

OFFICE OF THE INSPECTOR GENERAL
CITY OF BALTIMORE



Isabel Mercedes Cumming
Inspector General

Investigative
Report Synopsis

OIG Case #25-0004-I

Issued: October 1, 2024



OFFICE OF THE INSPECTOR GENERAL
Isabel Mercedes Cumming, Inspector General
City Hall, Suite 635
100 N. Holliday Street
Baltimore, MD 21202



October 1, 2024

Dear Citizens of Baltimore City,

The mission of the Office of the Inspector General (OIG) is to promote accountability, efficiency, and integrity in City government, as well as to investigate complaints of fraud, financial waste, and abuse. The following synopsis is a condensed version of the full report provided to City management officials and does not contain all investigative information.

As part of its independent investigation involving the Department of Public Works' (DPW) Bureau of Solid Waste (BSW), the OIG learned that over a hundred solid waste workers did not have health insurance. Witnesses reported to the OIG that they were unaware that they did not have health insurance coverage and had difficulty accessing Workday, the City of Baltimore's (City) human capital management system.

Background

The City implemented Workday in late 2020 for multiple human capital management functions, including employee benefits. New City employees have 45 days from their start date to enroll in health insurance and other employee benefits. If a new City employee does not enroll within 45 days, they will not be eligible to enroll until the next open enrollment period.

This year's open enrollment period is from October 21 to November 4, 2024. A City employee who does not enroll in a City health insurance plan and dental, vision, and prescription drug programs may be eligible for a waiver credit. According to the labor union agreements outlined below, the City will issue an annual payment (waiver credit) to City employees who can provide satisfactory proof of alternative (non-City) health insurance coverage.

The majority of DPW's employees are in the American Federation of State, County, and Municipal Employees Local 44 union (AFSCME Local 44) and are eligible for a \$2,500 waiver credit (Exhibit 1). The waiver credits are paid on a bi-weekly basis. A \$2,500 waiver credit would equate to an additional \$96.15 per paycheck. City Union of Baltimore (CUB) employees are also eligible for either a \$2,500 waiver credit or a \$650 waiver credit, depending on the coverages waived (Exhibit 2).

The annual salary in Fiscal Year 2023 for DPW Laborers and Solid Waste Workers was approximately \$39,000. Solid Waste Drivers and CDL Drivers averaged \$49,000 and \$52,000, respectively.¹ A \$2,500 waiver credit would represent an approximate 6% increase for Solid Waste Workers' salaries and an approximate 5% increase for driver salaries.

The City is a "second-chance" employer, and many solid waste workers have had limited educational opportunities and experiences. For some workers, this is their first job in their lives. The number of employees without health insurance or waiver credit clearly demonstrates that DPW and DHR need to focus on providing additional support to solid waste workers with the Workday system throughout the

¹ Salary information was compiled with information from Open Data Baltimore, <https://data.baltimorecity.gov/>.

REPORT FRAUD, WASTE AND ABUSE

HOTLINE: 443-984-3476/800-417-0430 EMAIL: OIG@BALTIMORECITY.GOV WEBSITE: OIG.BALTIMORECITY.GOV

This public synopsis is only a summary of a more comprehensive report of investigation submitted to the appropriate City management official

onboarding and enrollment processes. The City should strive to give the workforce the resources necessary for their success.

No Health Insurance List and Calls

As part of the ongoing investigation, the OIG learned that neither worker on a particular solid waste truck at the time had health insurance. This fact caused the OIG to inquire why employees did not have insurance or waiver credit. The OIG asked the DHR to produce a list of how many DPW BSW workers lacked health insurance.

On August 19, 2024, the OIG received a DHR list of 136 BSW employees who did not have health insurance coverage. Since receiving the report, two (2) employees have enrolled in health insurance because they were in their new employee start window. Moreover, the remaining 134 employees who do not have City-provided health insurance also do not receive the City’s waiver credit.² DPW’s BSW has approximately 741 employees. The 134 employees represent 18% of all BSW employees.

The OIG was able to speak with 46 employees on the list. Numerous employees reported receiving brief or no information about benefits during orientation and expressed issues with using Workday. The OIG learned that supervisors often complete Workday time entries for their employees because employees have trouble with Workday.

