the development of foundation reference tools for all partners and a basis for development and implementation of common information, intake, and referral among partners. These are then reported at each CAREER Team meeting and compiled. Once identified the CAREER Team working through and with the needs of front-line staff identify and establishes the tools necessary to best and better serve job seekers.

Table 5.2 – CAREER Team Partner Program Matrix

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

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

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

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

Retention/Follow-up Procedures for WIOA Participants

Case Closure – Customer Obtained Employment

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

Case Closure - Employed While Participating

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

Case Closure - Without Employment

- The Case Manager enters case closure
- Upon exit, the Case Manager will perform quarterly follow-ups and complete the follow-up grid with pertinent information (BEACON, Employer contact, customer contact, Work # etc...).
- The Case Manager enters case notes.

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

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

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

OVERVIEW:

Baltimore County’s Workforce Development Board has designated the County’s Department of Economic and Workforce Development (DEWD) to serve as the workforce system’s local operator. DEWD oversees the administration of three American Job Centers (AJCs), geographically distributed in the north, east and west areas of Baltimore County along public transportation routes. The County’s AJCs received 17,415 visits in PY 2019 from customers. Center visitors had access to the full range of WIOA Career Services and Individualized Services, including intake, career exploration and job search tools, assessments, partner referrals, access to training in in-demand industries and occupations, professional development resources and workshops, training resources, services for individuals with barriers to employment, job matching, job fairs and other recruiting events and services to assist business in finding the talent they need to stay competitive in the local job market.

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

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

In 2016, DEWD and the WDB commissioned The Jacob France Institute and Valbridge Properties to conduct research to define which industries are the greatest economic drivers for Baltimore County, and to provide us with strategic recommendations to align our workforce, education and training systems to meet employers’ projected growth and future demand through 2024. The resulting *Jobs of the Future Report* serves as the foundation for the Job Connector Toolkit, a resource that provides comprehensive data analysis and labor market insight on Baltimore County’s nine target industry clusters, and the correlating occupations projected to be in greatest demand for each, with intentional emphasis on mid-skilled/mid-wage jobs. Both will be critical tools for guiding our local public workforce system to be data-driven, evidence-based, and results-oriented in our efforts to:

- Meet the current and future talent needs of Baltimore County employers;
- Build upon the quality of the County’s diverse workforce, increasing access to opportunity and earnings capacity;
- Catalyze strategic matchmaking between job seekers and employers; and
- Leverage partnerships across the local workforce system to establish employer-driven apprenticeship and career pathway models within Baltimore County’s target industries.

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

The Strengths

- The locations of the three AJCs and their proximity to public transportation provides excellent service coverage.
- DEWD’s partnership with the Community College of Baltimore County (CCBC) is strong and the services of the two organizations are well-integrated.
 - The two partners are co-located at two of the County’s three AJCs.
 - The AJCs and CCBC have collaboratively implemented a highly effective cohort training model.
- Talent Management Coordinators prepare and connect AJC job seeker customers with local and regional businesses.
- The AJCs work closely with Maryland Labor’s Unemployment program to connect individuals to the Re-employment Opportunity Workshop (ROW) and the Re-employment Services and Eligibility Assessments (RESEA) program – two state initiatives to assist unemployed individuals in preparing for and finding new jobs.
- DEWD’s AJC management team participates in monthly meetings with Maryland Labor management to discuss and plan strategies and issues around service delivery to job seeker and business customers. The DEWD /Maryland Labor committee comprised of the supervisors within the AJC’s (DEWD Site Managers and Maryland Labor Supervisors) meet monthly to review, discuss and resolve issues specific to the AJC day-to-day operations.
- The Workforce Development Board and the CAREER Team annually provide a day-long professional development WIOA Convening. The WIOA Convening brings together the staff from the MOU identified agencies (with emphasis on DEWD, CCBC, Maryland Labor, Division of Rehabilitation Services, Department of Social Services, Community Assistance Network, Aging and others. This convening, with over 175 usually in attendance (either face-to-face or virtual) offers presentations and discussions from the agency leadership from all partners, topics of specific relevance to the audience (such as working virtually during a pandemic, co-servicing staff, case management in a virtual world to name a few) and a discussion and interaction of shared needs. The WIOA Convening has consistently grown in the past few years and expect to continue to evolve to a premier annual professional development event for the overall workforce development community in Baltimore County.
- In support of the annual WIOA Convening, staff from all agencies regularly and as needed complete additional professional development in areas such as Career Coaching, Mental Health/First Aid, Trauma, Stress, Resilience and Community, Stigma Training and others.

Opportunities and Challenges

- The lack of a universal performance and case management system that is accessible across state and local partner organizations – or even an automated bridge between the varied systems – has historically hindered efforts for partners to operate in a coordinated way. Project IMPROVE demonstrated the benefits of partners having read access to the Maryland Workforce Exchange data management system. While efforts to assist partners with gaining access greater than “read only” were unsuccessful, there is still for an automated system that will work for all partners to share information on shared customers.
- AJC staff would benefit from continued efforts and planning to provide access to professional development programming specific to workforce development. Workforce staff received training on Career Coaching, Mental Health First Aid, Trauma, Stress, Resilience & Community and Stigma Training during PY 2019.
- Identifying ISY that meet ALL eligibility requirements. The BCPS cannot request or process eligibility documents.

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

PARTNER SUMMARY AND ANALYSIS – CCBC’s LEAP Program (Learn, Earn, Achieve and Progress)		
<u>CCBC’s LEAP Program</u> (Learn, Earn, Achieve and Progress)		
<i>Partner Summary</i>		
DEWD’s Youth Services manage WIOA Title I funds to serve out-of-school youth in Baltimore County. DEWD conducted an RFP process in the spring of 2016, which resulted in the selection of CCBC’s proposal for the LEAP program. CCBC will be the single WIOA out-of-school youth services provider for Baltimore County.		
<i>Capacity to Meet the Workforce Development Needs of Job Seekers and Employers</i>		
Possession of basic reading, writing and math skills, and basic job readiness have been identified by business leaders as baseline requirements for entry into the job market. The LEAP program will offer academic enhancement courses to assist youth in gaining the baseline literacy skills employers need. Youth will participate in job readiness training that prepares them with essential “soft” skills that employers value. Career development will also be an important component of programming: youth will learn to create resumes, cover letters, and interview effectively.		
<i>Connections</i>		
The AJCs are working closely with Youth Services to retool policies and procedures in ways that will facilitate better services to youth through the One-Stop Centers. This is especially important because the Adult Basic Education provider (CCBC) is co-located at two of the three AJCs.		
<i>Strengths</i>		
CCBC’s LEAP program has partnerships with:		
<ul style="list-style-type: none"> • Maryland Labor • CCBC • DJS • DORS 	<ul style="list-style-type: none"> • EARN (<i>Credential Training</i>) • Vehicles for Change • BCPS • DSS 	<ul style="list-style-type: none"> • Job Corps • Local Management Board • Housing and Planning
The LEAP program has excellent capacity to provide WIOA’s fourteen elements of service through a combination of internal resources and a broad array of strong community-based partnerships.		
Because the LEAP program is operated by CCBC, it can leverage outstanding geographic coverage including:		
Three full-service community college campuses:		
Catonsville Campus 800 South Rolling Road Baltimore, MD 21228-5317	Dundalk Campus 7200 Sollers Point Road Baltimore, MD 21222-4649	Essex Campus 7201 Rossville Boulevard Baltimore, MD 21237-3899
Three Extension Centers:		
Hunt Valley 11101 McCormick Road Baltimore, MD 21031	Owings Mills 10300 Grand Central Avenue Owings Mills, MD 21117	Randallstown - Liberty Center 3637 Offutt Road Randallstown, MD 21133
And locations at a variety of community-based organizations.		
<i>Opportunities and Challenges</i>		
<ul style="list-style-type: none"> • There is an opportunity to achieve better coordination of funding streams and services to optimize the benefits of available youth programming. • While many partner relationships are strong and effective, improved cohesion is needed between other partners, e.g., service providers for ex-offenders and mentorships. 		

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

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

In accordance with statute and regulation, Maryland Labor will establish a uniform process for the Local Workforce Development Boards to use to review and determine the alignment of applications for Title II funding, to ensure that the same process is used for all eligible providers across the State. Baltimore County will review applications in accordance with Maryland Labor’s guidance at the time the RFP for Title II funds is released. Table 6.3 provides this information.

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

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

Adult Basic Education

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

Assessment of basic educational skills is a mandate of WIOA and the Test of Adult Basic Education (TABE) and Comprehensive Adult Student Assessment System (referred to as CASAS) are the two recognized assessments under WIOA. CCBC has the credentials, experience and knowledge to administer both assessments, and DEWD utilizes CCBC to provide TABE or CASAS

assessments to our WIOA customers. CCBC administers the assessment (currently TABE 11 & 12 or CASAS in accordance with DWDAL’s policy on assessment), monitors the testing, scores the tests, and communicates scores to DEWD. This assessment is administered prior to WIOA Title I eligibility. The Local Area maintains a written procedure for customers being assessed through CCBC and reviews and revises as needed. Table 6.3 outlines how the local area will coordinate testing with our Title II partner.

The majority of adults with low-literacy who come to CAFL - *who speak English as their first language* – are doing so to pursue a secondary credential (high school diploma, either through GED® exams or the National External Diploma®), with the goal of improving their earning potential. To determine the appropriate academic placements for these individuals, CCBC conducts assessment sessions through the year, at which attendees complete the TABE (Test of Adult Basic Education) Locator and TABE reading and math assessments in a proctored testing environment. A follow-up orientation session is scheduled to enroll new students in courses aligned with their assessment scores.

The service flow for AJC customers differs significantly from CAFL’s model. AJC customers possess a wide range of educational levels. Thus, use of the TABE or CASA assessment is typically indicated for only a subset of AJC visitors. Today, CAFL provides the TABE Locator and TABE reading and math assessments in a proctored testing environment for AJCs. CAFL and designated AJC staff coordinate weekly testing sessions at the assigned AJC locations, ensuring all appropriate customers have the opportunity to assess their skills for service deliver. This relationship is strong and allows CAFL expertise to align with AJC workforce knowhow. Scores are shared across partners, following FERPA guidelines.

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

- AJC staff will refer job seeker customers who lack a secondary credential to CCBC’s assessment sessions.
- AJC staff will share employment and career services information available through the AJCs with CAFL Transition Specialists, who will in turn visit individual classrooms and pass along to students while working with them.
- DEWD will coordinate training to educate CAFL staff on the variety of employment-related assessments.

English for Speakers of Other Languages (ESOL)

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

When staff at the AJC Reception Desk identify non-English speakers, they use simple communication aids or speak through the support person these customers often bring along as interpreters to show them the ESOL section of the current CCBC course catalogue. In other cases, job seeker customers present at the Reception Desk as functional English speakers, but reveal during the initial interview with AJC staff that they can increase their chances of landing a job by

improving their English language skills. With the consent of the customer, AJC staff in this scenario contact the multi-lingual administrative specialist working for CAFL to set up a warm hand-off.

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

CAFL Program Summaries

Adult Basic Education Offerings

General Educational Development and External Diploma Program

Table 6.1: General Educational Development

GED Option			National External Diploma Program (NEDP)
Classroom-based Option	Online Option One I-Pathways	Online Option Two CCBC Online Courses	
<p>Students will take preparation courses specific to the four subject areas of the GED exam – Language Arts, Science, Social Studies, and Math. Currently a class structure of pre-GED level (Essential Skills I, Essential Skills II, and Essential Skills III) and GED level (9th grade and higher).</p> <p><i>Cost: Depends on class placement. Classes are partially grant funded. Pre-GED level: \$25 per class. GED level: \$80 per class.</i></p>	<p>Maryland I-Pathways is a free, teacher-supported online learning environment provided by the State of Maryland for GED test preparation.</p> <p>Participants must be Maryland residents, be 18 years or older, and be officially withdrawn from high school.</p> <p>Eligibility is based on assessment in both reading and math. Applicants must exhibit minimum 9th grade skill levels in order to be enrolled.</p> <p><i>Cost: No Tuition (*Grant funded)</i></p>	<p>Due to the COVID-19 Pandemic, CCBC began offering online course options. All courses align to Maryland Labor policies, guidelines and expectations. Students will take preparation courses specific to the four subject areas of the GED exam – Language Arts, Science, Social Studies, and Math. Currently a class structure of pre-GED level (Essential Skills I, Essential Skills II, and Essential Skills III) and GED level (9th grade and higher). Mixed level courses will also be offered when applicable.</p> <p><i>Cost: Depends on class placement. Classes are partially grant funded. Pre-GED level: \$25 per class. GED level: \$80 per class.</i></p>	<p>The NEDP program targets mature adults working to earn a high school diploma. There is no classroom instruction. The NEDP requires that participants demonstrate both academic and functional life skills, including skills related to occupational preparedness through online computer-based assignments.</p> <p>Each participant works toward a Maryland State High school Diploma by demonstrating reading, writing, speaking, mathematics, problem-solving, and critical thinking academic skills, through the performance of real-life tasks. An entry-level job skill must also be demonstrated. There are a combination of take home assignments with written and oral assessments.</p> <p>Because this program was designed especially for mature adults, it is self-paced and confidential. Participants engage in weekly one-on-one appointments with trained assessors.</p> <p>The NEDP is offered on the CCBC Essex and Catonsville campuses.</p> <p><i>Cost: \$225 (partially grant funded)</i></p>

Workplace Basic Education Skills Training

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

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

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

English for Speakers of Other Languages

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

Table 6.2: CCBC’s ESOL Programs

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

ESOL Family Literacy Classes

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

Baltimore County’s Memorandum of Understanding

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

Table 6.3: Baltimore County MOU partner integration pathways

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

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

TABE or CASAS assessment score reports are shared with assigned DEWD staff following encrypted emails. No personal information is sent via email, except for client name and score. CCBC will pass code documents sent via email so all PII information is secured ad locked.

