



WORKSOURCE MONTGOMERY LOCAL AREA WORKFORCE PLAN 2016-2020



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INTRODUCTION

INTRODUCTION TO THE PLAN

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 and went into effect July 1, 2015. WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA is designed to help both job seekers and businesses. WIOA addresses the needs of job seekers by establishing a workforce system that helps them access education, training, and supportive services to gain employment and succeed in the labor market. WIOA also addresses business needs by matching them to the skilled workers they need to compete in the global economy.

In order to ensure Maryland's effective implementation of the requirements of the new federal law, the WIOA partners agreed on the development and implementation of proven best practices and strategies towards system improvement. Montgomery County developed its own Local Workforce Development Plan that outlines the vision, objectives, and strategies for WIOA implementation in the Local Area.

This Plan is in line with the Combined State Workforce Plan, which has a vision of a Maryland where every person maximizes his or her career potential and businesses have access to the human resources they need to be successful.

The implementation of the Plan will also be governed by the principals outlined by County Executive Marc Elrich in his vision for a more equitable and inclusive Montgomery County that includes:

- Thriving youth and families
- A growing economy
- A greener county
- Easier commutes
- A more affordable and welcoming county
- Safe neighborhoods
- Effective, sustainable government

Montgomery County has a proud history of developing supportive government and community programs to help employers, as well as job seekers who may be unemployed or underemployed. By supporting a strong, coordinated workforce ecosystem in the county, employers and job seekers will be able to more effectively utilize and leverage the system to grow and maintain a strong economy based on quality talent. WorkSource Montgomery's Workforce Development Board (WDB) reflects Maryland's vision as it convenes and facilitates the coordination of workforce services and develops new services to:

- Maximize access to employment;
- Maximize access to/use of skills and credentialing;
- Maximize access to/use life management skills;
- Eliminate barriers to employment; and,
- Strengthen and enhance the effectiveness and efficiency of Maryland's workforce system.

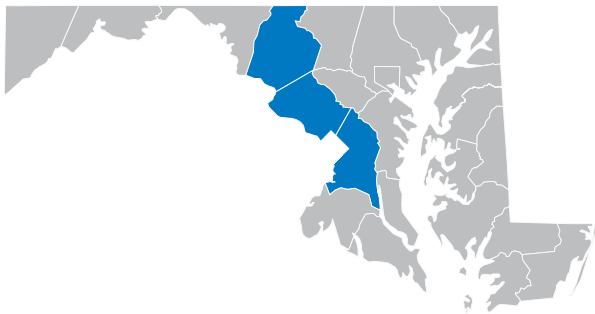
The WDB fulfills two primary functions: 1) Oversight of operations for the non-profit organization WorkSource Montgomery; and 2) Direction of the policies and the establishment of a workforce development vision for the county. The board directs a robust system of talent development aligned to the future and current economic development priorities within the county. The system established as part of this plan places responsibility for the county's workforce system in the hands of business leaders, community stakeholders and partner agencies.

SECTION I

ECONOMIC ANALYSIS

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.

Montgomery County is in the Silver Spring-Frederick-Rockville, MD statistical division and is a part of the Washington-Arlington-Alexandria, DC-VA-MD-WV statistical area (Capital Region), which creates a dynamic economic landscape. The region, which includes Frederick, Montgomery, and Prince George’s Counties, is economically dominated by federal government and their contractors as well as a large science and engineering base. The area was ranked as a High-Tech Center in the country by the American City Business Journals and provides a hotbed of research universities, think tanks, and non-profit organizations. In addition, the region is a top international tourism destination, which fuels robust hospitality sectors in the area.



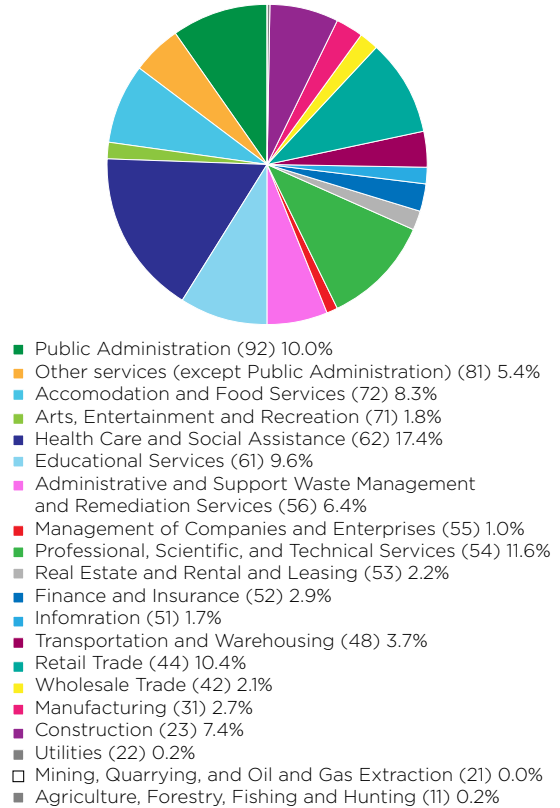
INDUSTRY SNAPSHOT

The largest sector in the Capital Region is Health Care and Social Assistance, employing 122,206 workers. The next-largest sectors in the region are Professional, Scientific, Technical Services (114,025 workers) and Retail Trade (102,601). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Public Administration (LQ = 2.12), Professional, Scientific, and Technical Services (1.75), and Construction (1.30).

Sectors in the Capital Region with the highest average wages per worker are Management of Companies and Enterprises (\$164,805), Utilities (\$120,269), and Finance and Insurance (\$113,038). Regional sectors with the best job growth (or most moderate job losses) over the last five years are Health Care and

Social Assistance (+12,170 jobs), Accommodation and Food Services (+11,645), and Professional, Scientific, and Technical Services (+7,531).

TOTAL WORKERS FOR CAPITAL REGION BY INDUSTRY



Over the next year, employment in the Capital Region is projected to expand by 6,258 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.7% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+2,036 jobs), Professional, Scientific, and Technical Services (+1,277), and Educational Services (+732).

INDUSTRY ALIGNMENT

There is a strong alignment between the targeted industries identified in the Maryland State plan, Capital Region plan and the Montgomery County Local plan. Montgomery County has had significant population and job growth. Jobs grew by 20,099 over the last five years and are projected to grow by 17,714 over the next five years. As of 2018, the region’s population increased by 4.9% since 2013, growing by 49,576. Population is expected to increase by 3.6% between 2018 and 2023

SECTION I

adding 38,171. From 2013 to 2018, jobs increased by 3.9% in Montgomery County from 512,114 to 532,213.

This change fell short of the national growth rate of 7.4% by 3.5%. As the number of jobs increased, the labor force participation rate decreased from 66.6% to 66.2% between 2013 and 2018. Concerning educational attainment, 26.3% of Montgomery County residents possess a Bachelor’s Degree (7.7% above the national average) and 5.3% hold an Associate’s Degree (2.7% below the national average). The top three industries in 2018 are Federal Government, Civilian; Restaurants and Other Eating Places; and Education and Hospitals (Local Government).

1,068,861 Population (2018)

Population grew by 49,576 over the last 5 years and is projected to grow by 38,171 over the next 5 years.

532,213 Population (2018)

Jobs grew by 20,099 over the last 5 years and are projected to grow by 17,714 over the next 5 years.

\$100.4k Median Household Income (2016)

Median household income is \$45.0k above the national median household income of \$55.3k.

There were 62,185 job openings in Montgomery County in the third quarter of 2018. In setting the strategic priorities for WorkSource Montgomery, the Board has emphasized analyzing trends of our growth industries and providing employment services to Montgomery County residents who are enhancing or pursuing careers in these industries.

Professional and Technical Services is the highest employed industry in the county, followed by Healthcare and Social Assistance. The Healthcare and Social Assistance industry had the highest job openings in the past year, followed by Professional and Technical Services. The data shows that the highest concentration of employers in Montgomery County is under Other Services, followed by Professional and Technical Services. Professional and Technical Services is enjoying the largest

annual growth, followed by Accommodation and Food Service, while Finance and Insurance is experiencing a decline. Health Care Services are not as concentrated, but the industry overall is a major employer in the county. Employment in this section is expected to grow by nearly 11,000 jobs through 2022, as an aging population requires more services. Employment in nursing and residential care facilities is expected to grow 59% over the time period. The county is also home to a particularly high concentration of jobs in information and communications technology, driven again by the proximity to government and business needs.

The WDB will focus efforts on analyzing trends within these subsectors and providing services and industry-led initiatives targeted within these sectors. This data shows a complex and dynamic economic landscape that will guide employment and training activities in the county.

Based on a compilation of data, the key industries WSM will target are:

1. Professional, Scientific, and Technical Services (with a focus on Cybersecurity/IT)
2. Healthcare and Social Assistance
3. Hospitality (including Retail, Accommodation, and Food Service)
4. Biotechnology
5. Other Services
6. Construction
7. Public Administration

The table below shows the number of job openings advertised online and advertised salary data in Montgomery County, for the third quarter of 2018 (Jobs De-duplication Level 2).

ADVERTISED JOB OPENINGS AND SALARY DATA

Job Openings	Mean (Average) Wage	% Openings with Wage
62,185	\$77,176	7%

It is key to analyze our industry distribution and the occupations within industries to better define the skills and education needed to be employed in the industries as indicated in the charts below.

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OCCUPATIONS BY PROJECTED GROWTH TABLE

The table below shows the occupations with the highest total annual average openings in Washington-Arlington-Alexandria, DC-VA-MD-WV MSA (which contains Montgomery County, MD—no data available for Montgomery County, MD) for the 2016-2026 time period.