Nineteen (19) employees contacted said they were unaware that they did not have City health insurance benefits.³ Nine (9) of the employees stated they did not have an alternate provider, while three (3) were unsure. One (1) employee shared that they only recently learned they did not have health insurance after being hospitalized. Furthermore, only two (2) of the 46 employees knew about the City’s waiver credit eligibility. Table 1 below displays the information reported by the 46 employees contacted and the corresponding percentages.⁴

Table 1: Number of employees reporting health insurance information by category

<u>Category</u>	<u># of Employees</u>	<u>Approximate Percentage Based on 46 Employees Contacted</u>
Unaware of No City Health Benefits	19	41.3%
Unaware of No City Health Benefits and Reported Not Having Alternative Provider	9	19.5%
Unaware of No City Health Benefits and Reported Unsure If They Had Alternate Provider	3	6.5%
Aware of No City Health Benefits and Reported Having Alternative Provider	24	52.1%
Knew of Waiver Credit Eligibility	2	4.3%

² Seven (7) employees on the list have been terminated since August 2024 but they also did not appear to have insurance or the waiver credit.

³ Seven (7) of the employees stated they do have an alternate provider currently.

⁴ Two employees contacted did not answer the question regarding if they were aware they did not have City health insurance. One other employee said they had a flexible spending account with the City. These three employees answers are not captured in Table 1.

REPORT FRAUD, WASTE AND ABUSE

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This public synopsis is only a summary of a more comprehensive report of investigation submitted to the appropriate City management official

As a result of an OIG follow-up inquiry, DHR provided a report showing that 276 DPW employees do not have health insurance through the City. DPW Executives stated they do not have readily available access to the list showing which employees do not have City Health Insurance. They explained this information must be requested from DHR.

Investigative Findings

The investigation found that 134 BSW employees do not have health insurance and are not receiving a waiver credit. After contacting 46 of these employees, the OIG learned that 19 were not aware that they were without City health insurance. A separate 24 employees confirmed that they knew they did not have City health insurance. Forty-four (44) of the 46 employees contacted stated they were not aware that they could be eligible for a waiver credit.

The DHR enrollment benefit fair website states that live representatives will be available to answer questions on October 25 and November 1, 2024, from 10 a.m. to 3 p.m.⁵ However, BSW employees are not available during those hours due to their job requirements.

The OIG is imploring DPW and DHR to collaborate to complete immediate outreach for the 276 DPW employees who currently do not have insurance so that health insurance and waiver credit information can be thoroughly explained. To assist this effort, the OIG provided a list of 106 BSW employee phone numbers compiled during the investigation. While compiling contact information for employees, the OIG found that numerous workers either did not have a phone number listed in Workday, or it was not current.

Lastly, numerous employees expressed having issues with either accessing or navigating the Workday system. As part of the DPW and DHR outreach, offering follow-up training on the Workday system to employees could be beneficial.

Sincerely,



Isabel Mercedes Cumming
Inspector General

CC: Hon. Brandon M. Scott, Mayor of Baltimore City
Hon. Nick Mosby, Baltimore City Council President
Hon. Bill Henry, Baltimore City Comptroller
Honorable Members of the Baltimore City Council
Hon. Ebony Thompson, Baltimore City Solicitor

Exhibits

1. AFSCME MOU
2. CUB MOU

⁵ <https://www.cobbenefitfair.com/>

Exhibit 1

Case # 25-0004-I

MEMORANDUM OF UNDERSTANDING

FISCAL YEARS 2024-2025

Between

THE CITY OF BALTIMORE

and



***THE AMERICAN FEDERATION OF
STATE, COUNTY AND MUNICIPAL EMPLOYEES***

***Council 3 and Local 44, AFL-CIO
BALTIMORE MUNICIPAL EMPLOYEES***

receipt of a valid death certificate showing that the illness which was previously determined as catastrophic contributed to or was directly responsible for the death.

Beneficiary:

The beneficiary of these benefits will be one of the following:

(a) The beneficiary designated by the employee to receive retirement system benefits; or

(b) A specifically designated beneficiary of the above benefits, in lieu of the beneficiary designated in (a) above.

If the employee so designates a beneficiary, he shall have the right to change the beneficiary at any time. The beneficiary change shall become effective on the date acknowledged by Employer.

D. The Employer shall continue to pay its share of health insurance premiums for employees on extended sick leave; provided the employee continues to pay his or her share, if any.

E. In the event an employee is on leave without pay for personal illness, the Employer shall continue to pay its share of the cost of his health insurance coverage for a period not to exceed thirty (30) days; provided the affected employee continues to assume his appropriate contribution for said coverage.