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

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

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

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

All test administrators are CCBC CAFL employees, and fall under the Maryland Labor Adult Education testing and assessment guidelines. CAFL performs professional development, at a minimum twice annually, as well as specific content area training throughout the year. All CCBC staff serving as proctors are trained specifically through TABE or CASAS, ensuring they are TABE and CASAS assessment approved. CCBC staff are not able to proctor until certified by the specific test publisher. All professional development, and cross training opportunities, ensure staff are up to speed on all current, and relevant, adult education testing strategies and practices. DEWD contracts with CCBC to test TABE and CASAS academic assessments. CCBC ensures that TABE and CASAS test administrators receive proper training to proctor assessments in accordance with publisher requirements.

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

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

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

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

6 (E) A description of how adult education providers in the Local Area will use the Integrated English Literacy and Civics Education (IELCE) program under section 243(a) of WIOA to prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. Note: Local Areas should check with all Title II-funded providers in their area; not all adult education providers receive IELCE funds.

CAFL receives both IELCE, Integrated English Literacy and Civics Education, and IET, Integrated Education Training, funds from the state. In simple terms, this programming aligns ESOL services, language acquisition, civics, and supports to Workforce training to assist students in successfully completing technical training and securing employment. This is all done through recruiting ESOL students with our partners, offering them technical training, while also providing ESOL classes and supports to increase their skills and provide them the best possible opportunity for employment and success.

Specifically, CAFL leverages Baltimore County's Local Workforce Development Area data to choose content areas, and has focused on entry-level occupations under (1) healthcare, (2) construction trades, and (3) transportation, distribution and logistics (warehouse) to form strong occupational clusters for CAFL's IELCE/IET program.

CAFL's IELCE/IET classes consist of level 4-6 ESOL learners. CAFL's partners, including the International Rescue Committee (IRC), Baltimore Alliance for Careers in Healthcare (BACH), Baltimore County Department of Economic and Workforce Development (DEWD), and CCBC technical training departments (Health and Human Services, Applied Technology, etc.) recruit amongst their own clientele, targeting learners interested in a particular training area. There is a concentrated effort to recruit for IELCE/IET from current CAFL learners, heavily utilizing CAFL's Transition Specialists to help identify learners through an assessment and screening process. The IELCE/IET program also consists of open enrollment IELCE classes ("bridge classes"), focusing on civics concepts and career awareness, made available to Level 5 and 6 CCBC ESOL and Family Literacy learners. These classes help in the recruitment and planning process through increasing the learner pools for the technical trainings. They also allow learners easier, and more immediate, access to the support and career planning tools that are available through IELCE programming.

Contextualized classes offered during IETs include two, 30-hour minimum IELCE/IET classes that run concurrently with the technical training classes. Each class is three hours, offered once or twice per week, and builds on the skills of the previous class. The IELCE/IET I course is designed to align to a specific career, or program area, using individualized career path specific language, materials, and technology support to build a sufficient foundation for technical prerequisite courses. In FY21, CAFL is focusing on Pharmacy Technician, Dental Assistant and Certified Nursing Assistant. Upon completing the first IELCE/IET class and successfully passing Medical Terminology, learners continue down the pathway taking the remaining technical courses, while also taking CAFL's IELCE/IET II class, which runs parallel to the remaining technical courses. The class focuses on language based advanced study strategies, provides time and assistance to continue through the technical curriculum, while also providing workplace preparation activities. Students/clients can leverage clinical experiences, shadowing, and CCBC employment services to gain meaningful and long-term employment. Additionally, learners will be able to leverage AJCs' employment

services. Upon program completion, learners will be certified and prepared for in-field employment.

The three required components of IELCE/IET training are the same skills that employers are demanding in an increasingly competitive workforce: effective communication skills, technical skills, and "soft" skills. CAFL's IELCE/IET program combines literacy/language acquisition skills, technical skills training leading to an industry-recognized credential, and workforce preparation skills training. Many of the Allied Health training programs also have a built-in clinical component, where learners gain valuable on-the-job experience in their new occupation. Training not only provides general transferable workplace technology skills, but also occupation-specific digital literacy skills and preparation for the workplace. Learners are connected to other resources, training opportunities, and technology certifications to improve their credentials, which will create the best possible fit to respond to the needs of employers. Gaining skills in these areas ultimately meets and/or exceeds employer needs and expectations.

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

Note: Maryland Labor’s-Wagner-Peyser staff are currently concentrated at the Eastpoint AJC.

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

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

The County’s Workforce Development Board has sought out the participation of the LEA, who has actively participated in discussions and votes at quarterly meetings. The LEA also served on the Transition Committee, a temporary committee established to guide the work of the Board as we transitioned to WIOA legislation making recommendations for the local plan. Post COVID-19, the LEA contributes to the WDB Recovery Planning Committee – Preparing the Workforce System for a “New” Normal.

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

Assurances

The Local Board has established two comprehensive, and one satellite full-service American Job Centers, and have a written process for the local Chief Elected Official and Local Board to determine that the centers conform to the definition therein.

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

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

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

Supply Side

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

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

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

Outreach Workers must:

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

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

Demand Side

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

The Baltimore County Business Consultant provides various services to the business community. Typical business services provided by the BSC may include the following:

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

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

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

Title III: Wagner-Peyser Employment Services -MD Department of Labor

Summary

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

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

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

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

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

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

VETERAN SERVICES

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

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

Strengths

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

Opportunities and Challenges

- More staff are needed to meet service demands.
- The implementation of the monthly DEWD/Maryland Labor meetings has provided an excellent mechanism for collaboration between the WIOA and Maryland Labor staff enabling them to ensure that UI claimants and all AJC customers are on the receiving end of stellar customer service.
- The need to provide ongoing virtual services to customers will increase the collaboration and brainstorming between WIOA and Maryland Labor staff.

Section 8 – Title IV – Vocational Rehabilitation Functions

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

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

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

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

As with all individuals, whether they have a disability or not, who access the American Job Center, the goal is to have a universal referral form, which will enable individuals to select the services they feel they need. In addition, the goal is to ensure that all information and services are accessible, regardless of the individual’s disability. DORS will provide training to the partners in such areas as: programmatic and physical accessibility, serving individuals with disabilities that require support services, disability etiquette and sensitivity training, assistive technology.

PARTNER SUMMARY AND ANALYSIS – Title IV: Vocational Rehabilitation Services

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

Partner Summary

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

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

Single Step offers nine career training options:

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

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

(See www.cccmd.edu/Programs-and-Courses/Adults-with-Disabilities/CASE-Single-Step-Course-and-Certificate-Offerings.aspx)

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

Approximately 2300 Baltimore County residents receive services from DORS annually at the field office locations and/or through contracted providers. (See the *Challenges* section for information on the current Waiting List.)

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

Connections

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

Strengths

- DORS staff have specialized expertise in working with specific populations.
- DORS reaches difficult to serve populations barriered by a range of disabilities at a variety of locations.
- DORSs subject matter experts can offer AJC staff cross-training to educate them on best practices in providing services to these populations.

Opportunities and Challenges

- DORS is under an Order of Selection. DORS can only initiate service plans for individuals who are most severely disabled. There are 400 Baltimore County residents on the DORS waiting list for services.

Section 9 – Temporary Assistance for Needy Families Functions

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

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

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

The Department of Social Services provides resources through Memorandum of Understanding/ Resource Sharing Agreement to ensure specific integrated services for individuals referred to the American Job Center. Title I staff will participate in the Job Network program specific to the Baltimore County TANF programs. The participants will be introduced to AJC Services in an effort to coordinate AJC Services. These services conducted by Baltimore County Department of Economic and Workforce Development Staff ensures specific and focused services within the American Job Center for referrals from DSS. These services are coordinated closely with the TANF funded Job Network program through the Community College of Baltimore County.

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

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

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

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

In addition to co-location themes already presented, Baltimore County will continue to examine opportunities to share and coordinate resources and expertise of various partners related to assessments, adult basic education and youth services. Baltimore County’s Out of School Youth program resides with the Community College of Baltimore County, as do the Adult Basic Education

and English Speakers of Other Languages programs. Job Network has built strong relationships with these program areas to provide warm handoffs for training, case management, support services, and testing services to name just a few resources, all aimed at aligning applicable participants in need to other WIOA resources. It allows for participants to be co-enrolled in joint programming, leveraging dollars, but also area expertise to best support them. As an example, a Job Network participant can also be an Out of School Youth participant, and have their tuition and fees covered by the Out of School Youth WIOA dollars.

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

All WIOA partners participate in the Annual WIOA Convening. All stakeholders to the local workforce development system are invited to attend any and all technical training and professional development sessions and opportunities. In addition, DSS plans to conduct more targeted operational training sessions in 2021 exclusively with AJC staff to clarify TANF processes and metrics, which differ from those collected by AJC staff. AJC staff will continue to reciprocally offer training to DSS staff during 2021 to introduce/strengthen their knowledge of the MWE interface and functionality.

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

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

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

Access to business services and employer initiatives to attract and better serve employers by marketing joint services, minimizing the burden on employers who use the centers, and provide

employer-focused services through a single point of entry rather than through all partnering programs.

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

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

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

When it comes to creating a coordinated, integrated local workforce system, perhaps the most intractable issue local areas must confront is the incompatible data collection and case management tools. For years DSS and WIOA partners had a workaround in place, leveraging the ETO (Efforts to Outcomes) data system. That option is no longer available to partners. Today, data is shared through Maryland's Total Human-services Integrated Network, called MD THINK. Job Network and DSS have access to this system through the WORKS database and share case notes and participant data, progress and outcomes. The challenge of the next WIOA period is to create a more integrated sharing approach for partners as well. The CAREER team will focus on this during Fiscal Years 21, 22 and 23. Data sharing is always a challenging and intricate process, requiring significant alignment, thought and work.

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

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

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

Temporary Assistance to Needy Families (TANF)

Partner Summary

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

Young Parent Support Center
201 Back River Neck Road
Baltimore, Maryland 21221

Dundalk District Office
1400 Merritt Boulevard, Suite C
Baltimore, Maryland 21222

Essex District Office
439 Eastern Boulevard
Essex, Maryland 21221

Reisterstown District Office
130 Chartley Drive
Reisterstown, Maryland 21136

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

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

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

Job Network

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

Job Network - Essex
439 Eastern Blvd
Baltimore, Md. 21221

Job Network - Catonsville
800 S. Rolling Road
Catonsville, Md.21228

(Co-located with District Office)

Job Network provides a structured program in which participants gain valuable information and resources, such as instruction on resume writing, interviewing, cover letters and the job search process. In addition to extensive essential skills training and career preparation, Job Network participants work with Career Search Administrators, and classroom life and employment Facilitators to help them prepare for and pursue job opportunities. A team of Job Developers work with the local business community to understand employer needs and match qualified candidates with local and regional employment opportunities. Job Developers build sustainable relationships with employers by ensuring individuals referred

to employers as candidates for openings are pre-screened. Job matching and retention services are also added values for employers.

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

Technology, online learning, as well as face to face learning, are all resources available to participants to ensure they are compliant during the COVID-19 pandemic and beyond. Flexible, yet structured scheduling, has become a hallmark of Job Networks strategies for success.

Beneficiaries who have been unemployed for more than 40 months are served by Job Network’s Support Service Coordinators, who specialize in working with hard to serve populations and clients. This approach offers more intensive case management. Staff assist individuals who may need long-term financial support in applying for Social Security Disability Insurance and accessing other resources, such as relevant and appropriate mental health care.

Additionally, Licensed Counselors are on staff to support those in need of direct mental health and life assistance, as well as to provide appropriate referrals when needed.

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

The numbers served by DSS are staggering: nearly 3,000 individuals are referred annually for TCA. Approximately 2,146 *Able-Bodied Adults Without Dependents* (ABAWDs) are also referred, although the no-show rate for both groups is high. In addition, 115,000 County residents receive services through the Supplemental Nutrition Assistance Program (SNAP), 225 are served under the Noncustodial Parent Employment Program (NPEP), and approximately 40 through the Transitional Foster Care program.

Through Job Network, DSS annually provides 5,000 participants with training related to job readiness and job search skills. In 2020, 1,599 participants were placed in jobs. Approximately 170 participants a year increase numeracy and/or literacy skills, or earn occupation-related certificates, and 25 earn a GED.

Connections

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

Strengths

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

Formal job readiness training is included and job readiness skills are informally infused throughout each participant’s engagement in Job Network; participants in all Job Network activities are required to attend 20 to 35 hours a week.

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

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

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

- CCBC – direct hire and comprehensive workforce training opportunities. A third of Job Network completers continue their education at CCBC
- Genesis - CNA/GNA training leading to full time employment and career pathway
- RF Conversions – training leading to automotive body work & conversion in the Automotive industry
- Jane Addams Resource Corporation (JARC) Welding & Manufacturing (www.jane-addams.org/programs/jarc-baltimore)

- Hopkins and GBMC Healthcare System – Internship opportunities in environmental services leading to full time employment with career path
- Mercy Hospital, Genesis Healthcare, and GBMC Healthcare System – direct hire or training with direct hire and career path
- EZ-Pass – direct hire with focus on customer service
- Details – Social enterprise preparing job skills specific to construction industry

Opportunities and Challenges

Job Network needs more physical space to serve the large number of individuals who are currently enrolled in, or who *need* to be enrolled in the program. Conversely, meeting performance targets for program attendance can also pose difficulties, due to excessive barriers such as medical issues, childcare challenges, and unforeseen life emergencies.