OCCUPATIONS WITH THE HIGHEST TOTAL ANNUAL AVERAGE OPENINGS IN DC-VA-MD-WV MSA

Rank	Occupation	2014 Estimates Employment	2024 Projected Employment	2014-2024 Annual Avg. Percent Change	Total Annual Avg. Openings
1	Chief Executives	14,330	13,899	-0.30%	N/A
2	General & Operations Mgrs.	108,258	118,026	0.87%	N/A
3	Legislators	2,250	2,419	0.73%	N/A
4	Advertising & Promotions Mgrs.	572	627	0.92%	N/A
5	Marketing Managers	9,341	9,878	0.56%	N/A
6	Sales Managers	10,923	11,795	0.77%	N/A
7	PR & Fundraising Mgrs.	17,414	18,897	0.82%	N/A
8	Administrative Services Mgrs.	6,634	7,230	0.86%	N/A
9	Computer & Information Systems Mgrs.	14,720	15,995	0.83%	N/A
10	Financial Mgrs.	26,765	30,394	1.28%	N/A

INDUSTRY EMPLOYMENT DISTRIBUTION TABLE

The table below shows the industries with the highest number of employees in Montgomery County, MD for the 1st Quarter, 2018.

INDUSTRIES WITH THE HIGHEST NUMBERS OF EMPLOYEES IN MONTGOMERY COUNTY, MD FOR 1ST QUARTER, 2018

Rank	Industry Sector	Number of Establishments	Number of Employees
1	Total, All Industries	32,750	467,032
2	Professional, Scientific, & Technical Services	6,216	68,556
3	Health Care & Social Assistance	3,718	67,513
4	Public Administration	86	54,291
5	Retail Trade	2,587	43,700
6	Educational Services	85	39,177
7	Accommodation & Food Services	1,913	34,641
8	Administrative & Support & Waste Management	1,959	31,128
9	Construction	2,466	22,684
10	Other Services (except Public Administration)	6,962	22,193

Source: Labor Market Statistics, Covered Employment and Wages Program

Montgomery County is considered an epicenter of biotechnology and has emerged as a life sciences hub. The county is home to over 300 biotech companies, 10,000 highly educated biotech workers, and key federal research and regulatory institutions, such as the National Institutes of Health (NIH), the Federal Drug Administration (FDA), the National Institute of Standards of Technology (NIST), and the Walter Reed Army Institute.

Top growth of occupations is within IT careers, with the highest growth in the cybersecurity occupation of Information Security Analyst. The largest volume of occupations is in the traditionally lower skilled occupations. Finally, the highest concentration of occupations is overwhelming in biotech careers.

Two industry areas that are high-demand within Montgomery County are Biotechnology and Cybersecurity. These sectors are not well categorized by traditional labor market information, but are supported by key occupations listed above. The tables below show key occupations in each of these industries. The prevalence of computer occupations in the biotechnology sector shows a cross-over into IT with such fields as bioinformatics and health IT/mobile health applications. The WDB continues to develop strategies to prepare job seekers for these key occupational groups.

SECTION I

TOP OCCUPATIONS WITHIN THE BIOTECHNOLOGY SECTOR

Occupation Title	Number of Job Postings	Number Employed	MD Change '12 - '22	Mean Salary
Medical Scientists, Except Epidemiologists	697	4,900	6.9%	\$103,380
Managers, All Other	634	11,240	2.1%	\$119,970
Computer Occupations, All Other	545	13,990	-0.6%	\$104,020
Medical and Health Services Managers	536	9,280	10.2%	\$111,420
Statisticians	344	3,090	17.8%	\$97,940
Natural Sciences Managers	329	2,550	3%	\$133,580
Registered Nurses	251	51,100	12.9%	\$73,200
Chemists	249	3,070	0.9%	\$106,690
Software Developers, Applications	246	12,490	20.9%	\$108,190
Biologists	225	N/A	N/A	\$90,355

Source: Burning Glass

TOP OCCUPATIONS WITHIN CYBERSECURITY

Occupation Title	Number of Job Postings	Number Employed	MD Change '12 - '22	Mean Salary
Information Security Analysts	1,212	3,370	41.2%	\$102,950
Computer Occupations, All Other	367	13,990	-0.6%	\$104,020
Software Developers, Applications	313	12,490	20.9%	\$108,190
Network/Computer Systems Administrators	197	12,990	14.1%	\$100,620
Computer Network Architects	170	5,290	16.2%	\$105,430

Source: Burning Glass

Data has enabled the WDB to have gained a deeper understanding of each key sector through analyzing their subsectors. This data has enabled WDB to focus specific industry sectors and develop industry alliances. Data points that are marked with a (*) indicate the highest numbers within the state.

KEY SUBSECTORS IN MONTGOMERY COUNTY

Subsector	Employers	Employees	Postings	Wages
ACCOMODATIONS AND FOOD SERVICES				
Traveler Accomodation	117	3,662	3,408*	\$18.15
Restaurants and Other Eating Places	1,612*	28,130	2,517	\$10.05
ADMINISTRATIVE, SUPPORT, WASTE MANAGEMENT, AND RETENTION				
Business Support Services	140	755	1,266	\$27.78
Employment Services	287*	7,117	568*	\$27.33
Services to Buildings and Dwellings	960*	13,301*	417*	\$16.50

SECTION I

PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES				
Scientific Research and Development Svcs	399*	15,671*	4,372*	\$51.18
Management, Scientific and Technical Consulting	1,559*	11,919*	1,822	\$57.45
Architectural, Engineering and Related Svcs	494*	6,552*	1,261	\$56.33
Other Professional, Scientific, and Technical Svcs	275*	3,002*	947*	\$26.13
Computer Systems Design and Related Svcs	1,680*	17,145*	769	\$60.43
OTHER SERVICES, EXCEPT PUBLIC ADMINISTRATION				
Personal Care Services	438	3,605*	295	\$13.13
Business, Professional, Labor, Political and Similar Organizations	242*	4,187*	241*	\$46.53*
Automotive Repair and Maintenance	419	2,591	141	\$24.35*
MANUFACTURING				
Pharmaceutical and Medicine Manufacturing	27*	3,222*	1,421*	\$75.15*
INFORMATION				
Newspaper, Periodical, Book and Directory Publishers	100*	1,448	1,761*	\$41.23
Cable and Other Subscription Programming	10*	1,963*	722	\$57.13*
Software Publishers	103*	1,714*	475	\$47.83
Wired Telecommunications Carrier	50*	3,630*	354*	\$42.30
HEALTHCARE AND SOCIAL ASSISTANCE				
General Medical and Surgical Hospitals	21	13,258	4,311	\$32.85
Offices of Other Health Practitioners	463*	2,930*	1,398*	\$25.38
Continuing Care and Assisted Living Facilities	105*	5,816	908*	\$16.05
Offices of Physicians	1,179*	10,247*	800	\$53.08
FINANCE AND INSURANCE				
Insurance Carriers	82*	3,785	3,602*	\$45.35
Depository Credit Intermediation	359*	4,124*	2,555	\$34.00
CONSTRUCTION				
Building Equipment Contractors	483*	6,856	294	\$34.95
Nonresidential Building Construction	181*	5,108*	184	\$45.73
RETAIL TRADE				
Department Stores	48	6,296	1,695*	\$11.95*
Grocery Stores	290	11,233*	1,204*	\$14.53
Health and Personal Care Stores	312	2,856	534*	\$22.28
Clothing Stores	258*	3,067	476*	\$10.00

Source: Maryland Workforce Exchange Industry Profiles, Burning Glass

Professional and Technical Services remains the highest employed industry in the county, followed by Healthcare and Social Assistance. The Healthcare and Social Assistance industry had the highest job openings in the past year, followed by Professional and Technical Services. The highest concentration of employers in Montgomery County is under Other Services, followed by Professional and Technical Services. Professional and Technical Services has the largest annual growth, followed by Accommodation and Food Service, while Finance and Insurance is seeing decline.

SECTION I

Continuing analysis of the workforce development activities (including education and training services) regionally, analysis of the strengths and weaknesses of such services, and the capacity to provide such services, enables the WDB to address and identify education and skill needs of the workforce and the employment needs of employers in the region.



SECTION II

STRATEGIC PLANNING TO MAXIMIZE THE EARNING CAPACITY OF MARYLANDERS

Aligning the first four Strategic Goals of the *Benchmarks of Success* and include a description of the strategic planning elements of local labor force data, employer needs, workforce development activities and local strategic plan.

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. The vision requires the State to strengthen and enhance the effectiveness and efficiency of Maryland's workforce system. The first four Strategic Goals of the Benchmarks of Success are to:

- 1. Increase the earning capacity of Maryland's workforce system customers by maximizing access to employment;**
- 2. Increase the earning capacity of Maryland's workforce system customers by maximizing access to and use of skills and credentialing;**
- 3. Increase the earning capacity of Maryland's workforce system customers by maximizing access to and use of life management skills; and**
- 4. Increase the earning capacity of Maryland's workforce system customers by eliminating barriers to employment.**

In alignment with the Benchmark of Success, WorkSource Montgomery's (WSM) strategic plan enhances the effectiveness and efficiency of the Maryland workforce system in the implementation of the following:

- A communication and engagement campaign for each targeted industry sector, to educate employers about WDB's role, its value-added proposition and services, and how it engages them more fully as partners.
- Creation of programs that uniquely strengthen talent pools with industry-defined qualified candidates.
- Access for job seekers to quality aligned skill building and career development programs through customer focus services by addressing holistic career seeker need to help eliminate barriers to employment.