F. Employees will use the City's stand-alone drug program. Employees enrolled in HMOs will no longer use the HMO's prescription drug program.

G. The Employer shall remit an annual payment of \$2500 (twenty-five hundred dollars) to be paid bi-weekly to each employee who, with satisfactory proof of alternative Health Insurance coverage received in another plan, elects not to take any coverage under a City Health Care Plan. The waiver of coverage applies to medical, dental, vision, and prescription drug programs. Health care coverage cannot be provided by a spouse who receives City benefits. If, after waiving coverage under any City Health Care Plan, the employee loses coverage due to the death of a spouse or other person who is a source of coverage, divorce or loss of employment (or such other qualifying event as determined by the Employee Benefits Division), the employee may enroll in a City Health Care Plan and consequently relinquish the waiver payment. An employee must notify the City's Employee Benefits Division within thirty (30) days after a qualifying event occurs in order to enroll in a City Health Care Plan. The Employer shall apportion the payment should an employee either enter or leave a City Health Care Plan within a calendar year.

H. Eligible unmarried dependents who are full-time students shall be covered by Baltimore City's General Prescription Drug and Vision Care Programs until the end of the calendar year the dependents reach age 26.

Exhibit 2

Case # 25-0004-I

***MEMORANDUM OF UNDERSTANDING
FISCAL YEARS 2024-2025***

Between the

**CITY UNION OF BALTIMORE
LOCAL 800, AFT, AFL-CIO**



**MAYOR AND CITY COUNCIL OF BALTIMORE
MASTER CUB AGREEMENT PART A
UNIT II**

(Supervisory)

ARTICLE 14: HEALTH AND WELFARE

A. The parties recognize, and agree to, the Third Health and Prescription Drug Plan Agreement, as approved by the Board of Estimates on June 27, 2018, which is attached hereto as Addendum A, along with the accompanying exhibits, and which shall remain in effect as provided therein. The parties recognize that the Third Health and Prescription Drug Plan Agreement shall need to be amended and modified through bargaining conducted among all participating unions during the term of this Agreement.

While remaining in negotiation, and prior to impasse, the terms of the Third Health and Prescription Drug Plan shall remain in effect, with the intent that all terms of the Third Health and Prescription Drug Plan shall continue to operate.

B. Part-time employees covered by this Article, except employees hired before July 1, 1982, must consistently work an average of fifty percent (50%) of a regularly scheduled work week to be eligible for the benefits in A and B, above.

C. In the event an employee is on leave without pay for personal illness, the Employer shall continue to pay its share of the cost of his CareFirst Blue Cross Blue Shield or HMO coverage for a period not to exceed thirty (30) days, provided the affected employee continues to assume his appropriate contribution for said coverage.

D. Employees who reach age sixty-five (65) shall be covered by CareFirst Blue Cross Blue Shield 65 Plan Benefits in addition to Medicare. This coverage shall continue after the employee retires. In this respect the Employer shall continue to deduct the retiree's contribution, if any, from his pension, or in the alternative, the retiree shall assume his appropriate share of payment for such coverage.

E. The Employer shall provide all employees enrolled in a designated health insurance plan or plans with information concerning the particular program. This information shall be contained in a booklet which shall be provided and paid for by either the insurance carrier or the Employer.

F. Eligible unmarried dependents who are full-time students shall be covered by Baltimore City's General Prescription Drug and Vision Care Programs until the end of the calendar year the dependents reach age 23 or until the end of the year they cease being full-time students, whichever occurs first.

G. The Employer shall remit an annual payment of six hundred fifty dollars (\$650.00) (to be paid bi-weekly) to each employee who, with satisfactory proof of alternative health insurance coverage received in another plan, elects not to take any coverage under a City Health Care Plan. If, after waiving coverage under any City Health Care Plan, the employee loses coverage due to the death of a spouse or other person who is a source of coverage, divorce or loss of employment or deletion of benefits (or such other qualifying event as determined by the Employee Benefits Division), the employee may enroll in a City Health Care Plan and consequently relinquish the waiver payment. The employee must notify the City's Employee Benefits Division within sixty (60) days after a qualifying event occurs in order to enroll in a City Health Care Plan. If after sixty (60) days the employee has not enrolled in a City Health Care Plan, he must wait until the next open enrollment period.