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

The Board has convened with mandatory partners to exchange resources, training opportunities, and job leads to provide opportunities needed for TANF participants to address the complex challenges they often face. DEWD and DSS continue to work closely with partnering organizations to develop referral and co-enrollment processes using the MWE, through the CAREER Team to further align services to address barriers faced by the TANF population.

DSS has built an extensive network of partnerships that span the local AJCs, DORS, CCBC, as well as numerous community-based organizations, including:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Job Network • Community Assistance Network (CAN) • Fuel Fund • Maryland Works • Baltimore County Chamber of Commerce • Suited to Succeed • Total Health Care • Vehicles for Change/Transportation Assistance Partnership (TAP) • ASPIRE • Greener and Healthier Homes • Job Opportunities Task Force (JOTF) • Maryland Food Bank | <ul style="list-style-type: none"> • Homeless Persons Representation Project • Baltimore County Health Department • Baltimore County Circuit Court • Federal Reserve • Learn, Earn, Achieve, Progress (LEAP) • Baltimore County Office of Housing • Public Safety Bureau of Corrections • Maryland Labor • Mayor’s Office of Employment Development (MOED) • Maryland Family Network • Center for Family Success • Maryland Cash Campaign • Success in Style |
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TANF COVID-19 Policy

CCBC has not made any revisions to our policies due to COVID-19, as they have been open. Because of that we have operating like normal under the institutional policies. CCBC does have PPE policies.

The flexibilities and exemptions regarding programming relative to ABE/ESOL, CCBC did not make any policy changes. CCBC has PPE policies institutionally, and CAFL has integrated them.

See the link below for more information:

<https://www.cbcmd.edu/About-CCBC/Policies-and-Procedures/Coronavirus/phased-return.aspx>

Section 10 – Community Service Block Grant Functions

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

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

- After School Programs – Located at Fontana Village Community Center, the after-school program provides homework assistance, tutorial assistance, and partnerships with many resource partners, including various youth groups designed to teach responsible decision-making.
- Budget Counseling – Educates individuals and families enabling them to reach their financial goals and solve their financial problems through budget counseling.
- Food Pantry – The Food Pantry provides healthy food throughout Baltimore County to eligible residents. The supplemental food package provides enough food for approximately 5-7 days. There are monthly educational workshops, which are free to the public.
- Homeless Shelters and Housing Programs – CAN operates two of Baltimore County’s largest shelters, serving a population of over 235 men, women, and children each day. Rapid re-housing specialists are located at each shelter to assist residents with finding housing and conduct follow up after an individual has moved out of the shelter. CAN also operates the Samaritan Housing Initiative Program, federally funded by HUD, to house and provide support to 27 chronically homeless men and women in Baltimore County with a diagnosed disability.
- Outreach Programs – Outreach Programs provide support in local communities. CAN has qualified Community Resource Specialists in place to assist with rental (eviction prevention) and utility and other emergency financial assistance.

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

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

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

DEWD WIOA staff in the American Job Centers work closely with the programs associated with the Homeless Shelters and Housing Programs, Outreach Centers and Food Pantry. As a priority of the Workforce Development Board, DEWD AJC staff work directly with the CAN Shelters. In addition, DEWD staff work weekly at the Eastside Family Resource Center providing workforce development services and WIOA eligibility. In addition, DEWD has implemented a referral process for homeless service providers and their clients in Rapid ReHousing (RRH).

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

In 2019, AJC staff hosted a job fair at the Westside Men’s Shelter where individuals from all the shelters met with employers, received interviews, and learned about employment offerings. Such activities will be explored and considered regularly in the future (post COVID-19 pandemic). The AJC staff will utilize Baltimore County’s Mobile Career Center, where appropriate at various CAN locations, to assist individuals in registration, career exploration, and similar technology-based assistance.

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

Data and information regarding shelter services are shared with the Workforce Development Board. These services will continue to be evaluated by the Board in collaboration with the Office of the County Executive. Mitchell Posner, Executive Director of CAN, joined the Workforce Development Board in the summer of 2020.

Section 11 – Jobs for Veterans State Grant Functions

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

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

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

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

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

Baltimore County's Veteran Services

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

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

Customer Service Flow for Veterans

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

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

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

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

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

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

Local Veterans Employment Representatives (LVER) are integrated into AJC staff meetings and center activities. Baltimore County and State Business Services Representatives partner with LVERs on employer outreach and advocacy efforts. The LVER participates in meetings convened to assess employer hiring needs, and works with AJC managers, staff, and Job Developers, to make connections between job seeking veterans and employment opportunities.

Section 12 – Trade Adjustment Assistance for Workers Program Functions

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

Maryland Labor staff, in conjunction with WIOA Dislocated Worker and Adult staff, work together to support the TAA program by co-enrolling the certified workers and providing TAA certified workers in Baltimore County with opportunities to obtain the skills, resources, and support they need to become reemployed (TEGL 19-16 and 16-16). Trade affected workers will be co-enrolled with the WIOA dislocated worker program or other appropriate program to ensure the availability of a comprehensive array of services and the integration of workforce development programs. Trade staff and WIOA partners will coordinate efforts to provide opportunities for Trade affected workers to obtain skills, services, resources and support in a quick and effective manner to return the trade-affected worker back to suitable employment.

12(B) A description of how Title I staff will provide the TAA services listed above in an integrated manner.

Partner staff in the American Job Center will be responsible for providing the initial meeting and assessments, ensure enrollment in MWE, labor market information and delivering Rapid Response service, if not already provided and to make the participants aware of all the available services and allowances that the Trade Adjustment Assistance Program can provide. Trade staff will work with the trade affected worker on training options, completing TAA application MWE and to ensure the six criteria for training have been met, as well as create or review participants' IEP. Trade staff will also provide approval of all TAA training programs, training contracts and training waivers. Efforts will be coordinated to monitor progress, provide benchmarks every 60 days and ensure a service is provided every 90 days for the Trade affected worker, as well as ensure any needs and barriers are addressed. Staff will coordinate on all employment, case management and follow-up activities.

12(C) A description of how Trade participants will be co-enrolled in other programs. Note: co-enrollment with WIOA Title I Dislocated Worker program is a requirement under the TAA Final Rule.

By following an established process flow within the AJC, co-enrollment of Trade affected workers will be ensured to allow for more efficient use of public workforce system resources and reduce barriers to program integration. Participants will be made aware of their co-enrollment. In the event that a Trade affected worker declines co-enrollment or is not eligible for co-enrollment, documentation must be provided and maintained. Declining co-enrollment has no effect on eligibility for benefits and services under the TAA Program.

Section 13 – Unemployment Insurance Functions

13(A) A description of how WIOA Title I and Title III partners will support Unemployment Insurance claimants and provide meaningful access to Unemployment Insurance claimants, as required by WIOA.

WIOA Title I and Title III partners continue to align resources to provide support and assistance to UI claimants. One of the conduits that plays a key role in providing such support is the AJC Steering Committee. This committee serves as a mechanism for alignment, integration, and seamless service delivery to UI claimants. WIOA Title I and Title III partners have a history of being cohesive as it pertains to providing services to UI claimants, but never more so than during the current pandemic. During this challenging time Wagner-Peyser and WIOA staff have worked together to conduct outreach, and provide service to the RESEA referrals. In partnership they have provided assistance with registering in MWE, explained center services, and provided online resources for career assessments, skill enhancement, and job search, as well as providing one-on-one career assistance. The implementation of service delivery to UI claimants has changed in some ways during this time, but has enabled us to reach more claimants virtually, and has provided new and innovative methods that will continue beyond the current pandemic, and will become part of the fabric of our service delivery model going forward.

13(B) A description of the Local Board will utilize the Wagner-Peyser program and the RESEA and ROW programs to provide access to local workforce development services for Unemployment Insurance claimants.

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

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

- DEWD and State Business Services staff conduct presentations during both workshops focusing on employment opportunities and resources participants can access through the AJCs. UI claimants are informed of AJC workforce activities such as job fairs, onsite recruitments, cohort training opportunities, etc.
- State staff strengthen the connectivity between Employment Services and UI Programs by maximizing opportunities for UI recipients to return to work as quickly as possible.

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

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

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

Changes to Service Delivery in Response to COVID-19

Maryland Labor Response Statewide

AJC staff successfully maintained services for thousands of job seekers and businesses by transitioning to a combination of communication tools including phone, text, email, and web conferencing. Between March 15 and August 31 of 2020, AJC staff used these communication tools to provide nearly 44,000 customers with assistance. More than 32,000 Marylanders enrolled in the Maryland Workforce Exchange either with the aid of AJC staff or through self-enrollment. AJC staff helped more than 2,000 customers access individualized career services or training. And Business Services staff assisted more than 5,000 businesses. Data is revealing that, in some cases, the introduction of virtual tools is yielding *superior* results. For example, the rate at which customers appeared for their first scheduled appointment more than doubled (from 32% to 68%) when staff switched from using mail as the primary contact method to using email, text, and telephone contact methods.

Baltimore County Impact

In Baltimore County, approximately 13,000 claimants were referred for RESEA and ROW services between April 1 and September 30 of 2020. RESEA includes those least likely to be reemployed, where ROW includes the most likely to be reemployed. An agency decision was made to focus on the RESEA referrals during this time.

Wagner-Peyser and WIOA staff worked together to contact the RESEA referrals, making numerous attempts to reach claimants. They provided assistance with registering in MWE, explained center services, and provided online resources for career assessments, skill enhancement, and job search, as well as providing one-on-one career assistance. The total number of claimants referred to Baltimore County for RESEA outreach during this period was 6,643, and 4,468 successfully completed the RESEA requirements.

For the first quarter of 2020, Baltimore County had 12,88 RESEA referrals, with 699 successfully completed.

Section 14 – Senior Community Service Employment Program Functions

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

1. MD Labor DWDAL is the State Grantee for SCSEP. There are no sub-grantees; however, MD Labor employs an Employment Specialist in each Local Area for which the State Grantee is responsible for administering the SCSEP Program. Note: The jurisdictions for which the State grantee is responsible for administering the SCSEP Program are Baltimore City, Western Maryland (Allegany, Garrett, and Washington Counties), Southern Maryland (Calvert, Charles and St. Mary's Counties) and Eastern Maryland (Caroline, Kent, Queen Anne's and Talbot Counties).
2. The Center for Work Force Inclusion formally known as Senior Service America, Inc. is the National Grantee and utilizes sub-grantees to implement SCSEP. The following is a list of their sub-grantees:
 - a. Jewish Council of the Aging of Greater Washington
(Administering service to Frederick and Montgomery Counties)
 - b. MAC, Inc.
(Administering service to Dorchester, Somerset, Wicomico and Worcester Counties)
 - c. Baltimore County Department of Aging
(Administering service to Baltimore County)
 - d. Prince George's County, Department of Family Services, Services Division
(Administering service to Prince George's County)
 - e. The Center for Work Force Inclusion
(Administering service to Anne Arundel, Carroll, Cecil, Harford, and Howard Counties and co-serving with Maryland Department of Labor Baltimore City)

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

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

Referrals are the constant flow from the SCSEP office and all three American Job Centers. In addition, SCSEP customers' register at one of the three Economic Development Centers. New customers learn about AJC services as part of the registration and initial assessment phase of service at the center. In addition, they receive email about recruitments, job fairs, and training opportunities being promoted in the AJC and community.

Basic Career Services and Individualized Career Services are introduced and made available. Center staff assist WIOA eligible customers to apply for Training Services and Supportive Services including;

Basic Career Services: Customers receive Basic Career Services during scheduled 45-minute appointments. Customers may receive assistance to practice and receive feedback on "Perfect Interview" during appointment, which take up to 90 minutes. Same day appointments are possible for customers with approval from management. Customers receive the following services during Basic Career Service appointments:

- Intake/Needs Assessment (will take place in conjunction with any 1st appointment)
- Re-employment Exchange Assistance (REX/UI customers)
- General Career Coaching & Guidance
- Assistance with completing online applications
- Résumé/Cover Letter Assistance
- Interview Coaching
- Interpretation of career assessments
- SCSEP participants utilize the physical resources including: computer labs with Microsoft Office software, career assessment software, electronic education resources, and electronic career development resources. Other physical resources include a library of hard copy materials, office equipment such as fax machines, large copiers, telephones, and meeting space.

Section 15 – WIOA Section 188 and Equal Opportunity Functions

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

Equal Employment Opportunity Officer Contact:

Michael Lawrence

KRA

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

Email: mlawrence@kra.com

Phone: (410) 887-4002

TTY: Maryland Relay 711 or 800-735-2258

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

American Job Center operators and the American Job Center partners will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990. A detailed response addressing this question is provided in sections 15(E), (F), and (G).

Individuals with Limited English Proficiency will receive services equal to and comparable to the services of those that are English speaking proficient. Services will be provided through staff available on site that can assist and provide services or referred through the existing Title II partners in order to provide services and translate vital documents. The CAREER Team will inventory annually the availability of these services and provide update to all partners. This effort is coordinated with the Workforce Development Board's Barriers to Employment Committee (as noted in Section 15 (D)).

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

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

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

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

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

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

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

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

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

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

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

Accessibility

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

Communications Barriers

- Investigate the potential to introduce free technologies into service processes, e.g., using Google Translate for customers with limited English Language skills, or voice command features for populations that lack manual dexterity or have poor technological skills.
- Consult with DORS to investigate updated assistive technologies that can replace older accommodations currently in use in the AJCs for individuals with hearing or visual disabilities
- Make all print materials available in large print and braille and shelved at approximately 3' level.
- Create a video orientation that outlines the services of the AJC as well as those of partnering agencies and organizations. The video should include subtitles and narration to accommodate customers with hearing or visual impairment.