- Targeted quality education and training services that provide access to skills and credentialing.
- A commitment to catalyzing change within the community, to build an effective talent development system by assessing and driving continuous improvement of the American Job Center's capacity and performance.
- Development and implementation of a resource diversification strategy, including finalizing general goals, specific targets, and action plans.
- Assessment and continuous improvement of multi-platform communication infrastructure and activities.
- Assessment and continuous improvement of data and quality assurance infrastructure and activities.

WSM and the Workforce Development Board's (WDB) strategic plan is supported by analysis of the workforce in the region, including current/future labor force, employment/unemployment data, labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. The occupational analysis enables WSM to target the regional needs of employers and opportunities for job seekers to maximize employment and earning opportunities. Additionally, it has afforded WSM the opportunity to work with educational partners to identify new and modify existing training services that meet the needs of employers by developing skills, credentialing opportunities, and career pathways.

WSM and the WDB's membership structure and operational strategies maximize efficiency and effectiveness by:

- Maximizing access to employment;
- Maximizing access to/use of skills and credentialing;
- Maximizing access to/use life management skills;
- Eliminating barriers to employment; and,
- Strengthening and enhancing the effectiveness and efficiency of Maryland's workforce system.

WSM, under the guidance of the WDB, have created industry alliances for each approved sector and have developed corresponding programming. The WDB has established an Operations Committee to provide oversight and set priorities for all industry sector activities. To date, the WDB has established five industry-led Industry Alliances in high demand and high growth industries: Bioscience, Hospitality,

SECTION II

Construction, HealthCare and Cyber/IT. These alliances are engaged or will be engaged in advising on the development of career pathways and identification of skills and solutions needed within their industry to ensure a robust talent pipeline.

WorkSource Montgomery has designed and continues to implement a sustainable industry-led talent development model to support industry-led partnerships. Using experience with industry alliances and the EARN Maryland grant as a model, WSM cultivates industry-sector partnerships. Strategies to enhance innovative initiatives to address employability needs as defined by the local planning focus group:

- Conduct quarterly partner forums designed to share best practices being used within partner organizations and to design system-wide processes.
- Increase the use of technology on two fronts: 1) to increase the effectiveness of system and process management across partners, and 2) to increase access and effectiveness in customer interfacing processes and services.
- Improve effectiveness and integration of processes across the system using customer relationship management systems, dashboards and common databases.
- Improve the customer’s experience through of virtual one-stop platforms, communication and engagement through social media, and expanded electronic resources.
- Continue and expand current industry-led employability career pathway models.
- Expand Work-Learning experiences through strategic partnerships.

WSM is also an active participant in the EARN Maryland program, Maryland Tech Connection, Tech-Hire, Apprenticeship USA, America’s Promise, and The Disabilities Employment Initiative grants to cultivate additional opportunities for industry sector strategies. WSM will continue to seek discretionary funding to maintain and expand industry-led initiatives. The WDB has developed and continues to refine an industry-led approach to employment and training services in the county. WDB balances labor market data analysis with real-time feedback from the employer community. A demand for high educational levels among

Montgomery County employers can be seen across industry sectors. Within the Biotechnology industry cluster, for example, high educational attainment is a requirement for many of the positions.

IN-DEMAND INDUSTRY-SECTOR ANALYSIS

Many industries also require certifications or licensure. Looking at job postings within each of these key sectors, we have identified the most desired certifications within each area. Advertised certification requirements can be seen in the table below.

TOP ADVERTISED CERTIFICATIONS BY INDUSTRY

Industry	Certifications
BIOTECH	
Project Management Professional (PMP)	257
Registered Nurse	201
Certified Ambulatory Perianesthesia Nurse	143
Institutional Review Board	86
National Institute of Standards and Tech	75
HEALTHCARE	
Registered Nurse	4,070
First Aid CPR AED	1,096
Basic Cardiac Life Support	546
American Heart Association	521
Nurse Practitioner	425
HOSPITALITY	
ServSafe	194
Automotive Service Excellence (ASE)	143
Project Management Professional (PMP)	89
Certified Public Accountant (CPA)	66
Certified Information Systems Security Professional (CISSP)	51
PROFESSIONAL, SCIENTIFIC AND TECHNICAL	
Project Management Professional (PMP)	546
Certified Information Systems Security Professional (CISSP)	244
Certified Public Accountant (CPA)	208
Registered Nurse	181
Cisco Certified Network Associate (CCNA)	165

Source: Burning Glass

SECTION II

The Healthcare industry requires the most certification and licensure attainment, followed by Professional, Scientific and Technical. Some certifications can be seen across industries, namely Project Management Professionals, Registered Nurses, and Certified Public Accountants.

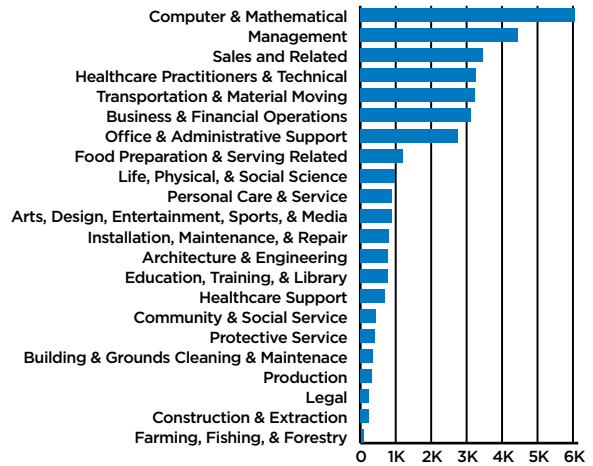
The targeted occupations consist of a variety of occupational groupings across industry sectors. The top 10 occupational groups represent jobs within high-growth or high-demand industries and will be a priority of the WDB.

KEY OCCUPATIONAL GROUPS

Occupational Group	Est. Empl.	FY16 Job Openings	Location Quotient	Average Salary
Office and Administrative Support	70,700	10,759	0.97	\$41,485
Sales and Related	40,950	11,260	0.85	\$44,440
Business and Financial Operations	38,160	9,799	1.66	\$85,631
Management	35,210	13,788	1.55	\$132,527
Healthcare Practitioners and Technical	31,010	13,895	1.17	\$101,515
Computer and Mathematical	30,400	21,382	2.35	\$97,954
Food Preparation and Serving Related	29,630	4,091	0.72	\$24,209
Building and Grounds Cleaning and Maintenance	18,460	923	1.25	\$28,318
Life, Physical, and Social Science	13,860	2,930	3.59	\$97,835
Arts, Design, Entertainment, Sports, and Media	8,230	3,043	1.36	\$64,924

Source: Burning Glass, DLLR Growth Occupational Tool

TOP POSTED OCCUPATIONS
UNIQUE AVERAGE MONTHLY POSTINGS



The WDB continually reviews labor market information and employer feedback on key certifications, skills, and educational attainment requirements of key industries and occupations within the region to stay relevant and responsive to industry needs.

The WDB's analysis of the workforce in the region includes current labor force employment/unemployment data, labor market trends, and the educational and skill levels of the workforce in the region. It also includes an analysis of issues related to individuals with barriers to employment. Utilizing JobsEQ software, WSM runs monthly Real Time Information reports. This occupational analysis has enabled the organization to target the regional needs of employers and opportunities for job seekers to maximize employment and earning opportunities.

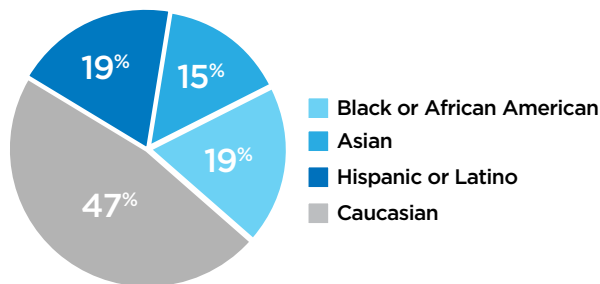
Data has enabled the WDB to gain a deeper understanding of each key industry sector by analyzing their subsectors and needs. This data-driven approach enables the WDB to focus on specific industry sectors and to develop industry alliances. The number of job openings in each industry shows the current demand of employers. Growth patterns provide insight into which subsectors are likely to see future expansion and additional need of talent. Location quotient analyses show how concentrated current employment is in a particular industry, with a comparison of the county to the rest of the nation.

SECTION II

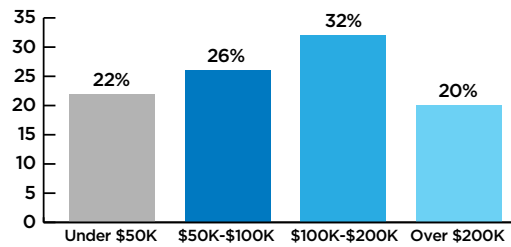
LABOR FORCE ANALYSIS

Montgomery County is a county in the state of Maryland, situated just to the north of Washington, D.C. and southwest of the city of Baltimore, MD. It is one of the most affluent counties in the United States, and has the highest percentage (29.2%) of residents over 25 years of age who hold post-graduate degrees. The county seat and largest municipality is Rockville, although the census-designated place of Germantown is more populated. The county reached an estimated population of over 1 million residents with the 2012 U.S. Census Bureau update, which shows that 1,004,709 residents now live in the county. Most of the county’s residents live in unincorporated locales, the most populous of which are Bethesda, Germantown and Silver Spring, although the incorporated cities of Rockville and Gaithersburg are also large population centers. Montgomery County is identified as part of both the Washington Metropolitan Area and the Baltimore-Washington Metropolitan Area. As of 2008, Montgomery was ranked as the second most affluent county in the state of Maryland in terms of per capita income. In 2011, Montgomery County was ranked by Forbes as the 10th richest in the United States, with a median household income of \$92,213.

