

The Baltimore City Public Schools Construction and Revitalization

LOCAL HIRING PLAN

As stated in the Memorandum of Understanding for the Baltimore City Public Schools Construction and Revitalization Act of 2013, the Mayor's Office of Employment Development (MOED) is charged with developing a comprehensive local hiring plan to support the goals of the Collaborative. This plan will leverage the resources of MOED's One Stop Career Center Network and work collaboratively with a broad range of City educational, workforce/training, faith-based and community organizations to assist in the training and preparation of City residents for employment opportunities created by the Ten-Year Plan Project.

A *Workforce Opportunities* subgroup, chaired by MOED, has been formed to ensure the local hiring plan maximizes opportunities to prepare and connect City residents to employment while streamlining the hiring process for employers. Consistent with the implementation of the Ten Year Plan, the subgroup will identify opportunities through the construction contracts for students to gain work experience, for City Schools' graduates to connect to career paths and for Baltimore City residents, including residents of neighborhoods with high rates of poverty and unemployment, to access employment and other economic opportunities.

As part of the local hiring plan, the subgroup will work to ensure that all construction contracts provide consistent and high quality multi-craft employment and training opportunities for Baltimore City public school students, recent graduates and Baltimore City residents, including residents of neighborhoods with high rates of poverty and unemployment.

The subgroup will collectively support and promote the key components of the local hiring plan that address both sides of the workforce equation- the job seeker and the employer- and includes a broad based outreach and communications effort.

I. **The Employer Connection:**

- As Baltimore City's designated Local Workforce Investment Area, MOED will serve as the lead point of contact for the construction contractors and subcontractors regarding their employment needs. Employers will utilize one phone number and one email address to post jobs and to access qualified city job candidates.
- MOED will meet with employers to assess their workforce needs and review their Workforce Plan. The Workforce Plan will describe the general scope of the work, total projected staffing, projected number of new hires, the type of skills and expertise needed for new hires and a timeline for commencing the work.
- All open positions will be posted in a newly created School Construction website.
- MOED will create a team of School Construction Business Service Representatives (SCBSR) comprised of public sector and nonprofit sector organizations that provide job training to city residents in construction related industries. The SCBSRs will provide

guidance throughout the process and job ready candidates that may be selected for work on the school construction projects.

- MOED will actively market the *Employ Baltimore Ready To Work for You* talent pipeline to all contractors and sub-contractors, informing them of the pre-screened job ready candidates that will be referred to them through this service. MOED will increase awareness of this service that includes, but is not limited to, attending and providing presentations at vendor open house events, pre-bid meetings, and outreach events to subcontractors, consultants and on site subcontractor meetings to explain and promote the *Employ Baltimore* services and to collect information on job openings available from these entities.
- MOED will circulate information from subcontractors and contractors regarding potential job openings to the SCBSRs as soon as it becomes available. SCBSRs will submit pertinent information regarding suitable job ready candidates to MOED who will forward them on to the employer as appropriate. MOED will keep SCBSRs informed regarding hiring progress and employment decisions.
- MOED will inform the contractors and subcontractors of any incentives available to enhance the hiring process such as tax incentives aligned with hard to serve populations, opportunity to create state certified apprenticeships and job training offered by local workforce partners. MOED and the Maryland Stadium Authority, or the Stadium Authority's Program Manager (collectively, MSA), will meet regularly with employer representatives to review hiring progress and assist as necessary.

II. Job Seeker Preparation and Connection:

- MOED and members of the Workforce Opportunities subgroup will work to identify training funds for investment in preparation of workers to prepare Baltimore City residents for immediate placement in construction jobs and ongoing career track/ apprenticeship training in the building trades.
- MSA will provide the Workforce Opportunities subgroup with projected employment needs for the construction projects on a regular basis (to be determined by the MSA and the Subgroup) to enable the workforce partners to build and maintain a pipeline of qualified candidates to meet the demand.
- MOED and members of the Workforce Opportunities subgroup will host multiple meetings and community forums to share information about the *Employ Baltimore Ready To Work For You* talent pipeline. Workforce, educational, community and faith-based organizations will be invited to enroll job ready City residents from all communities in the pipeline for referral to the construction openings.
- The objective will be to encourage the continued employment of workers who have successfully completed work on these projects.
- MOED will share with workforce, community, faith-based and educational partners the new 21st Century Job Readiness curriculum to assist in preparing job seekers with the necessary skills to apply and interview for positions. A series of "train the trainer"

workshops will be held to expand the opportunities for City residents to access the curriculum.