Transportation Barriers

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

Staff Training

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

Customer Service Quality

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

Service Integration

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

Employer Connections

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

Service Offerings

- Expand access to quality, affordable daycare options.

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

Provide a separate description for the:

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

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

- The Americans with Disabilities Act (ADA), as amended by the Americans with Disabilities Act Amendments Act (ADAAA),
- Section 501 of the Rehabilitation Act, as amended, which is enforced by the Equal Employment Opportunity Commission (EEOC);
- Section 503 of the Rehabilitation Act, as amended, which is enforced by the US Department of Labor's Office of Federal Contract Compliance Programs (OFCCP); and
- Section 504 of the Rehabilitation Act, which enforced by each Federal funding agency, including DOL.

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

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

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

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

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

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

- Administers the mediation program
- Conducts studies and surveys

- Cosponsors human relations events
- Develops programs to promote harmony and understanding among all people
- Hosts training workshops
- Provides technical assistance
- Responds to hate and bias incidents
- Recognizes the work of individuals and organizations
- Sponsors forums and banquets
- Works with community groups to address and resolve human relations issues

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

https://library.municode.com/md/baltimore_county/codes/code_of_ordinances?nodeId=ART29HURE

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

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

The remedies that may be imposed under local, State, and direct recipient grievance procedures are enumerated at WIOA sec. 181(c)(3) include the following remedies that may be imposed under this section for a violation of any requirement of this title shall be limited—

- (A) to suspension or termination of payments under this title;
- (B) to prohibition of placement of a participant with an employer that has violated any requirement under this title;
- (C) where applicable, to 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, to other equitable relief.

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

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

Regarding aid, benefits, services, training, and employment, the WDB provides reasonable accommodations to qualified individuals with disabilities who are applicants, registrants, eligible applicants/registrants, participants, employees, or applicants for employment, unless providing the accommodation would cause undue hardship. A request for accommodations may be made by the individual, a family member, a friend, or a representative on their behalf. However, staff

should directly verify with the customer an agreeance with the request. Customers needing an accommodation to participate in meetings/services can make a request to any AJC staff (receptionist, manager, career center staff). The request can be made verbally, in writing and/or electronically. Requests cannot be fulfilled same-day.

If a customer is requesting an interpreter, Baltimore County uses Schreiber Translation, Inc. for language interpreter requests. Staff will complete an “Interpreter Request Form” on the customer’s behalf:



Schreiber Translations, Inc.
51 Monroe Street, Suite 101 • Rockville, MD 20850 • P: 301.424.7737 • F:
301.424.2336
translation@schreibernet.com • www.schreibernet.com



**BALTIMORE COUNTY, DEPARTMENT OF ECONOMIC
AND WORKFORCE DEVELOPMENT (DEWD)
INTERPRETER REQUEST FORM**

Please fill out the form below and return to interpreter@schreibernet.com or fax to (301) 424-2336 so that your interpreter request can be processed.

Name of Requestor: _____

Office/Division: _____

Exact Date(s) of Assignment: _____

Start Time: _____ **End Time:** _____

Language Needed: _____

Type of Service:

One-Time Only Weekly Bi-Weekly Monthly

Reason for Service: _____

On-Site Point of Contact Information:

Name: _____ **Phone:** _____

Email: _____

Location of Assignment:

Special Instructions (i.e. female or male interpreter only, special dialect, etc.):

Delivery Order No.: _____

When an individual with a disability makes a request for a reasonable accommodation, staff is required to respond to that request. All staff members providing direct services should be able to provide or arrange basic accommodations on their own initiative in the most timely and customer-friendly way possible.

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

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

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

In addition, the Region 5 DORS Director and two ADA facilities requirements experts from the Maryland State Department of Education have initiated an inspection of the County’s three AJCs. As the first step in a larger process, DORS conducted an evaluation of the physical facilities at the Eastpoint Center on June 30, 2016. Eastpoint was found to be highly accessible, in terms of wide aisles, ADA-compliant restroom facilities, and access to computer banks.

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

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

Improved Connections between Partners

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

Cross-functional Training Opportunities

- DORS can provide AJC staff with deaf sensitivity training.

Ideas for Future Funding Options

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

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

Communication – Individuals with Disabilities

Individuals with Visual Impairments

For individuals with vision impairments, DEWD will leverage its relationship with the Division of Rehabilitation Services (DORS) to assist in providing services. Through a counselor-to-counselor working relationship between DEWD and DORS staff, referrals may be made to DORS to obtain assessment services and other specialized services for the visually impaired that are not available from DEWD. Based on recommendations from DORS, in combination with DEWD's assessment, visually impaired persons may be referred to DEWD training programs. The AJCs have versions of **Job Access With Speech** (JAWS) software installed on Center computers.

Individuals with Hearing Impairments

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

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

Information is disseminated to limited-English speaking individuals by first identifying their native language and providing them with a laminated language card – identifying 38 languages – at the front desk of the AJC. After the individual identifies their language, the AJC staff can support them

with oral and written translation services that are provided through Dantli Corp, and the AJC staff calls DEWD’s fiscal unit to make the request. The fiscal specialist then completes an online service request form which includes: request information, time service is requested, assignment address, requestor contact information, type of language requested, and type of interpreter needed.

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

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

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

Section 16 – Fiscal, Performance, and Other Functions

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

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

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

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

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

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

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

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

Baltimore County’s procurement processes incorporate risk assessment of potential sub-grantees and contractors, and includes, but is not necessarily limited to, documentation of suspension and debarment status, provision of a procurement affidavit, provision of past history of performance

(program and financial), references, documentation of financial stability, evidence of current ability to perform, MBE/WBE participation (as needed), etc.

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

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

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

The WDB's Role

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

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

DEWD Actions

Local Policies

Local policies are written in response to changes, additions, and updates to Federal and State workforce policy. These policies are written by the Workforce Program Planning Coordinator, and disseminated to staff via email notification. In addition, the Workforce Program Planning Coordinator issues "Local Fact Sheets" to aid in staff's understanding State and Federal guidance that is more complex. Key management staff may write procedural-type documents, which explain how staff should carry out specific tasks related to service delivery.

Performance Role

Workforce Program Planning Coordinator – In 2018, DEWD revised the Workforce Program Planning Coordinator (Coordinator) responsibilities, giving them oversight of all workforce development performance data and research for the agency., the Coordinator conducts workforce program performance evaluation, data management, and program coordination to support and advance the vision of the County Executive, the Workforce Development Board, DEWD, and Baltimore County's local workforce system. The Coordinator owns agency-wide

responsibility for ensuring that DEWD’s WIOA services and records (both paper and electronic) are in compliance with all WIOA regulations and that DEWD consistently meets or exceeds established performance standards on all indicators – including those for Youth Services.

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

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

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

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

Eligibility Requirements

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

- Be unlikely or unable through career services alone to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to/higher than wages from previous employment;
- Have the skills and qualifications to successfully participate in the selected program of training services;
- Be determined eligible in accordance with the State and local priority system in effect for adults under WIOA sec. 134(c)(3)(E) if training services are provided through the adult and dislocated worker funding stream; and
- Select a program of training services that is directly linked to Baltimore County’s nine target industries or high priority employment opportunities. (Visit [The Baltimore County Job Connector Toolkit](#) for a list of these industries.)

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

Federal Pell Grants, or be in need of WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.

Training Parameters

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

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

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

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

Funding Exceptions

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

ITA Funding Denials

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

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

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

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

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

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

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

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

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

COVID-19 has had a devastating impact not only on Baltimore County's residents and businesses, but on the local network of workforce service providers in our ability to meet the dramatic increase in customer demand to meet both their human service and re-employment needs. It has required DEWD and all of our partners to explore and identify new virtual platforms and technologies that will assist in serving and meeting customer needs during COVID-19 and beyond.

These concerns are a critical part of the charge to the Board’s Recovery Planning Committee, as they convene to identify strategies to recover from the converging health and economic crises, while building a workforce system that is better prepared to operate effectively and efficiently as we transition into a “new normal”.

HYBRID VIRTUAL CAREER SERVICES

COVID-19 forced Baltimore County’s AJCs to close to the public in mid-March 2020. All staff were sent to delivery customer service remotely. American Job Center services had to pivot into a hybrid virtual process of delivering workforce services to job seekers. The process below details how job seekers accessed workforce services during COVID-19:

Outreach

A job seeker who is interested in Workforce Innovation and Opportunity Act (WIOA) program services sends an e-mail to talentworks@baltimorecountymd.gov or calls (410) 887-8000 and leave a voice message to request information. Job seekers leave their full name, telephone number and zip code in the e-mail or on voice message. They are also directed to complete basic registration in the Maryland Workforce Exchange.

Outreach Response

Reception staff contacts the job seeker to determine service needs and verify demographic information, including Maryland Workforce Exchange basic registration. They invite the job seeker to attend the next available orientation to learn more about WIOA Career Services. If the job seeker accepts the invitation to attend orientation, he or she is registered for the event by the reception staff.

Orientation

Scheduling

The American Job Center Management team work together to establish an orientation schedule. At a minimum, there is one orientation scheduled bi-weekly. Center Managers also determine which staff is assigned to facilitate orientations.

Preparation

Reception staff maintain orientation rosters in the Maryland Workforce Exchange Events Calendar by entering each event, assigning appropriate MWE service codes and tracking cancelation and reschedules. Orientation invitees receive a Tele Task reminder call 24 hours before the event. The Tele Task calls are arranged either by reception staff or another staff member. Reception staff forwards the orientation roster to the presenter no less than 24 hours prior to the event. WebEx video conference invitations are sent to scheduled attendees 24 hours before the start of orientation. Attendees who do not have computer access are sent a telephone call-in number to attend orientation.

Orientation Day

Orientation is delivered by a two-member team; a presenter and an assistant. The assistant welcomes attendees to orientation, takes attendance, sets expectations and introduces the

presenter. The assistant also manages the video conference chat feature as well as attendee's mute buttons.

The presenter focuses on educating attendees on the services and resources available through Baltimore County's WIOA program. They stress to the attendees how they may receive guidance, resources, and skills training to meet local labor market demand. Also included in the presentation is information on WIOA program partners, training information/ETPL and a review on labor market information. Orientation lasts for approximately 45-60 minutes.

Post-Orientation

The presenter or assistant will update the Maryland Workforce Exchange calendar event at the completion of orientation. They also enter a case note in MWE documenting the customer's attendance. Lastly, the presenter e-mails attendees a WIOA enrollment paperwork package, WIOA eligibility document checklist and short assessment form. The WIOA Operations Manager or designee will assign orientation completers to Intake Consultants for follow-up.

If the attendee has no e-mail and/or is uncomfortable creating and using an e-mail account, the presenter will email their name and mailing address to the WIOA Operations Manager. The WIOA Operations Manager will ensure that enrollment materials are mailed to the attendee. The paperwork can be sent through postal mail or can be picked up by the attendee at the administrative office.

Job seekers will be responsible for completing Maryland Workforce Exchange enrollment, filling out the short, assessment form, and collecting all WIOA eligibility documentation prior to attending a follow up appointment.

The Intake Consultant will follow up with each attendee by e-mail or telephone to check on their progress and schedule a post orientation appointment. All contacts should be documented in Maryland Workforce Exchange using case notes.

Once a customer has read through the enrollment paperwork, collected eligibility documents and completed the short assessment form, he or she can schedule an appointment with the Intake Consultant.

Post Orientation Follow-up Appointment

The Intake Consultant will meet with the job seeker through the WebEx platform with both parties agreeing to use the video feature. During the appointment the job seeker's Wagner-Peyser application is reviewed to determine needs and potential barriers. The short assessment form and WIOA eligibility documents are reviewed. Lastly, the Intake Consultant will review WIOA eligibility with the job seeker. If the job seeker needs to submit additional information to complete the WIOA application, he/she will be contacted.

Determining Eligibility

The Intake Consultant will use information from the Wagner-Peyser application, short assessment form to determine the job seeker's suitability for the WIOA program. The Intake Consultant also collects program eligibility documents and initiates eligibility paperwork on the job seeker's behalf using Virtu encryption software.

If the job seeker is not eligible for WIOA Career Services based on age, social security number, citizenship, residency, or selective service he/she will be informed by the Intake Consultant. The Intake Consultant will encourage the job seeker to continue using Basic Career Services, as they are available.

If the job seeker meets preliminary WIOA program eligibility described in the previous paragraph, and would benefit from program services to obtain or retain employment, the Intake Consultant will forward all information to an American Job Center Manager. The American Job Center Manager assigns the job seeker to a Career Consultant to complete income eligibility, enrollment and initiate Individualized Career Services. The Career Consultant will also complete the WIOA eligibility application in the Maryland Workforce Exchange.

WIOA Career Services

The Career Consultant will develop an individual employment plan with the newly enrolled WIOA participant. They will continue to work with the job seeker providing consultation, support, and direction leading to employment or training. The Career Consultant will work with job seekers who need training by directing them to complete a WIOA Training Application. The Training Application is the job seeker's justification for his/her desired training. After training and credentialing, the Career Consultant continues to provide services to the job seeker until they exit the program with or without employment. After program exit, the Career Consultant will follow the customer through four quarters of retention.

USE OF TECHNOLOGY DURING NORMAL PERIODS OF SERVICE DELIVERY

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

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

Customer Reception

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

At the Eastpoint AJC, the jobseeker is greeted by a receptionist who enters each individual's name into MWE to document traffic at the Center. The receptionist asks if the customer is registered in MWE. If the customer is not sure, the receptionist searches for the customer's name in the MWE

system. If a customer has registered but cannot remember his or her password, the receptionist assists in resetting the password so the jobseeker can utilize the MWE system. If a job seeker is new to the AJC, then the receptionist lets the jobseeker know that they will need to register.