H. Effective January 1, 2020, the Employer shall remit an annual payment of \$2,500.00 (twenty-five hundred) to be paid bi-weekly to each employee who, with satisfactory proof of alternative Health Insurance coverage received in another plan, elects not to take any coverage under a City Health Care Plan. The waiver of coverage applies to medical, dental, vision, and prescription drug programs. Health care coverage cannot be provided by a spouse/domestic partner who receives City benefits. If,

after waiving coverage under any City Health Care Plan, the employee loses coverage due to the death of a spouse or other person who is a source of coverage, divorce or loss of employment (or such other qualifying event as determined by the Employee Benefits Division), the employee may enroll in a City Health Care Plan and consequently relinquish the waiver payment. An employee must notify the City's Employee Benefits Division within 30 days after a qualifying event occurs in order to enroll in a City Health Care Plan. The Employer shall apportion the payment should an employee either enter or leave a City Health Care Plan within a calendar year.

ARTICLE 15: JOINT LABOR-MANAGEMENT CHILD CARE COMMITTEE

The Employer and CUB recognize that the issue of childcare is a concern of unit members. The Employer and CUB agree to retain a joint Labor-Management Child Care Committee composed of five (5) members of management and five (5) members of CUB which shall explore the child care needs of unit members and study available alternatives. The Committee shall be convened by within thirty (30) days of the notation of this Memorandum by the Board of Estimates and continue its work through for ninety (90) days. The Committee shall report its findings and recommendations to the Labor Commissioner and the President of CUB.

ARTICLE 16: DEATH AND ACCIDENTAL DEATH AND DISMEMBERMENT AND CATASTROPHIC ILLNESS BENEFITS

A. Death benefits shall be provided in the amount of \$17,630 or the employee's annual salary, whichever is greater. The death and dismemberment benefits for permanent part-time employees who work an average of fifty percent (50%) of a regularly scheduled work week shall be the greater amount of their annual salary or that percentage of \$17,630 which corresponds to the percentage of the work year of a full-time employee which is represented by that part-time employee's regularly scheduled annual hours.

Dismemberment benefits shall be as follows:

1. For the loss of a hand, foot, or the sight of an eye, the benefit will be one-half (1/2) the amount specified in A, above.
2. For a double dismemberment, the benefit will be equal to the amount specified in A, above. Double dismemberment shall be defined as:
 - (i) Both hands or both feet
 - (ii) One hand and one foot
 - (iii) One hand and the sight of one eye
 - (iv) One foot and the sight of one eye
 - (v) Sight of both eyes

B. In the event of accidental death, the benefit payable shall be double the amount specified in A, above.

C. The death benefit as stated in A, above, may be paid in advance to employees who are catastrophically ill. An employee who is catastrophically ill is characterized by the following: (1) he is totally disabled and therefore cannot work for the City or any other Employer in an active or limited capacity, (2) his medical prognosis shall state that the disabling illness which arose either suddenly or gradually is likely to cause the death of the affected employee within a two (2) year period, (3) the

Department of Public Works
And
Department of Human Resources
Response
Case # 25-0004-I



CITY OF BALTIMORE
MAYOR BRANDON M. SCOTT

MEMORANDUM

TO	Isabel Mercedes Cumming, Inspector General
FROM	Quinton M. Herbert, Director, Department of Human Resources Khalil Zaied, Director, Department of Public Works
DATE	September 30, 2024
SUBJECT	OIG Case #25-0004-I

On the afternoon of Friday, September 20, 2024, the Office of Inspector General (“OIG”) referred Case #25-0004-I to the Departments of Human Resources and Public Works (hereinafter “DHR” and “DPW”) for a response to the investigation conducted by the OIG (Exhibit A). This correspondence will serve as the DPW’s and the DHR’s official management response to OIG Case #25-0004-I.

The OIG highlighted that over a hundred solid waste workers within the DPW’s Bureau of Solid Waste (“BSW”) were without health insurance and were unaware of the waiver credit options available to them. Witnesses indicated difficulties in accessing Workday (“WD”), the City of Baltimore’s human capital management system, which may have contributed to this lack of awareness. Ultimately, the OIG recommended that DPW and DHR work collaboratively “to complete immediate outreach for the 276 DPW employees who currently do not have insurance so that health insurance and waiver credit information can be thoroughly explained...[and] offer follow-up training on the WD system to employees if needed.”