Waves of global immigration to Montgomery County over the last 30 years, as well as urban-to-suburban migration from the District of Columbia, have helped to create a culturally diverse community. As identified by the U.S. Census Bureau, 33% of county residents were foreign-born and 39.8% spoke a language other than English at home. Forty-seven (47) percent of the residents identified themselves as White, 19% as Latino, 19% as Black or African American; and 15% as Asian, Native Hawaiian, or Other Pacific Islander Americans. Approximately 7% of the population lives below the poverty line.



HOUSEHOLD INCOME



In 2017, universities or colleges in Montgomery County, MD awarded 3,966 degrees. The student population was dominated by females, with 1,591 male students and 2,375 female students. Most students in Montgomery County, MD are Black or African American (1,222 and 30.8%), followed by White (1,119 and 28.2%), Hispanic or Latino (652 and 16.4%), and Asian (478 and 12.1%). The largest colleges, universities or technical schools in Montgomery County, MD by number of graduates are Montgomery College (2,979 and 75.1%), American Beauty Academy (364 and 9.2%), and Washington Adventist University (298 and 7.51%).

The most popular majors in Montgomery County, MD:

- Other Liberal Arts & Sciences, General Studies, & Humanities (1,062 and 26.8%)
- General Business (446 and 11.2%)
- Liberal Arts & Sciences (201 and 5.07%)

The median tuition costs in Montgomery County are N/A for private four-year colleges, and \$21,800 and \$21,800 respectively, for public four-year colleges for in-state students and out-of-state students.

Under Montgomery County’s demand-driven model for workforce development, understanding the needs of businesses is a prerequisite for developing effective strategies. The WDB will continue to utilize labor market research and analysis, as well as information gathered by engaging businesses, to learn about the workforce needs and trends. This will ensure that the service delivery system fully understands and meets the needs of customers. In addition, since some workforce challenges are significant enough to impact an entire industry, the Board will continue addressing them through the creation of industry sector partnerships (i.e. bringing together businesses, economic development, workforce development, education and training, government, labor, and community

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organizations, with a joint focus on a particular industry within a local or regional labor market).

Following the guidance of the WDB, WorkSource Montgomery utilizes a client-centric approach in providing services to job seekers/clients. The approach involves monitoring the amount of time that individuals are engaged in the workforce development system. It encourages service delivery partners to develop innovative services to meet clients where they are, in order to start, advance or, transition in a career path, address their barriers to employment, and ensure that they have essential workplace skills and industry certifications in order to meet their full career potential.

The WDB supports different training models that ensure the system meets the needs of businesses and are timely for job seekers. Through collaborative partnerships, WSM has developed a variety of approaches to skills enhancement, to include but not be limited to short-term occupational training, work and learn models (including apprenticeships), incumbent worker training, essential workplace skills training, and contextualized trainings.

STRATEGIC VISION

In alignment with the goals relating to benchmarks of success and performance accountability measures based on primary indicators of performance, as described in Section 116(b)(2)(A), WSM's Board has determined these priorities while convening a workforce system:

1. To increase strong customer-focused practices with a 70% sustainable employment placement rate.

Through many enhancements within the operations of the Job Centers in Montgomery County and with the implementation of the HIRE (Helping Individuals Reach Employment) program, WSM and its partners have already improved customer access by bringing the services such as workshops and job assistance supports into community libraries and regional centers. WSM will also soon be relocating the Wheaton Job Center into upgraded and expanded facilities, to support expanded partnerships and training opportunities.

Future strategies include expansion of the HIRE programs to address regional demographics, through the expertise and partnership with non-profit partners that are well established within the community. Community partnerships help to build trusting relationships and individualized career navigation opportunities for job-seekers, while promoting stronger employment sustainability.

2. To increase employer engagement and career pathway partnerships in strategic industries.

Strong formalized partnerships with Montgomery College and The Universities at Shady Grove resulted in new pathway programs in construction, transportation, auto-technician, IT/coding, health care, hospitality and entrepreneurship.

Future strategies include increased work-based learning opportunities and a stronger partnership with MCPS and its career readiness program, including active participation with the Montgomery County Collaboration Board (MCCB), and an increase in hiring events.

3. To enhance current community-based partnerships.

Through monthly meetings with the core partners housed at the Wheaton Job Center, WSM has formalized coordination of services through a Memo of Understanding that results in mutual referrals for supportive services. This helps to address barriers to employment, cross-agency training opportunities, shared processes, and enhanced communication.

Future strategies include asset mapping, assessing of resources, and identifying gaps of services. The purpose of this is to convene and build the capacity of our current workforce development providers in order to support our employers while also improving service to the most vulnerable.

WDB provides a roadmap for workforce and economic development aimed at creating long-term sustainable economic prosperity in the region and aligning workforce development, economic development and outreach activities around a shared set of objectives. To be successful, strong leadership from community, business and educational organizations is needed to provide

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their expertise in achieving those objectives. The WDB and partners identified the strengths of the county, challenges and enhancements needed around workforce development topics.



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STRATEGIC PLANNING TO STRENGTHEN THE LOCAL WORKFORCE SYSTEM

The fifth Strategic Goal of the *Benchmarks of Success* is to strengthen and enhance the effectiveness and efficiency of Maryland’s workforce system this section aligns local and state plans

Multiple partners provide a variety of workforce and economic development services to support Montgomery County employers and residents. These services have been developed based on data and regional needs. Services include a broad range of activities which offer Montgomery County’s workforce the skills, knowledge, and abilities needed to succeed in a growing and robust economy, while helping to ensure that job seekers are able to earn a family-sustaining income. Employers are utilizing the job centers for recruiting, hiring and retaining a skilled, high-performing workforce. WSM oversees and supports Montgomery County’s Workforce Development System and its three (3) American Job Centers (AJC), in addition to a youth center. On average, the system serves 12,000 to 14,000 individuals and 400 employers per year. WSM brings together employment and training services designed to work with all people in one place and to make it easier for job seekers and employers to find, access, and use these services.

The comprehensive AJC in Wheaton supports the program operator, the Maryland Department of Labor, Licensing and Regulation (DLLR), and partner staff. Both WSM and DLLR have staff onsite to serve job seekers and job creators. The Wheaton AJC also hosts local workforce and wrap-around service partners. Job Corps outreach is on-site to provide information about Job Corps locations and review eligibility with youth. The Maryland Division of Rehabilitation Services (DORS) provides workforce services for youth with disabilities and operates the Public Internship Program for individuals with disabilities as well. Jewish Council for the Aging (JCA) is the county’s recipient for Senior Community Service and Employment Program (SCSEP) funds. JCA has an off-site location at the Wheaton Job Center to more effectively connect with low-income seniors needing services. The Wheaton AJC is currently located at the Westfield South Building, which also houses key partners in the workforce system: Montgomery College’s Title II activities and DORS. WSM and its partners all support strategies to provide quality service at the AJC and affiliate centers.

WSM and its partner service providers are committed to:

- Increasing business satisfaction and trust, through efficient, effective, and accountable workforce services.
- Focusing on development of industry alliances to create substantial impact and outcomes for the targeted industry.
- Developing a deep understanding of the skills gap (i.e, the gulf between the skills job seekers currently have and the skills employers need to fill their open positions) and executing strategies, programs and initiatives to address the gap.
- Improving the AJC operations in Montgomery County, to continue to improve services for both employers and job seekers.

The WDB Operations Committee is responsible for reviewing and evaluating the performance of the AJC and the One-Stop Operator. The committee reviews and evaluates quarterly reporting for WIOA performance indicators and conducts on-going analyses of programs and outcomes to identify trends and ensure that there is data-led decision making.

OPPORTUNITIES OF ALL THROUGH STRATEGIC PARTNERSHIPS

Among Montgomery County’s talent pool, job seekers can face a wide range of barriers. WSM and the WDB work to effectively train staff on diversity awareness and cultural sensitivity, and continue to explore ways to leverage the wide capabilities of the community in addressing any such barriers through an integrated and customer-centric supportive service system.

The WDB and AJC partners serves as strategic leaders and as community convener of employers, workforce development professionals, education providers, economic development agencies and other stakeholders. Together, they strive to drive innovation, catalyze change, align systems, and advocate on behalf of partner investments at the state, regional and local level. The WDB is cognizant of the role ascribed to it, in accordance with the law. It operates independently of other entities and exercises strong leadership in the workforce development agenda and strategy of the state and the local area. In its role as a change agent, the WDB continues the development and support of a vibrant regional economy where businesses thrive and people want to live and work.

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The Board believes that the county is well positioned to have a robust workforce development system that is designed to meet the needs of economic development, business and industry, and the unemployed, by understanding and forecasting the long and short-term skills employers need in a qualified workforce. These skill demands are supported by a delivery system that is positioned to meet a wide variety of needs for a diverse population.

The alignment of functions and activities conducted by each program will be ensured through the work of the Board's Operations Committee, which includes representatives from all partners within the County Workforce Development System. Detailed roles and responsibilities are described in Resource Share Agreements (RSA) and in the MOU of required partners.

The focus for the local area in working together to carry out these workforce programs in a coordinated and integrated manner is to enhance access for customers across all the programs and strengthen engagement of all the key partners. WSM is working with partners to align services around customer flow, avoid duplication of services, engage in strategic policy development, share data across systems, engage in continuous improvement, explore collaborative case management, and leverage resources.

Members of the Board are appointed by elected officials and include representation from all core partners and targeted industries. As a group, they developed the following priorities and oversight to carry out the core programs and align resources, and to achieve the strategic vision and goals described in the introduction:

- Provide oversight, strategic development of the workforce funds to leading to a greater return on investment.
- Support the development of business and industry solutions so county businesses remain competitive by hiring and retaining the talent essential to meet their current and future workforce needs.
- Provide insights into the labor market that help county residents meet their full career potential by having the skills and credentials that meet the needs of local and regional businesses.
- Ensure that the county's residents receive the services they need to start on a career pathway that leads to self-sufficiency.