Intake

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

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

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

Case Management

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

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

Retention and Follow Up

MWE continues to be an important tool for capturing information during Retention and Follow-up services. In the table that follows, DEWD's use of MWE is described for three customer paths.

Case Closure – Customer Obtained Employment	Employment While Participating	Case Closure Without Employment
<p>The Career Consultant delivering Individualized Career/Training Services enters case closure in MWE and passes the jobseeker’s file to the Retention Specialist, or designee, who is responsible for conducting follow-up from the start date of employment. The follow-up is entered in MWE.</p> <p>Once the jobseeker is exited from the system, the Retention Specialist, or designee, performs quarterly follow-up contacts and enters it in MWE.</p>	<p>The Career Consultant enters case closure and forwards the file to the Retention Specialist, or designee responsible for follow-up.</p> <p>The Retention Specialist, or designee, begins follow-up since the jobseeker is employed.</p> <p>Once the jobseeker is exited, the Retention Specialist, or designee, performs quarterly follow-up contacts and enters it in the MWE.</p>	<p>The Career Consultant delivering Individualized Career/Training Services enters case closure in MWE. The Career Consultant contacts the customer 2x during the 90 day wait for the job seeker to exit. The Career Consultant then passes the file over to the Retention Specialist or designee to continue the quarterly follow-up in MWE.</p>

Partners

All of the core workforce partners recognize that the development of enhanced data integration is essential in creating a more cohesive, user-friendly system with the capacity to serve customers most in need of coordinated services.

One element in any larger solution will be the development of a system-wide, universal intake and referral mechanism. The development of such a mechanism has been adopted as a primary goal of the CAREER Team.

16(H) A description of the Local Board’s procedures for conducting oversight and monitoring of its WIOA activities and those of its sub-grantee and contractors. The monitoring plan shall address the monitoring scope and frequency and shall include the following:

- **The roles and responsibility of staff in facilitating this procedure**
- **A requirement that all sub-grantee agreements and contracts be monitored at least annually**
- **Procedures for determining that expenditures have been made against the cost categories and within the cost limitations specified in the Act and WIOA regulations**
- **Procedures for determining compliance with other provisions of the Act and regulations and other applicable laws and regulations, including the method of monitoring to be used for sub-grantees and contractors.**
- **Provisions for the recording of findings made by the recipients’ monitor(s), the forwarding of such findings to the sub-grantee or contractor for response and the recording of all corrective actions**
- **Provisions of technical assistance as necessary and appropriate**

- **Specific local policies developed by the Local Board for oversight of the American Job Center system, youth activities and employment and training activities under Title I of WIOA.**

Currently, only the County's WIOA Youth Program delivers services via sub-grants. The performance of the Youth Program's sub-grantees is monitored to ensure that Baltimore County is in compliance with the provisions of the Act and regulations and other applicable laws and regulations. Responsibility for conducting monitoring activities is shared by DEWD's program and fiscal staff. Baltimore County has standard risk factors they look for such as: grantee history in managing grants, staff turnover, financial stability, debarments, performance, lack of policies to direct their work, nondiscrimination to service, financial system changes, timely reporting requirements, lack of training for staff, independent audit findings, and their ability to implement effective statutory, regulatory and other requirements

Program Monitoring

The WIOA Program Planning Coordinator performs an internal file review of a sample of active participants on a quarterly basis to ensure WIOA Title I files are in compliance with DOL, MD Labor guidance, and local area policies. Any findings are shared with the Senior Manager of Workforce Development, the managers of the American Job Centers (AJC's) and the manager of Youth Services.

The AJC managers share the information with Career Consultants so that the participant's records can be corrected. The manager of Youth Services shares the information with the youth unit as well as the youth vendor so that corrections can be made to the records.

Findings of the internal file review generally initiate a training/overview with the staff to enhance awareness so that the same findings are not continuous. The internal file reviews assist with less errors during a MD Labor One-Stop Monitoring review.

Sub-Grantee-monitoring:

To foster effective program monitoring, DEWD's Youth Services division distributes a "Service Provider Handbook" that outlines duties and expectations. The Service Provider Handbook articulates specific policies and procedures with which sub-grantee youth service providers must comply. DEWD's focus during monitoring events is to work collaboratively with sub-grantees to problem-solve any identified performance issues.

Sub-grantees will be monitored on a quarterly basis (more often if deemed necessary). Monitoring will include desk audits and site visits, with at least one site visit conducted annually. Upon completion of a monitoring review, a report will be prepared to document the monitoring findings and detail any problems identified during the review. The report also includes any required corrective actions. In the event that corrective actions are necessary, DEWD staff will notify the sub-grantee of the deficiencies and require sub-grantees to provide a written response outlining the corrective actions that will be instituted to address the deficiencies, along with a time-frame for implementing corrective actions. The corrective action plan and implementation schedule must be mutually agreed upon by DEWD and the sub-grantee.

DEWD will notify Maryland Labor regarding any needs for technical assistance related to the implementation and operation of the WIOA program. Maryland Labor is responsible for providing

technical assistance, if needed. DEWD staff will be available to provide technical assistance to WIOA partners and sub-recipients as needed.

Fiscal Monitoring

DEWD's Fiscal Unit reviews sub-recipient expenditures to ensure compliance with the federal and State guidelines regarding allowable costs and cost classification and, as applicable, adherence to the sub-recipient grant budget. The Fiscal Unit processes and approves sub-recipient grant expenditures for payment. Annually, DEWD fiscal staff conduct a monitoring visit at the sub-recipient's location or virtually. Prior to the visit, fiscal staff request all back-up documentation for a list of randomly selected expenditures and the sub-grantee provides such back-up for DEWD fiscal staff for review. The fiscal staff then thoroughly check the paid expenses and payroll records against the invoices submitted to DEWD for payment under the sub-grant, as well as any contracts entered into by the sub-grantee. Fiscal staff also review sub-recipient fiscal policies and internal controls for weaknesses

After the monitoring visit is concluded, and any additional back-up requested during the visit is received and reviewed, DEWD fiscal staff provide the sub-recipient/contractor with a report describing what was reviewed and the results of that review. Should any discrepancies be found between the reviewed expenditures and the supporting documentation reviewed in the monitoring visit, a finding will be declared. In the event that corrective actions are necessary, DEWD fiscal staff will notify the sub-grantee of the deficiencies and require sub-grantee to provide a written response outlining the corrective actions that will be instituted to address the deficiencies, along with a time-frame for implementing corrective actions. DEWD fiscal staff will then recommend approval of the final monitoring report to DEWD senior management, and once approved, provide it to the sub-grantee.

Baltimore County is also subject to monitoring reviews by Maryland Labor to ensure compliance with the WIOA requirements. All sub-recipient monitoring reports are shared with Maryland Labor. State reviews, as well as the single audit, are conducted in compliance with Uniform Guidance.

DEWD requires all sub-grant recipients to submit copies of Single Audit (A-133) Reports and Financial Statements on an annual basis, which are reviewed by the Fiscal Unit for audit findings that could affect the County's reliance on the results of its monitoring.

16(I) A description of the Local Board's policy and procedures regarding the safeguarding and handling of personally identifiable and confidential information (ex., physical and electronic files), including the incident response plan for loss of records.

The Baltimore County Workforce Development Board and DEWD requires all PII and confidential information must be used, maintained, handled, and safeguarded by employees in a manner which protects the integrity of the data and information, as well as the privacy of those associated with it.

Note: DEWD issued local PII policy DEWD_DEP_004_2019 in accordance with guidance from Maryland Labor’s Policy Issuance 2019-04 that was released on March 28, 2019. This local policy includes an incident response plan in the case of lost records and was released on September 30, 2019.

16(J) A description of the Local Board’s procurement system, including a statement of assurance that the procedures conform to the standards in DOL regulations set forth in 29 CFR Part 95, Part 97 and 2 CFR 200. Note that this should include details on how the Local Board would award emergency contracts when current contracts have been eliminated for just cause, in accordance with the Local Board’s procurement system.

Baltimore County’s procurement process ensures that procurements are conducted in a manner that provides, wherever possible, full and open competition. Documentation regarding procurements conducted by DEWD is available for review by federal and State auditors/monitors as well as the independent auditors that work on the annual single audit. Both the independent auditors and State monitors from the Maryland Labor complete an on-site review of procurement procedures/transactions on an annual basis to ensure compliance with federal, State and local requirements.

STATEMENT OF ASSURANCE:

Baltimore County assures that it is in compliance with federal law and regulations relating to procurement. As a Baltimore County agency, DEWD is mandated to follow the procurement process of Baltimore County Government as developed by the Baltimore County Purchasing

Division and the Office of Budget and Finance, which conform to the minimum standards in the United States Department of Labor regulations 29 CFR, Part 97, Uniform Administrative Requirements for Grants and Cooperative Agreements to States and Local Governments and the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final Rule Title 2 of the Code of Federal Regulations; 2 CFR 200.

Emergency Awards

Baltimore County has an established process for securing emergency agreements in the event a sub-grantee or contractor is removed for cause. The emergency agreement process is outlined in Baltimore County’s Purchasing Manual. Emergency agreements can be authorized to be in place for up to one year, during which time, a full procurement will take place.

16(K) A description of any documentation to demonstrate that the acquisition, management, and disposition of property adhere to the Property Management Procedures taken from DOL, regulations 29 CFR Part 97 and 29 CFR Part 95.

The procedures for the acquisition, management and disposition of property purchased by Baltimore County is managed by the County’s Property Management division, and 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.

16(L) A description of any policies or procedures the Local Board adopted to avoid conflicts of interest or the appearance of such conflicts in the exercise of their responsibilities, particularly those related to the awarding of contracts.

The Baltimore County Office of Law and the Baltimore County Ethics Commission assist all public officials (which include members of boards and commissions, including the Workforce Development Board), in understanding and avoiding conflicts of interest or the appearance of such conflicts in the exercise of their responsibilities, particularly those related to the awarding of contracts. Each board member is required to annually sign a statement affirming that he/she has reviewed the written policy and is aware of responsibilities under it.

16(M) A description of the Local Board or fiscal agent’s accounting procedures, including the procedures used in preparing reports to the State. In addition to the requirements that all financial transactions be conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following in the accounting procedures. This description must address how the fiscal system:

- **Tracks funding types, funding amounts, obligations, expenditures and assets.**
- **Permits the tracking of program income, stand-in costs, and leveraged funds.**
- **Is adequate to prepare financial reports required by the State.**

The financial management system used by Baltimore County (including DEWD as the WIOA administrative entity and grant recipient) is CGI Advantage, which is maintained by the Baltimore County Office of Budget and Finance. The Baltimore County Office of Budget and Finance has the fiduciary responsibility for all funds received and disbursed by the County agencies. Through the use of CGI Advantage, DEWD assures that all financial transactions are conducted and records maintained in accordance with "Generally Accepted Accounting Principles."

CGI Advantage allows for:

- Tracking of obligations, expenditures and assets:
 - All WIOA expenditures are entered into CGI advantage for payment. Funds for any contracts or sub-recipient agreements are encumbered by the County’s Office of Budget and Finance when the contract/agreement is executed by the County
- Tracking of program income, potential stand-in costs and leveraged funds:
 - Program income, potential stand-in costs and leveraged funds are not used with Baltimore County’s WIOA grants.
- Submission of required fiscal reports to Maryland Labor.
 - The Office of Budget and Finance provides access to monthly expenditure and reports to all County agencies. Those reports provide the basis for the financial reports submitted to the State for all WIOA grants. DEWD fiscal staff use the reports to populate additional WIOA worksheets to complete the required state financial reports.

16(N) An identification of key staff who will be working with WIOA funds.

DEWD's Fiscal Unit has the primary responsibility for working with WIOA funds. The Unit consists of a Manager, an Accountant and two (2) Contract/Fiscal Specialists. Fiscal Unit staff work closely with staff from the Baltimore County Office of Budget and Finance, which has the fiduciary responsibility for all funds received and disbursed by the County agencies.

16(O) A description of how the Local Board's (or fiscal agent's) financial system will permit tracing of funds to a level adequate to establish that funds have not been used in violation of WIOA standards or DOL regulations.

DEWD uses CGI Advantage Financial System operated by the Baltimore County Office of Budget and Finance. Through the use of CGI Advantage, financial transactions are conducted and records maintained in accordance with WIOA requirements.

DEWD fiscal staff review expenditures to ensure compliance with the federal and state guidelines regarding allowable costs and cost classification. Prior to making payments, DEWD staff assign accounting codes to the expenditure report/invoice to charge the proper funding source, cost category and line item. Documentation is maintained by DEWD to adequately support that funds are used in compliance with WIOA standards, United States Department of Labor regulations, and Baltimore County policies.

16(P) Provide a brief description of the following:

- **Fiscal reporting system**
- **Obligation control system**
- **ITA payment system**
- **Chart of Account system**
- **Accounts payable system**
- **Staff payroll system**
- **Participant payroll system**
- **Participant stipend payment system**

Fiscal Reporting System

DEWD has the ability to prepare accurate and timely financial information for both internal management reports and expenditure reports to Maryland Labor. Baltimore County uses the CGI Advantage Financial System to record and track fiscal information for the entire County.

The Baltimore County Office of Budget and Finance provides access to various expenditure reports by Accounting Period (monthly). The reports include expenditure and encumbrance detail by budget code and object code. DEWD's Fiscal Unit also has online access to CGI Advantage. The CGI accounting system provides current expenditure information that can be accessed, reviewed and printed at any time.