Background

The Office of Employee Benefits (“OEB”) within the DHR manages the City’s health and welfare benefits plans for employees, retirees, and eligible dependents. The City offers medical, prescription drug, dental, vision, optional life, AD&D, and FSA plans. This office also supplies wellness programs, support groups, and workshops. Agency HR Practitioners ensure that new hires complete New Employee Orientation (“NEO”) and provide assistance to employees in the onboarding process including enrollment in employee benefits.

Of the 12,958 active employees eligible for an employer-sponsored health, prescription drug, or other benefit (e.g. dental, vision or optional life insurance), 11,830 (or 91%) are enrolled in at least

one benefit. 522 employees have actively waived coverage.¹ 605 employees currently reflect no benefit election.² In short, only 4.6% of the total population of benefit eligible employees reflect no election.

That said, we acknowledge the anecdotal information related to the challenges faced by BSW employees in DPW accessing and enrolling in the City's employee benefits program. Our commitment to supporting all employees in their benefits enrollment is paramount and we take these concerns seriously.

In response to the Management Alert, we wish to articulate several current processes and programs that are in place within DHR and DPW to address these concerns and highlight several actions that are in process to further minimize any barriers to employees participating in the benefits enrollment process.

DPW Current Programs and Processes

1. ***Agency Tech Tuesday Training:*** For over two years, during its 2-day New Employee Orientation, DPW-HR has been conducting Tech Tuesdays, on the second day of DPW's in-person orientation, to assist employees in acclimating to WD.

2. ***Culture Camp:*** DPW-HR also conducts Culture Camp for all new hires, which is a comprehensive 30-60-90-day onboarding program strategically designed to cultivate our organization's positive, high-performance work culture. More specifically, during the 30-day meeting, new hires are reminded about the comprehensive benefits the city provides, an overview of Benefits Enrollment is provided, and new hires are reminded to contact the DHR-Benefits team or DPW-HR for assistance (Exhibit B).

3. ***Targeted Communication:*** Recently, DPW has hand-delivered and mailed the attached letters to all 136 BSW employees identified in the Management Alert and informed them of their status and options (Exhibit C). DPW also has a training session scheduled for supervisors on Monday, September 30, 2024 during which DPW Leadership will encourage them to follow up with employees and reinforce the importance of understanding and utilizing their benefits.

DHR Current Programs and Processes

1. ***New Employee Orientation ("NEO"):*** DHR currently provides NEO virtually to all new hires. The Benefits section of NEO covers who/when/waiver credit/optional coverage/how to enroll etc. and directs employees to WD and to additional resources along with contact information for

¹ To be eligible for the collectively bargained waiver credit, employees must provide proof that they have health insurance coverage. The source of that coverage cannot be a City-sponsored plan and the employee must actively waive health benefits and upload proof of coverage to their Workday profile. It is worth noting that of the 523 employees receiving a waiver credit 80, or 15% are in AFSCME Local 44, in similar classifications to the employees in the BSW.

² 46% of the employees reflecting no benefit election are in DPW.

additional help.

<https://360.articulate.com/review/content/40f17333-e3c6-4f3b-b5be-2ddf629f5814/review>

Of the 276 employees in DPW without any benefit election, 171 were hired post-Workday Learning (“WDL”) go-live, and therefore had NEO supplied to them via WDL, using learning campaigns. All 171 employees were captured into the learning campaign (task item appears in WD to both the employee and the manager). 99 acted on their task, by enrolling into NEO. 96 have completed or are in progress with NEO, leaving 4 who took initial action, but have not started NEO. 72 employees failed to complete the initial task of enrolling in NEO. Out of the 276 employees in DPW without benefit election, only 11 have not logged into WD at all. That is only 4%³.

2. Digital Literacy Training: As it pertains to digital literacy concerns, Digital Skills is a program specifically designed to increase digital literacy among city employees by ensuring they have foundational computer skills and digital basics needed to navigate their professional and personal lives. It was launched as a pilot program targeting DPW in March 2023. The pilot program ran over the course of 3 months and included in person instruction at the Park Terminal location for ease of access for the pilot population. The program was launched city wide in October 2023. It is now taught regularly at DHR’s Learning Lab located at 7 E. Redwood, Floor 15.