- Support solutions to address and mitigate the barriers to employment of county residents.
- Oversee the AJC operations to ensure all visitors receive excellent customer service.
- Develop demand-driven workforce development strategies, including sector strategies, to make Montgomery County a leader in demand driven implementation
- Cultivate the county's workforce development system so that it leads to a positive economic impact on the local and regional economy.

To ensure goals are met, the Board also created committees and a consortium with the following objectives:

Governance Committee:

- Develop an asset map of all the services in the area.
- Review performance and perform analysis on a regular basis.
- Create a financially sustainable system.
- Review and analyze labor market information.
- Review and approve policies.

AJC Consortium:

- Oversee the AJC operations to ensure all visitors receive excellent customer service.
- Partner with Wagner-Peyser, Adult Education, and Vocational Rehabilitation to ensure implementation/enhancement of a career pathways model.
- Measure customer satisfaction.
- Support staffing trainings and related activities.

Operations Committee:

- Replicate industry sector strategies.
- Define the most significant needs and develop a plan for addressing transportation issues.
- Develop recruitment strategies that better match targeted populations to careers.
- Partner with local agencies and organizations to perform outreach to targeted populations and support them post-hire.
- Develop better onboarding of businesses to the workforce system.
- Identify skills gaps and training needs of targeted populations.

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- Identify through focus groups the specific needs of the populations (initial focus placed on individuals with disabilities and youth).
- Develop barrier removal strategies.
- Create an asset map to identify available resources and pre-existing strengths of the community to address the multitude of needs faced by the targeted populations.
- Partner with the AJC work group to ascertain best practices to address the population mindset of addressing short term goals vs long-term goals.

INDUSTRY-LED CAREER PATHWAYS

To ensure quality service to employers and a new Business Solutions approach, consistent and frequent employer outreach and services are currently being provided. This approach is based on best practices and is designed to ensure internal system-wide alignment and external consistency when reaching out to employers. Through the AJC and WDB structures, WSM is engaging employers throughout their business life cycle, promoting strategic growth through career pathways and strong talent development. WDB views its Business Solutions approach as a key part of a comprehensive workforce development system. Strategic partnerships are critical partners in engaging employers in workforce development programs including DLLR, DORS, the Maryland Department of Commerce, Montgomery County Government, local chambers of commerce, economic development entities, industry associations, community-based organizations, faith-based organizations and an outstanding system of college, university and training entities.

The WDB has successfully facilitated the engagement of businesses by building industry alliances (Industry Partnerships) through facilitated discussions. Listening to alliance representatives and reviewing data, trends and skill gaps that the businesses are experiencing enables the WDB to properly align program, policies and services and to make changes needed to meet the needs of business in in-demand occupations. Through these alliances, we have developed a keen understanding of the gaps in training programs and program activities that are not meeting business needs which then hinder employment opportunities for the job seekers we serve.

WDB and partners continue to implement a sustainable industry-led talent development model to support industry-led partnerships. Using experience with industry alliances and the EARN Maryland grant as a model, WDB continues to cultivate industry-sector partnerships using the following steps:

- Convene industry-led capacity building groups
 - Determine current and future employment needs
 - Identify required skill sets for each career
- Create training curriculums and work/learning experiences
 - Employability skills
 - Technical training
 - Work-learning opportunities (Earn while you learn)
- Industry-led talent development projects
 - Training programs
 - Career awareness campaigns
 - Connection to pipeline—targeted recruitment efforts
 - Career pathway articulation
- Outreach/Recruitment strategies
 - Pipeline Development (Community-Based Organization, MCPS, Higher Education Professional and Business Associations)
 - Incumbent worker training
 - Outreach/recruitment within region for immediate employment demands

Information gained from these alliances affords the WDB the opportunity to develop the following activities, in order to enhance innovative initiatives and address employability needs, as defined by the local planning focus group:

- Conduct quarterly partner forums designed to share best practices being used within partner organizations and to design system-wide processes.
- Improve effectiveness and integration of processes across the system using customer relationship management systems, dashboards and common databases.

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- Improve the customer’s experience, through use of virtual one-stop platforms, communication and engagement through social media, and expanded electronic resources.
- Continue and expand current industry-led employability career pathway models.
- Expand work-learning experiences, through strategic partnerships.

In addition to industry alliances, WSM and the WDB support a local workforce development system that meets the needs of businesses in the Local Area through the effective delivery of business services. The WDB, WSM and partners agencies have jointly assembled and support the Business Solution Team (BST). The BST works together by providing a single point of contact for businesses across all workforce system partners. Key elements of the team’s work includes use of a client relationship management system, coordinated business development across sub-contractors and core partners, communication strategies around services offered through the entire system, and collection of business customer satisfaction data.

COORDINATING ECONOMIC DEVELOPMENT

The WDB is working in partnership with the Montgomery County Economic Development Corporation (MCEDC), Montgomery County Government and community-based organizations (CBOs) in the design and development of activities to better serve youth, job seekers and businesses. In partnership with educational partners and adult education providers, WSM has jointly developed new program offerings. WorkSource Montgomery’s CEO serves on the board of MCEDC. This relationship enables both boards to stay informed, share innovative technologies, new business opportunities, and industry growth and trends. This enables the region to share information on economic forecasting, skill gaps and new learning models.

WSM (and the WDB) and MCEDC are not only co-located, but also jointly promote services that are designed to promote business growth and stability, and to maximize employment and earning opportunities. This unique partnership also gives local youth the chance to participate in internships and job shadowing opportunities.

Working together enables WSM and MCEDC to promote the assets of the region, including but not limited to skilled workforce, educational facilitates, housing, transportation and amenities of the region. By jointly focusing on Industry Alliances through business engagement, both organizations are able to be more responsive and supportive of business’s needs, while promoting employment opportunities for county residents. Outcomes of the Industry Alliances in IT, Healthcare, Hospitality and Financial Services have included:

- Increased business satisfaction and trust, through efficient, effective, and accountable workforce services which met their needs.
- Continuous improvement on educational program offerings.
- Development of a regional forum to identify and promote strategies/programs and initiatives to address the regional skills gap by effectively communicating among engaging partners and employers.
- Enhanced focus on continuous improvement by promoting the American Job Center’s operations to make them the ‘go to’ place for both business and jobseekers resulting in access to employment.
- Promotion of continuous improvement and advances in educational programs that meet current and future needs of employers in order to remain competitive.

A strong workforce system ensures that the business community/employers share real-time talent demands, including the skills and dispositions to be successful within current occupations, as well as the anticipated occupations of the future. WSM works closely with MCEDC for job-market analyses that identify and highlight Montgomery County’s distinctive attributes and supply-and-demand dynamics. Utilizing these metrics, WSM can provide the business community with the right talent so that all industry sectors can maintain a high level of economic competitiveness and growth.

In addition to providing an analysis of labor market data, WSM has convened targeted industry focus groups. Utilizing their input, WSM has developed industry-focused career maps in the area of health care, information technology, and construction.

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Additional career maps for transportation, hospitality, and life sciences occupations are in development. To address critical pipeline development in these and other career pathways, WSM has engaged Montgomery County Public Schools, Montgomery College, and The Universities at Shady Grove in formal collaboration agreements to create and implement innovative talent development projects.

INNOVATIONS AND INITIATIVES FOR CULTIVATING INDUSTRY-LED PATHWAYS

To further extend resources and efforts, WSM has been awarded multiple grants for enhancing talent development, through targeted career pathways programs aimed at closing the skills gap and mitigating barriers to employment. These pathway programs target participants that are underrepresented in the industry. Convening and creating opportunity for all necessitates the coordination of public and private-sector policies and programs that provide individuals the opportunity for a sustainable livelihood and supports employers' goal achievement that is consistent with the societal context.

Strategies to enhance innovative initiatives to address employability needs, as defined by the local planning focus group, include:

- Conduct quarterly partner forums designed to share best practices being used within partner organizations and to design system wide processes.
- Increase the use of technology on two fronts
1) To increase the effectiveness of system and process management across partners and;
2) To increase access and effectiveness in customer interfacing processes and services.
- Improve effectiveness and integration of processes across the system, using customer relationship management systems, dashboards and common databases.
- Improve the customer's experience through use of virtual one stop platforms, communication and engagement through social media, and expanded electronic resources.
- Continue and expand current industry-led employability career pathway models.
- Expand work-learning experiences through strategic partnerships.

WSM is also an active participant in the EARN Maryland program, Maryland Tech Connection, Tech-Hire, Apprenticeship USA, America's Promise, and the Disabilities Employment Initiative grant to cultivate additional opportunities for industry sector strategies. WSM will continue to seek discretionary funding to maintain and expand industry-led initiatives. Below is a listing of current innovations and initiatives:

CAREER PATHWAYS

Health Care



- Nursing Bridge Program—WSM is working with strategic partners to accelerate the training and placement of qualified nurses (BSN). This program increases the talent pipeline by 120 qualified nurses per year. This program is funded through an EARN Grant.

Hospitality



- Hotel Management “Earn & Learn” Career pathway—WSM is working with the American Hotel and Lodging Association (AHLA) and BF Saul to launch a hotel management program that will move participants from an entry level role to a certified hotel administrator.

IT/Cyber



Code Partners

- Code Partners—In strategic partnership with a consortium of IT companies, WSM offers pathway training and placement in advance coding including Cloud Interface technologies. This program is funded through an EARN Grant
- The American Promise and Tech Hire grants, in conjunction with Montgomery College, are helping to expand the pipeline of skilled IT workers.