Using the information provided by CGI Advantage, DEWD fiscal staff prepare quarterly financial reports for submission to Maryland Labor. Accrued expenditure information applicable to the reporting period is included in the quarterly reports to the State. An adequate audit trail is available to support the quarterly expenditure information reported to Maryland Labor. Worksheets for each funding source are prepared which include the expenditures from CGI Advantage, accruals and any adjustments that apply to the reporting period. These worksheets

are the basis for preparing State reports and serve as supporting documentation for the quarterly reports.

Obligation Control System

CGI Advantage incorporates the mechanism for adequate obligation control as a component of the financial system. The system contains the appropriation amount, the encumbrances, the expenditures and the unobligated balance. Encumbrances/obligations are contract or grant based, and approved and established in CGI Advantage by Baltimore County Office of Budget and Finance..

DEWD fiscal staff and the Office of Budget and Finance review encumbrances to insure any unused funds are disencumbered in a timely manner.

Individual Training Account (ITA) Payment System

DEWD enters into agreements with training providers on the approved Maryland Eligible Provider List (ETPL). These agreements set forth the payment terms and conditions for WIOA eligible individuals who are trained by that training provider. Upon the enrollment of a WIOA client into a training program, DEWD provides the selected training provider with a Billing Authorization Form for the individual. The Billing Authorization Form reflects the total cost for tuition and any fees that are WIOA eligible. After the training provider receives the billing authorization, they can submit an invoice to DEWD fiscal unit, along with a copy of the billing authorization. The billing authorization reflects whether the participant is eligible for Pell grants and, if so, how much of the tuition will be paid by the Pell grant. Payment for properly charged tuition and fees is made by Baltimore County in a timely manner. The training provider is required to refund tuition and fees paid by Baltimore County when a WIOA client drops out of training in accordance with the provider's published refund policy.

Chart of Accounts System

The Chart of Accounts system utilized by Baltimore County operates on an encoding system that allows for the classification of funds by funding source, department, fiscal unit and expense category. The encoding system is comprised of a series of fields (000-000-0000-0000). This system allows for accurate tracking and reporting of grant expenditures in compliance with federal and State requirements.

Accounts Payable System

The Baltimore County Office of Budget and Finance is responsible for the disbursement of funds. After DEWD fiscal staff enters and approves expenditures into CGI Advantage, using the appropriate budget codes including funding source and cost category codes, the Office of Budget and Finance reviews and approves the payments. Each transaction is identified in the general ledger.

Staff Payroll System

To process payroll, DEWD uses OLTA, the County-wide payroll system managed by the County's payroll department. Staff leave time is approved via an on-line Leave Request Form submitted by

the staff person and approved by the respective supervisor. The information from these reports is entered into OLTA by DEWD staff. Payroll checks are issued biweekly.

Participant Payroll System

Participants can be paid directly from the County wide payroll system, OLTA. The WIOA youth are being paid for Work Experience provided by the sub-recipient under the Youth Services program. Signed time sheets support the youth payroll data.

Participant Stipend Payment System

Stipends for WIOA participants who are assessed as eligible for a needs-based payment are approved on a case-by-case basis by the AJC Manager and are paid via CGI Advantage, as are all other WIOA expenditures.

16(Q) A description of the Local Board’s (or fiscal agent’s) cash management system, providing assurance that no excess cash will be kept on hand, and that procedures are in place to monitor cash.

DEWD receives funds on a reimbursement basis. DEWD fiscal staff prepare and submit cash requisitions to Maryland Labor on a quarterly basis. The total amount of funds requested for each grant includes cash expenditures through the end of the quarter being reported. DEWD staff maintain a worksheet and an audit trail to support the requests for cash. After funds are made available by Maryland Labor, those funds are deposited into the revenue accounts corresponding to the appropriate budget programs in CGI Advantage by Baltimore County Office of Budget and Finance staff.

16(R) A description of the Local Board’s cost allocation procedures including:

- **Identification of different cost pools**
- **Procedures for distribution of staff costs between cost categories (Administrative cost, program cost and indirect cost).**
- **Procedures used for distribution of funds from each cost pool.**
- **Description of funds included in each cost pool.**
- **Description of cost allocation plans for the AJCs.**

Identification of Cost Pools

DEWD uses a “Central Office” cost pool for the accumulation and distribution of fiscal staff (administration) and operating costs that cannot be directly assigned to a specific WIOA funding source or cost category. DEWD also uses a separate cost pool for the accumulation and distribution of “American Job Centers” and “Business Services” staff (program) and operating costs that cannot be directly assigned to a specific funding source.

DEWD uses cost allocation methods that are both reasonable and consistently applied, and maintains adequate documentation to support the distribution of costs to the various funding

sources and cost categories. Costs that benefit a single funding source and/or cost category are directly charged. Unassigned costs will be identified and accumulated in the cost pools and distributed based on acceptable cost allocation methodologies.

Distribution of Staff Costs between Cost Categories

Central office costs are accumulated in a cost pool and distributed among the various WIOA grants, based on staff time distribution reports. Staff time distribution reports are completed on a monthly basis and are signed by each individual and their respective supervisor. Monthly time distribution reports document the hours spent on grant related activities on a daily basis. Costs are distributed based on the number of documented hours worked on each program.

Distribution of Funds from Each Cost Pool

The cost pool expenditures are distributed to the various WIOA grants based on program participant counts. DEWD fiscal staff distributes costs from the pools on a quarterly basis when the quarterly reports are prepared. The method used to distribute costs from the pools to the various funding sources and cost categories are consistently applied the entire program year.

Funds Included in the Cost Pools

The “American Job Center” cost pool includes WIOA funds for the Adult, and Dislocated Worker Programs, and the “Central Office” cost pool includes WIOA funds for the Adult, Youth and Dislocated Worker Programs. Administrative costs for other County funded employment programs may from time to time be included in both cost pools, but those costs are subsequently journalized to their respective budget codes.

Cost Allocation Plans for American Job Centers

Allocation of AJC infrastructure costs are negotiated by the various partners and memorialized in the Memorandum of Understanding and Resource Sharing Agreement in accordance with WIOA laws, regulations and guidance.

16(S) A description of the Local Board’s (or fiscal agent’s) procedure for collecting debts involving WIOA funds.

If a debt is established as the result of an audit or any other circumstances, cash repayment is the primary sanction for the improper expenditure of WIOA funds. Debt collection procedures begin with the forwarding of a written payment demand letter that includes the amount of the debt and the date the payment is due to DEWD. Generally, the demand letter will ask for repayment in a lump sum, but a schedule of installment payments may be established if deemed appropriate.

If DEWD staff, after adequate negotiation, determine that cash repayment is not possible, other methods to satisfy the debt may be explored. DEWD may accept allowable WIOA services in lieu of cash as a satisfactory alternative. Such services must be in addition to those provided under any existing agreements. Finally, another method for settling debts is the reduction of payments to current sub-recipients while the sub-recipient continues to provide WIOA services at existing levels. If debts cannot be satisfied through the methods described above, DEWD will turn the case over to the Baltimore County Office of Law to initiate formal collection proceedings.

2020-2024 Local Plan Assurances

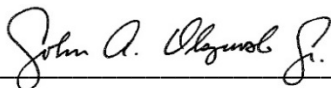
The following checklist and signed certification must be included in the submitted Local Plan. Check the following boxes to accept the assurances listed below.

		Assurance
<input checked="" type="checkbox"/>	1.	Consistent with WIOA Section 108(d), for the 2020-2024 Plan, the Local Board has held at least one public comment period of no less than 30 days to obtain input into the development of the Local Plan and to provide the opportunity for comment by representative of business, labor organizations, education, other key stakeholders, and the general public.
<input checked="" type="checkbox"/>	2.	The final Local Plan is available and accessible to the general public.
<input checked="" type="checkbox"/>	3.	The Local Board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.
<input checked="" type="checkbox"/>	4.	The Local Board makes publicly-available any local requirements for the Local Area, such as policies, including policies for the use of WIOA Title I funds.
<input checked="" type="checkbox"/>	5.	The Local Board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.
<input checked="" type="checkbox"/>	6.	The Local Board has copies of memoranda of understanding between the Local Board and each American Job Center partner concerning the operation of the American Job Center delivery system in the Local Area, and has provided the State with the latest versions of its memoranda of understanding.
<input checked="" type="checkbox"/>	7.	The Local Board has written policy or procedures that ensure American Job Center operator agreements are reviewed and updated no less than once every three years.
<input checked="" type="checkbox"/>	8.	The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.
<input checked="" type="checkbox"/>	9.	The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.
<input checked="" type="checkbox"/>	10.	The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.
<input checked="" type="checkbox"/>	11.	The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition therein.
<input checked="" type="checkbox"/>	12.	All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in the Local Area's American Job Centers for individuals with disabilities.
<input checked="" type="checkbox"/>	13.	The Local Board ensures that outreach is provided to populations and sub-populations who can benefit from American Job Center services.

X	14.	The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.
X	15.	The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.
X	16.	The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.
X	17.	The Local Board complies with restrictions governing the use of federal funds for political activities, the use of the American Job Center environment for political activities, and the Local Board complies with the applicable certification and disclosure requirements.
X	18.	The Local Board ensures that American Job Center staff, along with the Migrant and Seasonal Farmworker program partner agency, will continue to provide services to agricultural employers and Migrant and Seasonal Farmworkers that are demand-driven and consistent with DOL policy.
X	19.	The Local Board follows confidentiality requirements for wage and education records including, but not limited to, 20 C. F. R. 603, the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable State laws, Departmental regulations and policies.
X	20.	The Local Board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.
X	21.	The Local Board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.
X	22.	The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.
X	23.	The Local Board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.
X	24.	The Local Board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, and, in the cases of local government, Local Government Property Acquisition policies.
X	25.	The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.
X	26.	The Local Board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.
X	27.	The Local Board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.

X	28.	The Local Board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.
X	29.	The Local Board has a written policy for priority of service at its American Job Centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.
X	30.	The Local Board has developed plans and strategies for maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the Local Area through the American Job Center delivery system, to improve service delivery and avoid duplication of services.
X	31.	The Local Board will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.

The Local Workforce Development Board for Baltimore County certifies that it complies with all required components and assurances of the Workforce Innovation and Opportunity Act plan development guidelines issued by the state of Maryland. The Local Board also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws, regulations, and policies.



John Olszewski, Jr.
Baltimore County Executive

03/29/2021

Date



Anna-Maria Palmer
Baltimore County Workforce Development Board Chair

03/29/2021

Date

APPENDIX – Individual Training Accounts (ITA) Policy



Individual Training Accounts (ITA) Policy

Title: Individual Training Accounts (ITA)

Policy #: DEWD_DOP_001_2021

Effective Date: Immediately

Programs Impacted: WIOA Adult & Dislocated Workers

I. Purpose

Occupational skills training can be an important part of helping a job seeker improve his or her marketability. Typically, DEWD uses Individual Training Accounts (ITAs)¹⁶ to cover training costs. WIOA funds are the primary funding stream used to support ITAs, however other grants/funding streams may also be available from time to time. The goal of this policy is to explain the procedure that Career Center staff and management must use to document details of training fund requests and gain the proper approvals.

It is critically important that staff adhere to the Billing Authorization process described in this policy. Billing Authorizations serve as the primary record and authority for the local area's expenditure of federal funds. The process and documentation are examined closely during internal and external audits.

II. Policy

1. Standard Billing Authorization for ITA Awards

The Career Consultant and customer should work together to prepare a request for training funds.

A. General Conditions for ITA Awards

A request for an ITA award must meet one or more of the following conditions:

Job Seekers- ITA funds may only cover costs for occupational skills training that is credit, non-degree or non-credit based leading to a certificate, certification or license **and** completed in twenty-four months or less. ITA funds may also cover costs for pre-vocational training and for supportive services.

Employers- ITA funds will cover costs for WIOA participants to enter cohort and/or employer customized training which may include a DEWD sponsored On The Job Training (OJT) or Customized Training opportunity with a local employer

B. Standard Billing Authorization Process - Approval

When submitting a Billing Authorization that meets general conditions for ITA awards, staff should adhere to the following process:

¹⁶ DEWD has specific criteria and limitations for ITAs that you can learn more about in other DEWD Operational Procedures (DOPs) noted in Section IV of this document.

- a. The Career Consultant works with the training applicant to complete the WIOA Occupational Training Application (“Training Application”). The Career Consultant forwards the completed Training Application to the Center Manager, who reviews the information and makes a determination based on: the applicant’s inability to obtain/retain employment while receiving individualized career services; the applicant’s prior experience, education or certifications; labor market demand or; funding availability at the time of request. Once the Center Manager approves the Training Application, the Career Consultant will complete the Billing Authorization form fully and accurately. If an occupational skills training course extends across multiple modules/semesters, the Career Consultant must also submit the Maryland Workforce Exchange “Enrollment Summary” along with the Billing Authorization. The summary displays that entire cost of training and ensures that sufficient funding will be set aside for the customer. The Enrollment Summary can be found by clicking on Activity Code- 300 in the WIOA program application. Either a printout or print screen must be included along with the Billing Authorization for the **initial module/semester only** in the email attachment. Center Managers will reject incomplete or inaccurate Billing Authorizations and return document to the Career Consultant for revision.
 - b. All approved Billing Authorizations and Training Exception forms should be forwarded to Fiscal and saved to shared drive <S:\EWD\Restricted\WIOA Eligibility Documentation>/BA.
- C. Electronic signature on file is acceptable for Billing Authorization transactions up to \$500. An “electronic signature on file” consists of an email exchange between the training participant and Career Consultant where the training participant acknowledges the need for a fundable service funding and/or a change in training course dates. An electronic signature is authorized only under the following circumstances:
- A training participant is in need of a Supportive Service while in training and/or;
 - A pre-vocational training course has been cancelled by the vendor and a new date has been determined and agreed upon by the training applicant and Career Consultant

Billing Authorizations with expenses that exceed \$500.00 (including those referenced in section 1E of this policy) require an original signature.