Digital Skills is a full day course that is approved by the Office of the Labor Commissioner where an employee can use up to 8 hours of permission leave to attend. In addition to the regularly scheduled courses there have been successful agency cohort initiatives for DPW, DGS and BCRP. Digital Skills has 5 modules which covers a host of core digital literacy skills and concludes with Workday specific training covering:

- Logging into Workday
- Workday Main Menu
- Personal Information
- Benefits
- Absence
- Entering Time Worked
- Workday Learning

In total, 70 DPW employees have participated in the program to date.⁴ DPW and DHR continue to coordinate efforts to provide this training to a larger set of employees.

3. OEB Regular Office Hours: The OEB has daily office hours from 8:30am-4:30pm Monday-Friday. On average, benefits specialists handle over 600 calls each week from employees and retirees related to employee benefit availability, coverages, specific claims and other benefits related questions. OEB Benefits specialists are also available for scheduled in-person appointments during those office hours. To the extent that employees in the BSW have specific

³ Of the 276 employees in DPW without any benefit election, all but 4 have signed into Workday via computer or mobile device. This data highlights potential lapses in individual employee accountability.

⁴ Approximately 56% of the employees who completed the Digital Skills Training are assigned to the BSW.

questions related to their employee benefits, the Monday office hours provide access during time when BSW employees are not working in the field and have more flexibility.

Future Actions:

1. ***Enhanced Communication and Training:*** We will work collaboratively to develop targeted communications that clearly outline the employee benefits that are available, enrollment procedures, and important deadlines. Additionally, DHR will work with DPW to schedule training sessions for both supervisors and employees ensuring that everyone is equipped with the necessary knowledge to navigate the enrollment process effectively.

2. ***Regular Reporting:*** Moving forward, DHR commits to regular reporting on the enrollment rates for the agency. This will help in tracking improvement over time while ensuring accountability.⁵

3. ***Increased Access to Technology for BSW Staff:*** The DPW-Information Technology (IT) team is in the process of installing WD Kiosks at all BSW yards, enabling employees to conveniently enroll in benefits.⁶ (Exhibit D) All computers are operational, with the exception of one located at the Sisson Street yard. DPW is currently collaborating with BCIT to address this issue and anticipates having all computers fully functional by the first week in October. DPW will also help employees enroll in benefits during the in-person informational session referenced below.

4. ***Addition of In-Person Informational Session During 2024 Open Enrollment:*** In conjunction with DPW-HR, DHR's OEB will facilitate an in-person informational session on Monday, October 21, 2024, from 7:00 AM to 12:00 PM at the Middle Branch Aquatic Center, to accommodate employees in the Bureau of Solid Waste. Employee Benefits Partners will provide information and answer any questions related to the benefits offered by the City, while DPW-HR staff will be on hand to provide technical assistance to employees in enrolling for benefits in WD. (Exhibit E)⁷

We are committed to creating a transparent and equitable system that enables all employees, regardless of their job classification, to access and benefit from the programs offered. DPW and DHR will take the recommendations of the Management Alert under advisement and work to provide information and access to employees to make the best-informed choice regarding their employee benefits elections. DPW has already been in the process of developing and implementing processes to empower employees by utilizing WD. We are continuously evaluating our training options to determine the most optimal way to disseminate information to our employees. Please let me know if you have any questions or need any additional information.

cc The Honorable Brandon M. Scott, Mayor

⁵ Enrollment in health benefits remains an individual choice and the City cannot compel employees to enroll in employer-sponsored health and prescription drug benefits. Consequently, some employees will make the choice not to enroll in the City's health and prescription drug plans.

⁶ DPW-HR will ensure that all job aids will be posted at all Kiosks to guide employees in *inter alia* enrolling/waiving their City benefits.

⁷ BSW Leaders were instructed to post Exhibit E at all yards.

Faith Leach, City Administrator
Simone Johnson, Deputy City Administrator
Marvin James, Chief of Staff
Richard J. Luna, Deputy Director, DPW
Deepti Modha, Chief Administrative Officer, DPW
Tonya Brinkley, Deputy Director, DHR
Michael Tate, Assistant Deputy Director Operations, DHR
Lindsay Wines, Assistant Deputy Director Administration, DHR

Exhibit B

Culture Camp

Building Success from Day 1: A Comprehensive 30-60-90 Onboarding Program

Created By: Carleita T. James



BALTIMORE CITY
DEPARTMENT OF
PUBLIC WORKS



Introduction



Welcome to Culture Camp

Welcome to the DPW Culture Camp! An immersive 30, 60, and 90-day onboarding journey designed to cultivate skill development, foster professional growth, and introduce our new employees to the diverse and enriching landscape of our organization. We will meet for 90 minutes at the 30, 60, and 90-day mark of employment.