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Construction



- Green Infrastructure Certification Program—WSM is partnering on a national program to obtain the National Green Infrastructure Certification to address the high-demand infrastructure opportunities within our county.
- Industry-recognized certifications across construction occupations.

Bio-Science



- WSM is teaming with Bio Health Capital on a program to enhance pipeline development by preparing post-doctoral job-seekers for in-demand private sector opportunities, through industry-led bridge training in commercialization practices and private-sector professionalism skills.

Entrepreneurship



- Launch Montgomery, in partnership with USG, implements a mentor-led, peer-based experiential learning approach designed to discover, equip, and activate the next-generation of entrepreneurs.

ENHANCEMENT PROGRAMS



- **MARCI** (Matching Analytic Resume Cloud Interface)—a new Montgomery County-centric employer relationship portal focused on closing the gap between talent and high demand opportunities across industry sectors.

H.I.R.E.

- **HIRE** (Helping Individuals Reach Employment)—Strategically located service centers to enhance community opportunities for the job-seeker, providing customized services that best address the demographic needs of the neighborhood. This program is funded through a Kellogg and Educate + Innovate Grant
- **Skilled Legal Immigrants Program**—connecting diverse candidates to in-demand opportunities.



- **Family Impact** (A two-generation poverty program)—A solution-focused program that supports sustainable quality of life across generations, breaking the cycle of poverty.
- **Re-entry Program**—providing job readiness skills to individuals who are incarcerated as a pre-release strategy to enhance employment opportunities. This program is partially funded through a DLLR grant.



- **Summer-RISE** (Real Interesting Summer Experience)—creating strategic partnerships to provide high school students with enriching career development experiences. This program is funded through a Montgomery County Grant.
- **Disability Employment Initiative**—Expanding opportunities for individuals with disabilities through seamless integrated customer focused strategies and stronger facilitation of employer engagement. This program is funded through a DOL Grant.

WorkSource Montgomery (WSM) has built a strong organizational structure that includes a knowledgeable staff and Board of Directors, innovative ways to engage key partners, strong industry-led career pathway programs, active job centers, and diverse resources. While building on our accomplishments, WSM continues to prioritize stronger collaboration and integration of services that go beyond traditional workforce development practices, as outlined in the Workforce Innovation and Opportunity Act (WIOA).

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AMERICAN JOB CENTER DELIVERY SYSTEM

A description of the American Job Center delivery system in the Local Area

Employment services specified in the WIOA legislation are available to Adults and Dislocated Workers either directly in the AJC or through core partners. Training services will be provided in partnership with a vast network of public and private training institutions, including the school districts, vocational technical centers, community colleges, private proprietary schools, and four-year public and private educational institutions. The WDB’s delivery of employment and training services include, but are not limited to: basic services, individual services and training services.

As described in AJC Training and Employment Guidance Letter (TEGL) 4-15, WSM’s Comprehensive AJC reflects and exemplifies the characteristics of a high-quality AJC. Montgomery County’s Workforce Development System is currently undergoing a transformative change. This change requires a paradigm shift in the delivery of workforce services, with a focus on collaboration, alignment of services, and customer-centric strategic design.

Montgomery County has a proud history of utilizing both government and community programs to help employers, unemployed and underemployed citizens. WSM’s vision is to convene and facilitate coordination of existing workforce services, and augment service delivery where gaps may occur. By developing a strong, coordinated workforce ecosystem in the county, employers and job seekers will be able to more effectively utilize and leverage the system to grow and maintain a strong economy based on quality talent.

WSM collaborates with core WIOA partners to manage three Job Centers in Montgomery County:

- **Wheaton—Comprehensive Center**

Operator: Job Center Consortium
Westfield South Office Building
11002 Veirs Mill Road, First Floor
Wheaton, MD 20902
Phone: 301.929.6880
TTY: 301.962.4083

- **Germantown**

Operator: Job Center Consortium
Up-County Regional Services Center
12900 Middlebrook Road, 1st Floor
Germantown, MD 20874
Phone: 240.777.2050

WSM is committed to reaching out to our career seekers in the communities where they live to ease access and create a stronger customer experience. WSM has finalized a MOU process to provide “pop-up” job centers called:

- HIRE (Helping Individuals Reach Employment) Programs- located at multiple Libraries and Community Centers

CUSTOMER FLOW

WSM and its core partners are in the process of redesigning the customer flow in the Montgomery County Job Centers, in tandem with a physical redesign of the comprehensive Montgomery County Job Center in Wheaton. The new focus of the customer flow will be the customers’ experience in receiving services, in addition to ensuring all job seekers receive quality access, regardless of skill level, barriers, or demographic background.

As customers walk into the Montgomery County Job Center, a greeter will be available to provide a warm welcome. Front desk staff will be trained to determine whether any customers are veterans. Customers who self-attest to veteran status shall receive priority of service from that point forward. If a customer self-attests to veteran status, staff will complete DLLR’s Significant Barrier to Employment (SBE) Checklist to determine whether the veteran qualifies as having one or more SBEs.

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When the Personalized Needs Assessment is completed, veterans choose from the following options:

1. **If the customer qualifies as SBE, and requires intensive services to overcome a barrier to employment, AJC staff assists in setting up an appointment for him/her to meet with Disabled Veteran Outreach Program (DVOP) Specialist.**
2. **If the customer does not require intensive services, he/she is then referred to Basic Career Services resources, WIOA Title I resources, an AJC Job Service Specialist, or another resource as determined appropriate, based on the Personalized Needs Assessment.**

The core partners are currently reevaluating the intake and customer flow process and will ensure that the flow has multiple access points. The new intake process will provide different avenues for initial intake that best meets the customers’ needs. New customers will be introduced to the services in the center through a customized intake process directed by the customer’s needs and desired services. The Job Center Consortium is currently working through a redesign of the intake process that could include a PowerPoint/video on the computer, a workshop-style orientation to the center (currently offered), or a customized one-on-one intake.

As part of the intake process, customers will be triaged and channeled into three categories to enhance and customize service options by either WIOA or Wagner-Peyser staff members:

1. **Work Ready—WIOA Basic Career Services through Wagner-Peyser services, which include job search resources, labor market information, access to job service specialists, workshops, job opportunity e-blasts.**
2. **Work Ready, Needs Training—WIOA Training Services through blended service offerings. Services include workshops and occupational training services. WDB will explore expedited service delivery for this category.**
3. **Needs Intensive Supports—WIOA Individualized Career Services through Title I services. Services include skill development (to include both technical and essential workplace skills), career guidance, job readiness skills, and barrier mitigation.**

Individuals who fall into the second or third categories will be connected to a WIOA orientation offered multiple times throughout the week at Montgomery County Job Center locations to access individualized employment and training services. They will follow the “7 Steps” to Employment model for WIOA adult programming as outlined in Section 4A.

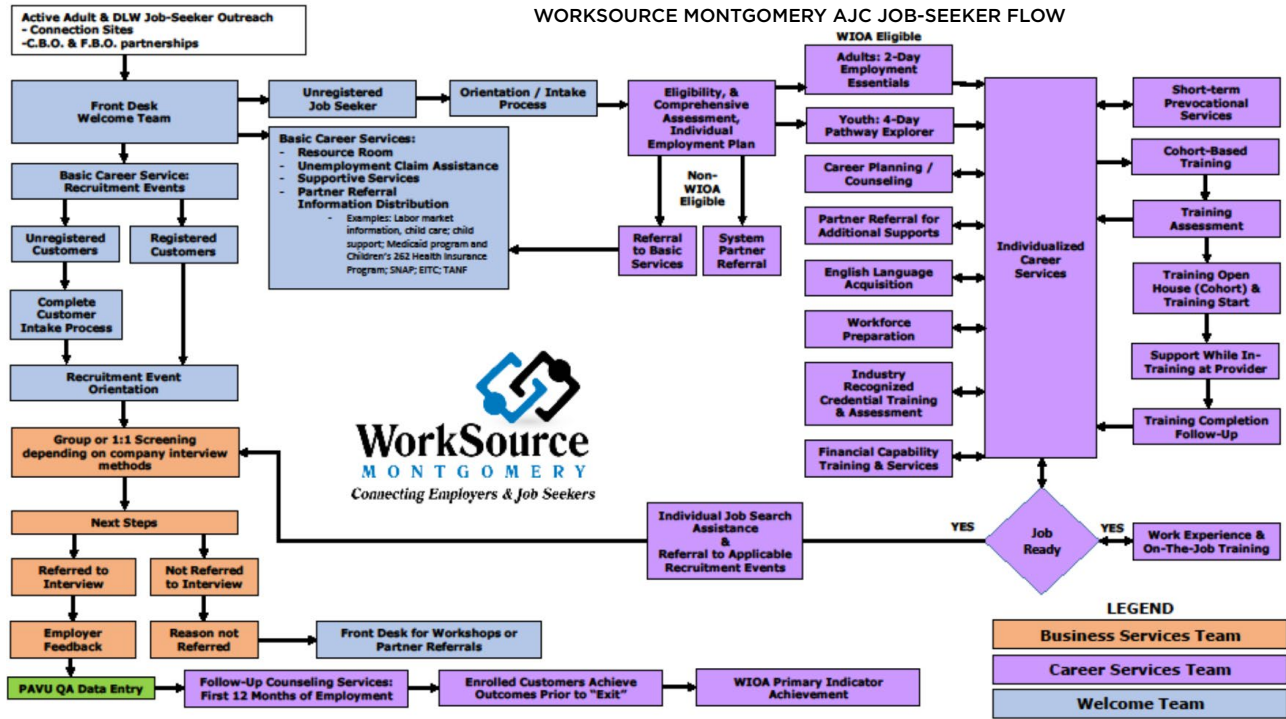
The Job Center Consortium is currently reviewing the best ways to ensure all WIOA partners are included in the customer flow process. Currently, many of the WIOA partners have a physical presence in the comprehensive Montgomery County Job Center in Wheaton. Job Corps has a staff member who conducts outreach out of the center, and DLLR and the adult sub-contractor staff refer to each other for services. Montgomery College and DORS have a presence in the building—individuals that need additional support for training, adult basic skills, or vocational rehabilitation, are referred to the appropriate entity. Department of Health and Human Services refers Temporary Assistance to Needy Families (TANF) customers that need additional employment or occupational training support to the Montgomery County Job Center.