Special Circumstances Due to COVID-19: Customer signatures cannot be collected at this time due to COVID-19. Please see *Interim Process for Collecting Signatures during COVID-19 for guidance.*

Center Managers approve all training applications up to and including \$5,000. Career Center staff and management should follow Billing Authorization routing process outlined in Attachment A.

Standard Billing Authorization Process - Invoicing

The training provider submits the fully signed Billing Authorization, along with an invoice, to DEWD for payment.

- i. When submitting an invoice, training providers are required to indicate whether they have determined the participant’s eligibility for other sources of financial assistance, such as, but not limited to Pell grants.

- ii. If a participant is eligible to receive financial assistance from another source, the amount of funding approved on the Billing Authorization is reduced by the amount of the financial assistance award.
- iii. Payment for properly charged tuition and fees shall be made by Baltimore County in a timely manner.

C. Standard Billing Authorization Process - Tracking

The Contract/Fiscal Specialist tracks and manages Billing Authorization (BA) obligations. The ITA Spreadsheet is available in a Shared Folder for Center Managers to view as needed. All changes to the ITA spreadsheet will be done by the Fiscal department.

Center Managers will track their center's ITA expenditures on a separate spreadsheet created by the Fiscal Department located on the shared drive. Center Managers will post all entries on their spreadsheets by the 5th of each month.

D. Exceptions to Standard Billing Authorization - Background Information

Under certain circumstances¹⁷ DEWD will consider making exceptions to the general conditions for ITAs. Exceptions are allowed on a case-by-case basis pending funding availability.

- If the proposed training program cost exceeds the \$5,000 limit for DEWD-funded ITAs, DEWD will consider raising the cap on an individual, case-by-case basis, depending on customer need and employer demand.
- Any change in the limit must first be approved by the Center Manager. Final approval for trainings over \$5,000 will be given by the WIOA Operations Manager.
- Training costs paid through other funding sources may have limits or conditions that differ with general conditions for ITAs.

E. Billing Authorization Process for Exceptions

- i. If a customer requests training that exceeds the County's expenditure limit, the Career Consultant's *first action* should be to discuss the issue with the customer and evaluate alternative options.
 - Except in rare circumstances, only Providers listed on the Maryland Eligible Training Provider List (ETPL) are eligible to receive Workforce Innovation and Opportunity Act (WIOA) funds through the Individual Training Accounts (ITA)). A special exception must be sought for ETPL-approved programs that exceed \$5,000
 - **NOTE: Some Non-WIOA funding streams may not be subject to WIOA funding limits or ETPL requirements.**
- ii. When a review of the Training Application and evaluation of available options supports the customer's selected training program, the Career Consultant and customer should proceed in completing the Billing Authorization.

- iii. The Career Consultant submits the completed Billing Authorization with any required attachments to the Center Manager.

F. Billing Authorization Process for Training Providers Not in a Contractual Agreement with DEWD

Training providers who receive ITA funds through DEWD must also have in place a training contract prior to a customer starting training. When less commonly-used or new ETPL approved providers do not have a contract in place in advance and the training cost is under \$2,500, the Contract/Fiscal Specialist will initiate the contract process and contact the vendor for verbal approval prior to sending the customer to training **at the request of the Center Manager.**

Eligible Pre-vocational or Occupational training cost equaling up-to \$1000.00 may be charged to P-Card authorized by Center Manager without a contract in place.

If the cost of the training is more than \$2,500 a signed contract must be in place before sending a customer to training.

- i. If the customer requests training that is on the ETPL, but the provider does not have a contract in Baltimore County, the Career Center Manager will email the WIOA Operations Manager for approval and copy the Contract/ Fiscal Specialist and the other Career Center Managers. The WIOA Operations Manager will work with the Contract/Fiscal Specialist to put into place the agreement with the training provider. ***The Contract/Fiscal Specialist will review for eligibility and initiate contract agreement through county's administrative processes. Once approved, The Contract/Fiscal Specialist will extend an ITA Agreement to the training provider.*** If the training provider refuses to sign and/or return the contract within 30 days no other customers can be referred to the vendor for training.

Whenever **a new contract** is signed and approved the Contract/Fiscal Specialist will notify the Senior Manager of Workforce Development, WIOA Operations Manager and the Center Managers.

G. Billing Authorization Cancellation Process

- i. If the Center Manager or Career Consultant becomes aware that a class is canceled by the training vendor he/she should mark the Billing Authorization "Void" and immediately send it to the Fiscal Unit.
- ii. If the Center Manager or Career Consultant becomes aware that a training applicant by his own choice will not attend training for which a Billing Authorization has already been completed, the Center Manager will mark the Billing Authorization "Canceled" and immediately send it via postal mail or scan and email it to the training provider and to the Fiscal Unit.

III. Performance Accountability

Accuracy and completeness of the Billing Authorization form is CRITICAL. State and Federal monitors review the Billing Authorization during regularly scheduled audits. A completed Billing Authorization is also an official record of ITA expenditures. Changes for any of the following reasons

should be reflected on the Billing Authorization and sent to the designated point of contact in DEWD’s Fiscal Unit.

- Customer changes training start date or end date – change date(s)
- Customer cancels training - CANCELED
- Training provider changes start date or end date – change date(s)
- Training provider cancels training - VOID

Training dates on Billing Authorization must match both the service and case note entered in the Maryland Workforce Exchange. Career Consultants must insert amended Billing Authorization copies into the training customer’s WIOA case folder.

IV. References

- [Workforce Innovation and Opportunity Act of 2014 - Section 134\(c\)\(3\)\(G\)](#)
- Policy Issuance 2017-09, WIOA Title I Training and Maryland’s Eligible Training Provider List, October 26,2017 <http://www.labor.maryland.gov/employment/mpi/mpi11-21.pdf>
- [TEGL 19-16, Guidance on Services provided through the Adult and Dislocated Worker Programs under WIOA and the Wagner-Peyser Act Employment Service, as amended by title III of WIOA and Implementation of the WIOA Final Rules](#)
- [Baltimore County Local Workforce Area Plan – Section 10\(G\)](#)

V. Attachments

- DEWD Billing Authorization Form
- Billing Authorization Routing Process
- Interim Process for Collecting Signatures during COVID-19

VI. Approval



Anna-Maria Palmer, Chair
Baltimore County Workforce Development Board

2/24/21

Date



Mary Manzoni, Senior Manager of Workforce Development
Baltimore County Department of Economic & Workforce Development

2/24/21

Date



JOHN A. OLSZEWSKI, JR.
County Executive

LEONARD J. HOWIE III, Director
Department of Economic and
Workforce Development

TRAINING BILLING AUTHORIZATION

Career Consultant

Participant

Payment Type

WIOA Priority

Training Type Funding

CC Confirmation #

Targeted Industry

Vendor	<input type="text"/>	Upon Comp Receives:	<input type="text"/>
Student Name	<input type="text"/>	Last 4 of SS#	<input type="text"/>
Address	<input type="text"/>		
City, State, Zip	<input type="text"/>		
Phone Number	<input type="text"/>	<input type="text"/>	<input type="text"/>

Pre-vocational or Occupational

Start Date Est. End Date Tuition

Course/Class

Comments

Pre-vocational or Occupational

Start Date Est. End Date Tuition

Course/Class

Comments

Supportive Services Expense

Support Service (choose)		Cost	Support Service (choose)	Cost
1	Application Fee		4	Certificate Fee
2	Licensure Fee		5	
3			Total Supportive Services	
				\$ -

Total Tuition \$ -
Total Supportive Services \$ -
Total Amount Obligated \$ -

Check Box

Check if Exception Form is required.



PARTICIPANT/STUDENT RESPONSIBILITIES: *Failure to comply may result in termination of training. Participant has read and clearly understands the terms of training.*

1. I agree to apply for Pell Grant assistance, if available, and provide required information to the financial aid officer. I understand that the amount of WIOA funding or other non-WIOA funding authorized by the respective program is subject to deduction of any grants, scholarships or other funding contributing to any training costs.
2. I agree to attend and actively participate in training and abide by the training provider's rules and regulations.
3. I hereby authorize the release of my attendance records, progress reports, transcripts and certificate of completion to the training sub-recipient.

TRAINING BILLING AUTHORIZATION

Page 2 of 2

4. I will notify my AJC Career Consultant immediately if I am unable to start or continue training for any reason. In the event that I am unable to complete this training, I will return any training materials (e.g. books, tools, equipment) purchased with training funds to the training sub-recipient upon request.
5. I will notify my AJC Career Consultant -
 - a. When I start training
 - b. One month before I end training
 - c. When I become gainfully employed
6. I understand this is an application for training and I will be notified by AJC Career Consultant once training has been approved.

Participant Signature

Date

TRAINING VENDOR (This section to be completed by authorized representative of training vendor)

Are the classes listed eligible for a Pell Grant or other Financial Assistance? _____

If eligible, please indicate type(s) of assistance and amount below.

Type: _____ Amount: _____
Type: _____ Amount: _____

The Training Vendor certifies that it has assisted the student in applying for a Pell Grant and/or other financial assistance and will apply those financial awards toward the total training cost, off-setting the amount billed to DEWD.

This Billing Authorization can only be used for the training which as listed on this authorization form and is valid for 6 months after signed by the AJC manager.

The Training Vendor shall submit to DEWD a payment invoice within 90 days of training inception, which shall reflect the approved outstanding tuition and other eligible fees for the Participant receiving Training.

Print Name Signature D
a
t
e

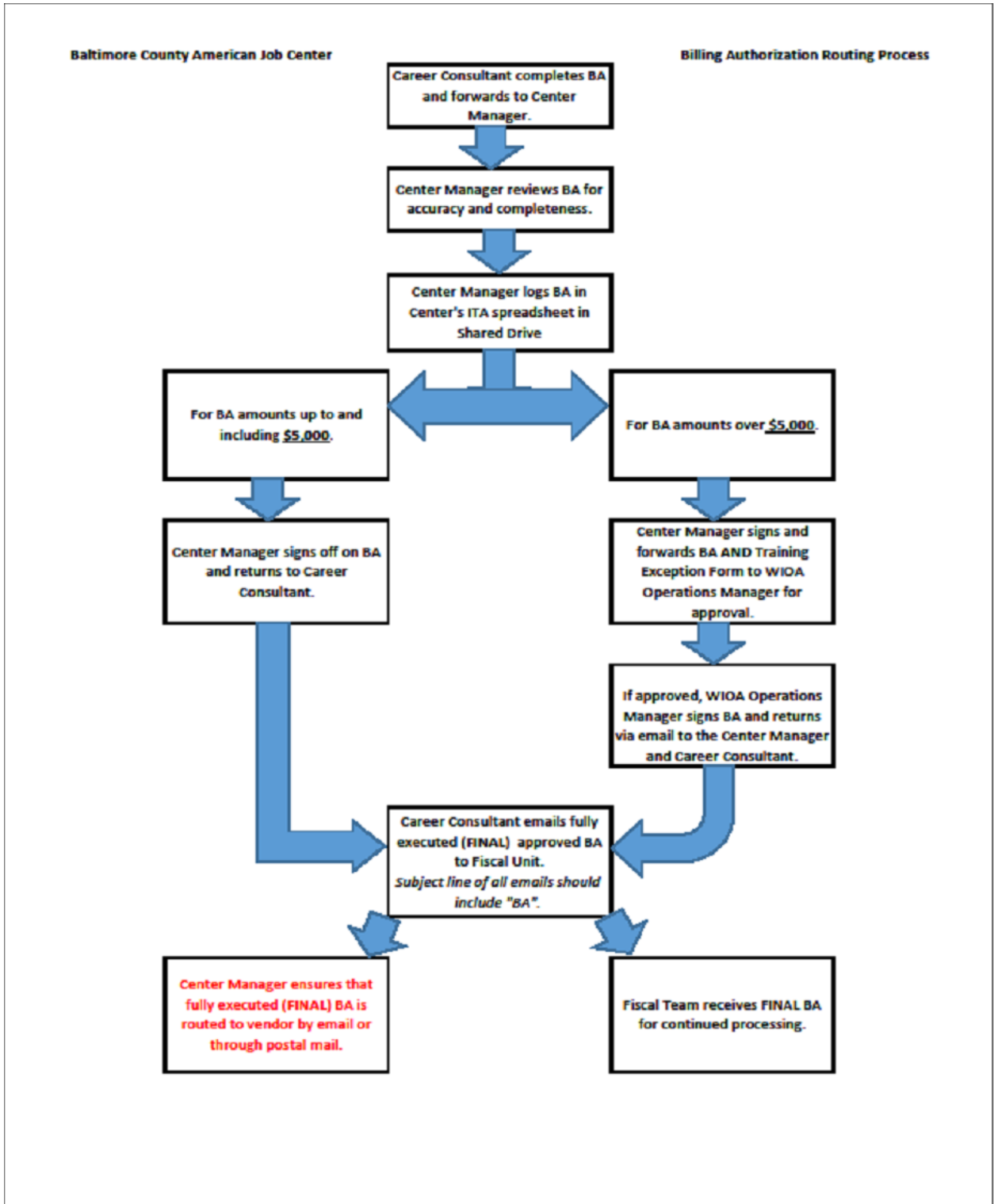
**SEND ALL BILLING TO THE ATTENTION OF:
Baltimore County Department of Economic and Workforce Development * Contract/Fiscal Specialist
400 Washington Avenue, Suite 100 * Towson, Maryland 21204**

This is to certify that the Baltimore County Department of Economic and Workforce Development (DEWD) referred the individual named on page 1 and assumes responsibility for the cost of tuition and fees, or portions thereof, for the authorized programs and courses.