Day 30 - Skill Development

In the first 30 days, we focus on equipping new employees with the essential skills required for success. From technical proficiencies to understanding our unique workflows, We will lay the foundation for a thriving career at DPW. We will also cover:

Benefits and Enrollment

Communication

Soft Skills

Goal Setting & Expectations

Job Aptitude

Skill Development via Workday



Benefits Overview

DPW commits to supporting all employees through a comprehensive benefits package. Enrollment is done online through Workday. The links below will help you navigate Workday to complete enrollment. If you need further assistance, please reach out to the Office of Employee Benefits at 410-396-5830 or 410-396-5831. Myself or someone from DPW HR can assist as well.

- [Basic Workday Navigation](#)
- [Logging into Workday](#)
- [Manage Benefits](#)



Day 60 - Professional Development

As we progress into the 60-day mark, our Culture Camp shifts gears to emphasize professional development. Engage in mentorship, skill workshops in Workday, and collaborative projects to enhance your expertise and navigate your career path within DPW. We also prepare new hires for:

Staff Engagement

Community Engagement

Volunteering

Networking



Day 90 – Goal Setting for the Future

1. Specific

- Define Clear Objectives:** The goal should clearly outline what the new hire is expected to achieve. Ensure the objective is focused and detailed enough to provide direction.
- Example:** Instead of "improve skills," a specific goal would be "complete training on the new project management tool by the end of the month."

2. Measurable

- Establish Criteria for Success:** Determine how progress and success will be measured. Quantifiable indicators help the new hire track their progress.
- Example:** "Increase team productivity by 10% by implementing the new software."

3. Achievable

- Ensure the Goal is Realistic:** While goals should be challenging, they should still be attainable based on the new hire's skills, experience, and available resources.
- Example:** "Attend three onboarding training sessions and apply the learned processes within the first two weeks."



Day 90 – Goal Setting for the Future

4. Relevant

- **Align with Organizational Objectives:** The goal should tie into broader company or team priorities. It should matter to both the new hire and the organization.
- **Example:** "Master the company's CRM system to contribute to improving client relationship management."

5. Time-Bound

- **Set a Deadline:** Provide a clear timeframe for achieving the goal to create urgency and focus. This helps manage expectations and keeps the new hire on track.
- **Example:** "Submit a report on workflow improvements by the end of the second quarter."



“

As you embark on this exciting journey, remember that DPW Culture Camp is more than just an onboarding program—it's a community, a learning environment, and a pathway to your success. Let's build excellence together and continue to be BEST IN CLASS –
Carleita T. James

”



BALTIMORE CITY
**DEPARTMENT OF
PUBLIC WORKS**

Exhibit C

CITY OF BALTIMORE

BRANDON M. SCOTT, Mayor



DEPARTMENT OF PUBLIC WORKS

Khalil Zaied, Acting Director
Abel Wolman Municipal Building, 6th Floor
200 N. Holliday Street
Baltimore, Maryland 21202

September 17th, 2024

Greetings:

You are receiving this letter because you are not enrolled in insurance benefits through the City of Baltimore. I would like to take a moment to remind you about the valuable benefits offered by the City of Baltimore, including medical, prescription drug, dental, vision, basic life and accidental death and dismemberment (AD&D) insurance, optional life insurance, waiver credits, and flexible spending account (FSA) benefits.

The City of Baltimore is conducting its Open Enrollment period from October 21st to November 4th, 2024. During this time, you will have the opportunity to enroll in or modify your benefits through Workday. Any coverage you elect during this period will be effective from January 1st through December 31st, 2025.

Furthermore, if you wish to opt out of certain City of Baltimore health benefits, you may be eligible for a Waiver Credit. The amount of the Waiver Credit is determined based on your union affiliation. The waiver credit amount is disseminated or spread over the full plan year (either at the beginning of plan year or by the number of pay periods left in the plan year for a new employee. New Employees have forty-five (45) days from their date of hire to enroll online using Workday. Each year, during the annual open enrollment period, you may choose to enroll in the waiver credit. Your participation will begin on January 1st, following your enrollment. You must re-enroll for waiver credits during the open enrollment period annually. It will not carry over from year to year.