- Utilizing the resources of MOED's One Stop Centers and Community Job Hubs, a series of Job Readiness sessions will be implemented on an ongoing basis. These will be scheduled on the School Construction website.
- Pre-Apprenticeship and construction skills training opportunities will be marketed on the School Construction website.

III. Communication and Accountability:

- A new School Construction website will provide ongoing and up to date information on employment opportunities, hiring events, skills training classes and other relevant information.
- The Workforce Opportunities subgroup will meet no less than quarterly to assess the progress of the local hiring plan. Information about hiring in the form of progress against hiring goals, placement rates (placements/referrals; local placements/available jobs) and wages will be reported quarterly and made publicly available. Based on reports and results, the Subgroup will make further recommendations to maximize this opportunity to increase city employment and incomes.

IV. Promoting Local Hiring:

MSA has developed its Requests for Proposals (RFPs) to include language requiring a local hiring and workforce plan to be set forth in responses, as follows:

1) For Pre-Construction Submission:

- a) A general approach to workforce development efforts to be implemented throughout the course of the project.*
- b) Organizational chart showing responsibility and accountability for implementing the "Plan", including the anticipated staffing requirements for the plan and the roles/responsibilities of such staff.*
- c) A description of the proposer's overall staffing model for construction of the Project, including measures to ensure adequate labor supply and stability to fulfill the Project's workforce needs. The description shall include:*
 - *The estimated types of positions expected to perform work on the Project.*
 - *The estimated number of individuals needed for each type of position over the course of the project.*
 - *Special Hiring Requirements/Expectations for each job type.*

2) During Pre-Construction/Planning:

- a) *The estimated percentage of positions and projected work hours that will be filled at the journeyman, apprentice/trainee, skilled and common laborer, untrained entry level new hire, including the specialized skills or certifications for each position, and the skills necessary to meet the basic position qualifications.*
- b) *A description of how the Proposer shall work with the MSA, City Schools, Mayor's Office of Employment Development ("MOED"), State-certified training organizations, and the specific trade contractors to educate and train the workforce in each new position that may be available, and include a process for providing review and input to the curricula offered by the training partners to meet additional project workforce needs.*
- c) *A description of how the Proposer plans to partner with City Schools to prepare students for employment opportunities through the Work-Based Opportunity Curriculum and/or Registered Apprenticeship programs.*
- d) *A process on how the potential applicants shall be screened, and how the Proposer and specific trade contractors will give feedback to the training providers on employee performance and curricula improvement.*

3) *GMP Negotiation/Award*

Prior to acceptance of the GMP, the CM shall establish the percentage of skilled and unskilled labor hours for the project to be performed by City residents, as shall be set forth in the Agreement between MSA and the CM.

As part of the subcontractors' bids for the work, the CM shall require that each subcontractor submit a total number of the hours that will be required to complete the subcontracted work, and the number of hours of such work that will be performed by City residents.

The CM shall submit with the bid tabulations required by this Agreement the Workforce Utilization Estimate provided by each subcontractor. The CM shall ensure that the Workforce Utilization Estimate is considered as part of its subcontractor selection process.

In conjunction with the monthly payment application process, the CM shall submit and report monthly the following;

- *Work hours performed in the preceding month, by job trade, classification and employee residency.*
- *Projection of workforce needs for the coming 90 days by job type, based on the proposed plan.*

The CM and its respective subcontractors shall make good faith efforts as noted below, but not limited to:

- *Ensuring that MOED, School Construction Business Service Representatives ("SCBSR"), and City Schools are made aware of employment opportunities to the fullest extent practicable through outreach and recruitment activities, in accordance with the Collaborative's Local Hiring Plan (currently in draft form, to be provided at a later date)*
- *Actively recruit City of Baltimore residents via MOED, SCBSR, City Schools, and collective and independent job fair recruiting efforts.*

- *Use the services and assistance of MOED, SCBSR, and City Schools.*

MSA will incur damages (including but not limited to loss of goodwill, detrimental impact on MSA's goals for economic development, and diversion of internal staff resources) if the CM does not comply with the minimum goals established in the CM's Workforce Development Plan, including the reporting requirements on progress toward attaining those goals set forth in the plan. If negotiable terms are reached at the end of preconstruction, the resulting GMP Contract will include a clause assessing liquidated damages to the CM if the CM fails to provide the required reporting information or to achieve the goals related to the Plan. The GMP contract will also provide that MSA may waive the right to collect liquidated damages upon MSA's determination that the CM has made good-faith efforts to comply with the reporting requirements and staffing goals of the Plan.

On a case-by-case basis, MSA shall have the right to revise the above language if, in the exercise of its discretion, MSA determines that revision would be appropriate and consistent with the local hiring aspirations of the Ten Year Plan.