Signature of Career Consultant Date Signature of AJC Manager D

Signature of Deputy Director/Designee Date

***\$5000.00 AND UNDER – THIS TRAINING AUTHORIZATION REQUIRES TWO AJC SIGNATURES TO BE VALID.
OVER \$5,000.00 – THIS TRAINING AUTHORIZATION REQUIRES THREE AJC SIGNATURES TO BE VALID.***



APPENDIX – Supportive Services Policy



WIOA Title I Program Supportive Services

Title: Supportive Services

Policy #: DEWD_DOP_001_2020

Effective Date:

Programs Impacted: WIOA Title I Programs (Adult and Dislocated Worker)

I. Purpose

WIOA enrolled Adults, Dislocated Workers, Trade and NDWG are eligible for financial assistance to pay for services and needs-related payments that are necessary in order for them to participate in WIOA-funded activities.

This Operational Policy:

- Defines the term “supportive services”;
- Explains eligibility requirements;
- Provides guidance on the types of supportive services considered allowable and reasonable;
- Identifies limits and exceptions on supportive services;
- Describes the guidelines for securing/distributing supportive services;

II. Policy

What are Supportive Services?

Supportive services are services that are necessary to enable an individual to participate in WIOA-funded services and/or training.

Eligibility Criteria for Supportive Services

Supportive services may only be provided to individuals who are:

- Determined eligible to receive services under WIOA;
- Actively working with WIOA Title I staff;
- Actively engaged in training, attending a job interview, or job fair;
- Beginning a full-time job.

In addition to the eligibility criteria above, WIOA Title I staff must conduct an individual needs assessment with the customer being considered for supportive services to confirm that:

- The individual meets all other applicable WIOA eligibility requirements;

- Supportive services are necessary in order for the individual to participate in approved training, job search, or employment related activities;
- Other resources have been explored and no other resources are available to pay for the necessary service; and
- The appropriate supportive service is approved by a supervisor.

WIOA Title I funds may be used to pay for computer devices and Internet service for participants enrolled in an online education and training course or training that requires extensive computer use as required by the training provider.

- Priority must be given based on an individuals’ financial hardship. This supportive service award must be approved by the Senior Manager of Workforce Development/designee and documented by the staff and youth vendor in the Maryland Workforce Exchange and the case record. .
- WIOA Title I funds cannot be used to enhance or build the infrastructure needed to support the individuals’ Internet service.

What expenses qualify as Supportive Services?

The table that follows lists examples of the types of supportive service costs that deemed allowable and reasonable, and the types of expenditures that are not allowed. Note that the supportive services included in the list are provided as examples only. Specific supportive services should be customized to meet customers’ needs within the required allowed limits of the law, the availability of local resources, and discretion of local partners.

Allowable Supportive Services	Disallowed Supportive Services
Local transportation costs and limited private auto repairs associated with work or training	Fines and penalties, such as traffic violations, late finance charges, and interest payments
Childcare and dependent care costs	Entertainment, including tips
Housing and food	Contributions or donations
Legal aid	Vehicle or mortgage payments
Medical and prescription services (pre-employment physical, required shots, etc.)	Refundable deposits
Assistance with books, fees, school supplies, computer equipment and related internet service and other necessary items for students enrolled in postsecondary education classes	Computer equipment cannot be used to enhance or build the infrastructure needed to support local Internet service.
Uniforms or other required work attire, hygiene, haircuts, eyeglasses, and work or material-related training costs	Pet food
Payments and fees for employment and training-related applications, tests, and certifications. (e.g., background check, fingerprinting, certification exam fees)	Items for members and friends

Employment-related professional memberships	Out of state job search and relocation expenses already covered by the prospective employer
Translation services	Alcohol or tobacco products
Work and training-related licenses, permits and tests	
Reasonable accommodations for individuals with disabilities	
Out of state job search and relocation for a new job	
Incentive payments	

Limits and Exceptions

The supportive services limit for each registered WIOA eligible participant is \$2,000 for the duration of the participant’s enrollment in the WIOA program, including follow-up. Managers have the authority to increase this limit to \$2,500 on case-by-case basis, if the additional supportive services allocation would significantly benefit the participant’s ability to continue and complete the program, or benefit the participant in job retention or wage progression. In addition, the Senior Manager of Workforce Development may waive the \$2,500 limit at their discretion. Authorization to increase the supportive service limit above \$2,500 must be documented in case notes.

III. Policy Guidelines

IV. References

Training and Employment Guidance Letter (TEGL) 19-16, Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules.

V. Attachments

VI. Approval



 Anna-Maria Palmer, Chair
 Baltimore County Workforce Development Board

 2/24/21
 Date



 Mary Manzoni, Senior Manager of Workforce Development
 Baltimore County Department of Economic & Workforce Development

 2/24/21
 Date



Self-Sufficiency Standard Policy

Title: Self-Sufficiency

Policy #: DEWD_DOP_003_2020

Effective Date: June 12, 2020

Programs Impacted: WIOA Adult & Dislocated Workers

VII. Purpose

This policy has been established by The Baltimore County Department of Economic and Workforce Development and approved by the Baltimore County Workforce Development Board as the Self-Sufficiency Standard to determine eligibility for employed and underemployed registrants requesting training services under Title I of the Workforce Innovation and Opportunity Act (WIOA). The standard applies to all employed and underemployed registrants, for both WIOA Title I Adult and Dislocated Worker programs.

VIII. Policy

The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs without public subsidies or private assistance. The Baltimore County Workforce Development Board defines self-sufficiency for employed or underemployed WIOA Adults and Dislocated Workers as one hundred and seventy-five percent (175%) of the current Lower Living Standard Income Level (LLSIL), or 99% of a Dislocated Workers previous wage, whichever is greater. Self-sufficiency standards adjust, as new federal and state guidance are released on an annual basis.

IX. Policy Guidelines

The employed job seeker's wage income shall be used to determine the self-sufficiency standard. Job seeker's wage income shall be calculated before determining WIOA Title I eligibility for Adults and Dislocated Workers.

A. Employed Adult Criteria

If the participant's family income is above the self-sufficiency amount presented on the family income worksheet, they will be determined to be self-sufficient and will NOT be eligible to receive WIOA Title I Individualized Career and Training services.

If the participant's income does not exceed the self-sufficiency amount presented on the family income worksheet, they will be determined to not be self-sufficient and will be eligible for WIOA Title I Individualized Career and Training services.

Public assistance recipients are not considered economically self-sufficient. Documentation of public assistance is required.

B. Employed Dislocated Worker Criteria

The employed Dislocated Worker self-sufficiency standard shall be determined by calculating self-sufficiency income or ninety-nine percent (99%) of the lay-off wage, whichever is greater.

The Self-Sufficiency Standard for Dislocated Workers is defined as employment which provides the worker a wage that is equal to or greater than ninety percent (99%) of the worker’s wage at the time of dislocation.

X. Performance Accountability

WIOA Title I Adult and Dislocated Worker files are subject to be reviewed for monitoring purposes by USDOL and Maryland Labor. A self-sufficiency justification found as part of the Family Income Worksheet is required to be in the participant’s file.

XI. References

Policy Issuance 2020-03, 2020 Federal Poverty Guidelines & 2020 Lower Living Standard Income Level

<http://www.labor.maryland.gov/employment/mpi/mpi3-20.pdf>

XII. Attachments

Family Income Worksheet

XIII. Approval



Mary Manzi, Manager of Workforce Development
Baltimore County Department of Economic & Workforce Development

6/12/20

Date

APPENDIX - Family Income Worksheet

WIOA Family Income Worksheet

Last 4 of SS#:

Name: _____
Last First MI

Income Period: From _____ To: _____ (for six months prior to application)

Wk1	January 2020	July 2020	Includable Income:	Applicant's Income	Other Income
Wk2	S M T W T F S 1 2 3 4	S M T W T F S 1 2 3 4	Wages or Salary		
Wk3	5 6 7 8 9 10 11	5 6 7 8 9 10 11	Self-Employment or Farm Income		
Wk4	12 13 14 15 16 17 18	12 13 14 15 16 17 18	Alimony or Family Support Allotments		
Wk5	19 20 21 22 23 24 25	19 20 21 22 23 24 25	Severance Pay		
Wk6	26 27 28 29 30 31	26 27 28 29 30 31	Unemployment Compensation		
Wk7	February 2020 S M T W T F S 1	August 2020 S M T W T F S 1	Child Support Payments		
Wk8	2 3 4 5 6 7 8	2 3 4 5 6 7 8	Social Security Retirement Benefits		
Wk9	9 10 11 12 13 14 15	9 10 11 12 13 14 15	Pensions		
Wk10	16 17 18 19 20 21 22	16 17 18 19 20 21 22	Social Security Survivor Benefits		
Wk11	23 24 25 26 27 28 29	23 24 25 26 27 28 29	Social Security Disability Income		
Wk12	30 31	30 31	Insurance or Annuity Payments		
Wk13	March 2020 S M T W T F S 1 2 3 4 5 6 7	September 2020 S M T W T F S 1 2 3 4 5	Training Stipends		
Wk14	8 9 10 11 12 13 14	6 7 8 9 10 11 12	Other Regular Payments		
Wk15	15 16 17 18 19 20 21	13 14 15 16 17 18 19	TOTAL:		
Wk16	22 23 24 25 26 27 28	20 21 22 23 24 25 26	Excludable Income:		
Wk17	29 30 31	27 28 29 30	TANF/SNAP		
Wk18	April 2020 S M T W T F S 1 2 3 4	October 2020 S M T W T F S 1 2 3	Capital Gains		
Wk19	5 6 7 8 9 10 11	4 5 6 7 8 9 10	Assets drawn from bank/ sales		
Wk20	12 13 14 15 16 17 18	11 12 13 14 15 16 17	One-time Awards/ Gifts		
Wk21	19 20 21 22 23 24 25	18 19 20 21 22 23 24	Non-Cash Benefits		
Wk22	26 27 28 29 30	25 26 27 28 29 30 31	Military Benefits		
Wk23	May 2020 S M T W T F S 1 2	November 2020 S M T W T F S 1 2 3 4 5 6 7	Educational Financial Assistance		
Wk24	3 4 5 6 7 8 9	8 9 10 11 12 13 14	Needs Based Scholarship Assistance		
Wk25	10 11 12 13 14 15 16	15 16 17 18 19 20 21	Social Security Income (cash assistance from DSS)		
Wk26	17 18 19 20 21 22 23	22 23 24 25 26 27 28 29 30 31	Other- specify		
Wk27	24 25 26 27 28 29 30	29 30	Total:		
Wk28	31				
Wk29	June 2020 S M T W T F S 1 2 3 4 5 6	December 2020 S M T W T F S 1 2 3 4 5			
Wk30	7 8 9 10 11 12 13	6 7 8 9 10 11 12			
Wk31	14 15 16 17 18 19 20	13 14 15 16 17 18 19			
Wk32	21 22 23 24 25 26 27	20 21 22 23 24 25 26			
Wk33	28 29 30	27 28 29 30 31			

Revised 6-30-2020

2020 Federal Poverty Guidelines

The following chart provides the 2020 Poverty Guidelines, as given by the HHS.

Size of Family	Poverty Guideline
1	\$ 12,760
2	\$ 19,934
3	\$ 27,362
4	\$ 33,775
5	\$ 39,862
6	\$ 46,618
7	\$ 53,374
8	\$ 60,130

NOTE: For family units with more than 8 member, add \$4,408 for each additional person.

Income Calculation:

APPLICANT:

_____ (wage) per hour X _____ hours per week = \$ _____ weekly earnings

_____ weekly earnings X _____ weeks worked in the past 26 weeks = \$ _____ 6 mo. earn.

_____ 6 mos. earnings X 2 = \$ _____ Annualized Income

OTHER:

_____ (wage) per hour X _____ hours per week = \$ _____ weekly earnings

_____ weekly earnings X _____ weeks worked in the past 26 weeks = \$ _____ 6 mo. earn.

_____ 6 mos. earnings X 2 = \$ _____ Annualized Income

TOTAL of all annualized income above = _____

Self-Sufficiency Justification: *(Required for all WIA Adults and Dislocated Workers who are employed at the time of participation).* Participant's income only, poverty guideline for family size times 175% as shown on chart below. For Dislocated Workers it would be 175% or 99% of wage at dislocation, whichever is greater.

Examples include:

- Wage Increase
- Entrance into a high demand industry (healthcare, biotechnology, construction - backed by LMI data)
- Change of employment, which offers a career path with growth opportunity - backed by LMI data
- Health Issues - Cannot continue to work in the current occupation

2020 Poverty Guidelines with Self Sufficiency Income Level	
Size of Family	Poverty Guideline X's 175% = Self-Sufficiency Income Level
1	\$ 12,760 x .175 = 2233 + 12,760 = \$ 14,993
2	\$ 19,934 x .175 = 3488 + 19,934 = \$ 23,422
3	\$ 27,362 x .175 = 4788 + 27,362 = \$ 32,150
4	\$ 33,775 x .175 = 5911 + 33,775 = \$ 39,686
5	\$ 39,862 x .175 = 6976 + 39,862 = \$ 46,838
6	\$ 46,618 x .175 = 8158 + 46,618 = \$ 54,776
7	\$ 53,374 x .175 = 9340 + 53,374 = \$ 62,714
8	\$ 60,130 x .175 = 10,523 + 60,130 = \$ 70,653

Staff Signature and Date