Please ensure that your personal information is updated and all changes or selections regarding your benefits are completed via Workday by November 4th, 2024. Should you have any questions or need assistance, please do not hesitate to contact the City's Benefits Office at (410) 396-5830 or (410) 396-5831. Alternatively, you can reach out to the Department of Public Works-Human Resources Office at (410) 396-3330 for additional support with signing up or opting out of benefits.

Thank you for your attention to this important matter. We're here to help ensure you have the coverage that best meets your needs.

Sincerely,

Khalil Zaied

Khalil Zaied
Acting Director

cc Richard J. Luna, Deputy Director, Department of Public Works
LaToya Curtis, Chief of Staff, Department of Public Works
Michael Tate, Assistant Deputy Director, Department of Human Resources

Exhibit D

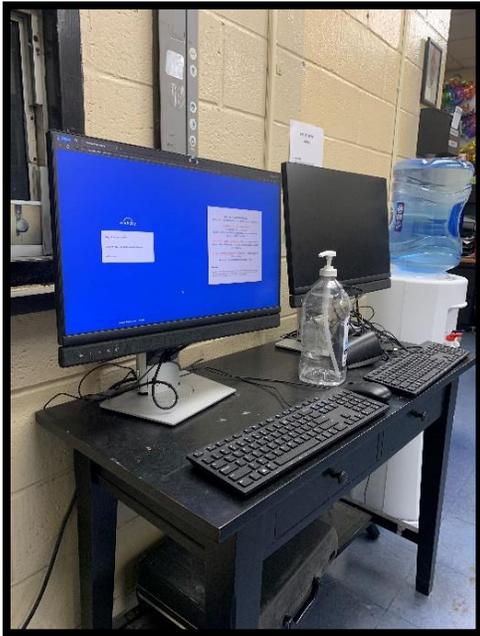
Workday Kiosk' at DPW Bureau of Solid Waste (BSW) Facilities:

On 9/16/2024, DPW IT visited five BSW facilities. Four locations already have a dedicated Workday Station. Only Kane Street is missing one. Sission Street is using a regular computer for this purpose, but they want a dedicated kiosk as well. More details below.

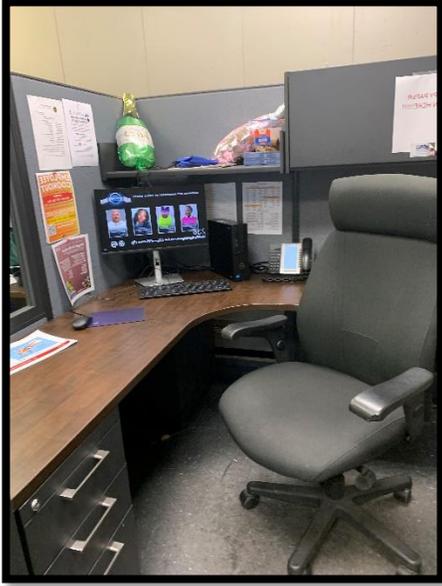
1. **Inner Harbor Marina:** This location already has a computer set up in Kiosk mode for the purpose of Workday.



2. **Bowley's Lane:** This location already has a computer set up in Kiosk mode for the purpose of Workday.



3. **Kane St:** This location does not have a dedicated Workday computer for the employee. We were not able to connect with Yolanda Cason or Robin Ghee. We think, a kiosk near their printers is a good spot, unless advised otherwise by Yolanda/Robin. We will follow up with them, first and then create a ticket to BCIT for any needed network drop for us to connect the machine,
4. **Sisson St:** This location has a regular computer dedicated for Workday. But Rodney Bennet mentioned that this spot is going to be used by a new employee, and they need a dedicated kiosk. We have identified a suitable location, and we are going to put a BCIT ticket for a network drops. Once that is completed, we can install the machine.



5. **Reedbird Ave:** location already has a computer set up in Kiosk mode for the purpose of Workday.



Exhibit E



Mini-Benefits Fair

October 21, 2024, 7:00 AM - 12:00 PM

Baltimore City DPW & DHR is hosting a mini-benefits fair at the Middle Branch Fitness and Wellness Center!

During this event, the DHR Benefits team will provide information on the various City benefits, and DPW-HR staff will assist employees in benefits enrollment through Workday.

Middle Branch Fitness and Wellness Center
201 Reedbird Ave, Baltimore, MD 21225