As part of the customer flow redesign, the partners are working on profiles to support quality referrals among each other. In addition, the Job Center Consortium has created a “Holistic Career Seeker” wheel that identifies the key skills needed to be successful in a career. The wheel will identify what services partners provide for each category and will become the basis for an integrated assessment and referral system.

WSM is committed to ensuring meaningful access to services in the Montgomery County Job Centers and affiliate sites for all customers. The Montgomery County Job Centers are expected to meet the needs of job seeker customers by ensuring universal access to their programs and activities for all eligible individuals. Meaningful access includes access to service delivery, resources, and customer support throughout the process. WSM will be exploring strategies and processes for deliberate navigation for customers through key personnel for both the jobseeker customer and the employer customer.

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WSM understands that no matter how streamlined the system is, some customers will need additional navigational support. Core partners are currently reviewing how best to help both sets of customers navigate the system. In addition, WSM will continually work with partners to enhance and eliminate gaps in the customer flow and service delivery model that inhibits customers from receiving meaningful access.



ONE STOP OPERATOR

WSM is committed to following all federal, local and state procurement policies and processes. Contracts are awarded based on pre-established qualifications and scoring protocols.

In Montgomery County, the One Stop Operator is the systems manager. Their responsibility is to ensure that all centers and affiliate sites are configured and operated in collaboration with all the required partners and other potential partners in Montgomery County. As the Montgomery County Job Centers require multiple partners to deliver services on site, effective collaboration is essential. The current One-Stop Operator is the Job Center Consortium.

The WDB followed the requirements to procure a one stop operator. Given there were no responses to the solicitation, the WDB met all the requirements for a well-advertised, open and fair competitive process. In the absence of responses, the WDB (as indicated in our procurement procedures) voted to sole-source the function of one-stop operator to the current consortium, complying with applicable federal, state and local requirements, i.e., Title 2 Code of Federal

Regulations (CFR) Part 200. Other key agencies and community organizations are engaged in the Consortium provided they have a presence in the Montgomery County Job Center. WDB is committed to following all federal, local and state procurement policies and processes. Contracts that are awarded are based on pre-established qualifications and scoring protocols. In 2017, through an RFP process, the One-Stop Consortium was established to perform the One-Stop Operator function.

In 2018, to enhance continuous improvement, the WDB decided to pursue a single entity and has since launched an RFP process. It is the intent of the board to have a One-Stop Operator on board by March 1, 2019. The RFP will meet the requirements identified in the One-Stop Operator Section 107 of WIOA.

CONTINUOUS IMPROVEMENT

The WDB has several systems in place to ensure continuous improvement. The Job Center Consortium ensures that all facilities, technology, services, employment placement and outreach

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materials meet all compliance requirements and engage in external monitoring of the Montgomery County Job Centers and services to measure compliance and quality services. In addition, ongoing training in areas such as case management strategies, integrated service delivery models, county assets, and customer service will be explored for entities with a presence in the Montgomery County Job Centers.

WSM and the WDB, through an RFP process, procured two national organizations to provide direct services under the Adult, Dislocated Workers and Youth programs. Both organizations have substantial experience and a strong national reputation for progressive and robust service delivery and conduct their own continuous improvement processes. Additional local providers augment the services provided by the prime WIOA youth program operator. WSM works with program operators to ensure standardization of key services across program operators, and to encourage best practices and continuous improvement methods.

The WDB is committed to using evidence-based practices and to identifying opportunities to improve all processes, systems and services. WSM utilizes many sources to find nationally recognized practices, including resources provided through the National Association of Workforce Boards and the National Association of Workforce Development Professionals. WDB has proven systems in place to ensure continuous improvement. Within the AJC, the Operator ensures that all facilities, technology, services, employment placement and outreach materials meet all compliance requirements and is an engaging facility. All partners and their staff are provided an AJC Operations Manual that includes all relevant policies, recommended practices, and procedures. This manual was developed by the WDB and approved by the Job Center Consortium and approved by the Board.

The WDB engages in monthly monitoring reviews for compliance to performance goals, customer service survey reviews and customer flow. Additionally, the WDB utilizes an external monitoring support service through an independent subject matter experts (SMEs) who have no ties to partner agencies. These SMEs have and will continue to review operations of the AJC. Observations include compliance to policies and rules but also suggestions for improvement of services to support alignment and leveraging of resources.

ROLES OF PARTNERS

As codified in the MOU/RSA, partners commit to coordination and alignment through a focus on systems change to ensure that the customers' (business and job seeker) experience—when interacting with the system—is easy, accessible, transparent, and responsive to their needs.

- **Business Solutions**—The Business Solutions Team will work towards providing a single point of contact for businesses across all workforce system partners. Key elements include a client relationship management system, coordinated business development across sub-contractors and core partners, communication strategies around services offered through the entire system, and collection of business customer satisfaction data. The partners commit to participating in the development of a coordinated business service delivery system.
- **Job Seeker Solutions**—Coordination will be accomplished by focusing on enhancing access for customers across all the programs and strengthening engagement of all the key partners. MOU partners will address coordination around customer flow, reduction of duplication of services, strategic policy development, data sharing, continuous improvement, and leveraging of resources. Partners commit to participating in the development of a coordinated referral and intake system, as well as the development of a common customer satisfaction system data collection and analysis system. Additionally, partners commit to promoting information sharing and the coordination of activities across MOU partners to enhance communication and cross-customer engagement.
- **Accessibility for All Customers**—The partners will continuously ensure that all facilities, technology, services, employment placement and outreach materials meet all requirements for access to the Job Centers, including but not limited to, requirements of the Americans with Disabilities Act of 1990 and Title VI of the Civil Rights Act of 1964.

Partners commit to engaging in ongoing Job Center Consortium-led training in areas such as case management strategies, integrated service delivery models, county assets, and customer service.

The Job Center Consortium is currently reviewing the best ways to ensure all WIOA partners are

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included in the customer flow process. Currently, many of the WIOA partners have a physical presence in the comprehensive Montgomery County Job Center in Wheaton. Job Corps has a staff member who conducts outreach out of the center, and DLLR and the adult sub-contractor staff refer to each other for services. Montgomery College and DORS have a presence in the building—for individuals that need additional support for training, adult basic skills, or vocational rehabilitation, customers are referred to the appropriate entity. Department of Health and Human Services refers TANF customers that need additional employment or occupational training support to the Montgomery County Job Center.

As part of the customer flow redesign, the partners are working on partner profiles to support quality referrals among each other. In addition, the Job Center Consortium has created a “Holistic Career Seeker” wheel that identifies the key skills needed to be successful in a career. The wheel will identify what services partners provide for each category and will become the basis for an integrated assessment and referral system.

Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers

These services target individuals who have either lost their jobs through no fault of their own (Dislocated Workers) or individuals who have been chronically unemployed or underemployed and represent a targeted population (Adults). Through the intake process and using state-of-the-art assessment tools, these populations are segmented and assigned to Career Coaches and/or Population Navigators that specialize in working with these populations. Career Coaches/Navigators develop individualized, customized plans for the clients that include activities that align with the client’s career goals; address any potential barriers; identify training that leads to certifications; work and learn activities; job readiness activities; and connecting them with employment opportunities.

WIOA Youth

The Board will focus services on out-of-school youth along with serving in-school youth who are not on a post-secondary education path. Using strategies that include career exploration, the Board partners with businesses to host educational events for youth to get a better understanding of the high-growth industries and the high-demand occupations. With

better knowledge of the industries, there will be an increase in commitment to establishing a career path in a preferred high-growth industry.

A systemic process for youth to successfully enter a career path that will lead to more family sustaining wages. This systemic approach will be industry-specific and will incorporate mentorship; contextual learning for youth with low literacy skills; access to GED™ instruction and testing; internships and other work and learn activities; job readiness instruction; occupational training leading to industry recognized certification(s); apprenticeship opportunities; and access to employment. In-school youth will focus on career exploration, job readiness and internships (i.e. Summer Jobs).

Wagner-Peyser

Wagner-Peyser staff and the Board meet regularly as Career Center services staff to discuss client need, new resources in the community, and ongoing education regarding targeted populations. The client flow system includes a universal intake system will improve the determination of client need. Individuals seeking assistance with updating their resume and connection to employment is the focus of Wagner-Peyser. Wagner-Peyser offers workshops on resume writing, interviewing skills, and other job readiness instruction that all clients can access.

Improved client assessment identifies the need for training and more customized services. Wagner-Peyser staff will have universal checklists that confirm the need to refer the client to WIOA Adult or Dislocated Worker services.

Adult Education & Family Literacy Act Program

Montgomery College (MC) and the Literacy Council of Montgomery County provide Adult Basic Education and contextualized vocational training and certification programs. MC may also serve as a Title I service provider of occupational trainings and other services. In addition, MC and the Board will develop contextual learning models for individuals with low literacy skills. These models marry math and English instruction with industry-specific training which improves the overall outcome for this client-base.

Division of Rehabilitation Services (DORS)

Maryland’s Division of Rehabilitation Services (DORS), part of the Department of Education, provides ongoing training regarding the specific issues and needs of their client-base. The universal intake system ensures that clients are referred to services that meet

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their specific needs. Working with DORS staff, the Board will ensure that workshops, assessments, and other activities take into consideration the needs of individuals with disabilities (i.e. hearing impaired) to ensure successful universal access. DORS works with the local board to ensure that all training vendors incorporate special needs with respect to instruction to ensure this client-base are able to equally participate in opportunities that lead to employment.

Temporary Assistance for Needy Families (TANF)

The Department of Human Services (DHSS) refers individuals on public assistance or foster youth to WorkSource Montgomery for employment assistance. Through both the Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) programs, clients will work with an Intake Specialist to assess job readiness (entry-level versus mid-career), barriers to employment, and other issues specific to this client-base. The Intake Specialist will determine client opportunities that align with other initiatives (i.e. Industry-focused WIOA training). In this case, clients will be co-enrolled and funding will be braided to support the client entering into a career path that leads to a family sustaining wage.

Trade Adjustment Assistance for Workers Program

The program provides aid to eligible workers who lose their jobs, or whose hours of work and wages are reduced, as a result of increased imports or production transfers abroad. The Trade Program, which is considered to be part of Maryland’s WIOA System, is a federal program that offers a variety of benefits and services to workers whose employment has been adversely impacted by foreign trade. Through a number of benefits and services, the Trade Program provides trade-affected workers with opportunities to obtain the support, resources, skills, and credentials they need to return to the workforce in a good job. These include employment and case management services, training, job search allowances, relocation allowances, reemployment and Alternative/ Reemployment Trade Adjustment Assistance (ATAA/ RTAA) wage subsidies for older workers, and income support in the form of Trade Readjustment Allowances (TRA). The TAA State Merit Staff reviews and makes the final determination on the retraining plan, ensuring it meets the federal requirements under the Trade Act. The Trade Act program is administered, staffed and implemented by DLLR, local workforce areas, and the Unemployment Insurance Division.

Jobs for Veterans State Grant Program

Through collaboration with Veterans Employment and Training Service (VETS), DLLR administers the Jobs for Veterans State Grant (JSVG) Program, which allows for veterans with significant barriers to employment to receive tailored employment and training services. If veterans require additional skills necessary to obtain employment in the civilian world, they are being referred to Career Center staff and supportive services providers. This process has been smooth in sharing resources, data, and expertise; the Board will continue this strategy. At the same time, the Board will continue improving the mechanisms of engaging Local Veterans Employment Representatives into its work with local businesses.

Reintegration of Ex-offenders’ program.

To prepare individuals to re-enter the community with hard and soft skills that are in line with the needs of businesses, the Board will provide the following services to the ex-offender population: inmate assessment for job readiness, occupational skills, criminogenic needs and barriers; case management; customized job matching; training opportunities; placement and follow up services.

In addition to programs described above, the Board identified the following partners and programs to make up the Local Workforce System.

Carl D. Perkins Career and Technical Education Act

The Carl D. Perkins Career and Technical Education Act provides funding for career and technical education at the secondary and post-secondary levels. The Montgomery County Public School (MCPS) Superintendent and the Montgomery Community College (MC) President were both appointed by the County Executive to serve as a member of the Board. Both entities as well as the Universities at Shady Grove work closely with the Board to analyze data, identify employment opportunities in growth industry sectors, and design programs to align secondary and post-secondary training opportunities in high demand industries.

Montgomery County Economic Development Corporation (MCEDC)

MCEDC supports business and serves as a catalyst for business growth in Montgomery County thereby increasing job opportunities, expanding the tax base and improving quality of life. WorkSource Montgomery and MCEDC co-locate and mutually serve on each board.

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Jewish Council for the Aging (JCA)

The Jewish Council for the Aging is committed to making it possible for low-income and other disadvantaged older adults to participate fully in determining their own future and the future of their communities. The JCA runs the Senior Community Service Employment Program (SCSEP), which is the largest federally-funded program specifically targeted to older adults seeking employment and training assistance.

Job Corps

Job Corps is a no-cost education and vocational training program administered by the U.S. Department of Labor that helps young adults ages 16 through 24 improve the quality of their lives through vocational and academic training. The program provides job readiness for youth to enable them to find gainful employment.

The Montgomery County Community Action Agency

The Montgomery County Community Action Agency (CAA) provides services to empower, educate, coordinate and assist qualified people, including families, youth, children, the disabled and seniors in reducing poverty and building a better life for themselves. CAA seeks to reduce poverty and increase self-sufficiency among County residents through services, partnerships, and advocacy, and as part of the Department of Health & Human Services

(DHHS) Office of Community Affairs, advances the implementation of equitable and inclusive health and human service systems. Key programs include: Head Start (grant oversight and monitoring); The Takoma East Silver Spring (TESS) Community Action Center, VITA (Volunteer Income Tax Assistance and EITC outreach), and Contract monitoring. The Community Action Board provides governance, shares data regarding poverty, and advises policymakers.

The Montgomery County Department of Housing

The Montgomery County Department of Housing is dedicated to strengthening communities and improving the lives of Montgomery County citizens focusing on the ownership, management, sustainability and preservation of affordable housing. The Commission provides supportive services to clients of the workforce development system.

The WDB embraces the critical role of faith-based organizations and CBOs in serving the needs of individuals seeking assistance to help AJC job seekers needs beyond job placement and training assistance. They provide services by connecting individuals and families to the resources including housing, medical, family support services and counseling services. They also serve as a focal point in communities and are trusted allies, individuals, and ethnic groups that do not know how to access AJC services. Over the next year, the WDB will be exploring the idea of utilizing these organizations to serve as possible access points.

ROLES AND RESPONSIBILITIES

Partner	Role
WorkSource Montgomery Inc (WSM)*	Adult, Dislocated Workers, Youth services
Maryland Department of Labor, Licensing and Regulations; Division of Labor and Industry*	Wagner-Peyser, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Insurance
Division of Rehabilitation Service*	The Vocational Rehabilitation program
Jewish Council for the Aging	The Senior Community Service Employment Program
Montgomery County Public Schools	K-12, Technical education at the secondary level, National External Diploma, Carl Perkins program
Montgomery College	Adult Education and Literacy activities; training provider; Career and technical education pro-grams at the post-secondary level
JobCorps	Job readiness services for youth
Montgomery County Community Action Agency	Community Block grant administrator and supportive services provider
Montgomery County Department of Housing	Employment and Training activities
Montgomery County Department of Human Services	TANF and SNAP
Local Management Board	Outreach and supportive services
Community-based organizations	Outreach and supportive services
Faith-based organizations	Outreach and supportive services
Montgomery County Economic Development Corp.	Business Engagement

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INDIVIDUAL TRAINING ACCOUNTS

Currently, the ITA development and approval process is guided by the following guidelines:

WIOA Sec. 134(c)(3)(G)(iii) states that “[t]raining services provided under this paragraph shall be directly linked to an in-demand industry sector or occupation in the local area or the planning region.” As such, the Board limits individual training to those industries and occupations that the Local Workforce Development Board deems in-demand. Those industries and occupations are identified on the documentation that clients receive at intake.

The WDB has a strategy defined in the ITA policy which is available for review in the Job Center Operational Manual. ITA’s will be available to eligible individuals subject to the availability of funds to support priority occupations (in-demand jobs) identified by industry. These trainings are available in cohort trainings through Montgomery College which have been deemed cost effective and provide the greatest success for employment opportunities. The Board has set a spending cap on all ITA’s of \$3,500.00 This cap is reviewed on an annual basis. In all cases, the Board seeks to provide high-value training solutions utilizing the eligible training provider list (ETP) for all individual and cohort training in the most in-demand and popular occupations and industries in the local area.

PRIORITY OF SERVICE

The WDB will ensure that participants in the WIOA Adult program meets the federal, state, and local priority of service guidelines, and as such, that the targeted Adult populations can access the WIOA system on a priority basis. The WDB has developed an eligibility policy to reflect the state’s priority of service guidance (posted on the WSM website).

WIOA law has identified the following populations as targeted under Adult priority of service:

- public assistance recipients,
- low-income adults; **and/or**
- individuals who are basic skills deficient.

The Maryland Department of Labor, Licensing and Regulation (DLLR) has identified the following targeted populations under WIOA Adult funding:

Maryland Priority of Service Populations

Target Populations: Individuals with Barriers to Employment

- Displaced Homemakers
- Eligible migrant and seasonal farmworkers
- Ex-offenders
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals with disabilities, including youth with disabilities
- Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act¹
- Individuals who are English language learners
- 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)
- Native Americans, Alaskan Natives, and Native Hawaiians
- Older individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in or have aged out of the foster care system

¹ This refers to the TANF program. Each State defines lifetime eligibility for TANF. In Maryland, individuals can receive TANF benefits for up to five years. If individuals reach year four and five of receipt of TANF benefits, these individuals become a targeted population according to WIOA, irrespective of the fact that after year five, individuals may continue to receive TANF benefits due to hardship.

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The local board may add additional populations due to changes in economy or county conditions based on local demographic data and a vote by the WDB. Priority to targeted populations will be given in the following order for services under WIOA Adult funding:

MARYLAND PRIORITY OF SERVICE POPULATIONS

Priority	Population Group
1st	Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2nd	Individuals who meet criteria to be considered a target population (including veterans)
3rd	Eligible spouses who did not meet "first priority" conditions
4th	Individuals who are not veterans and do not meet criteria to be considered a target population

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. For the purposes of program eligibility, priority of service will be implemented through priority of intake. Out of a group of individuals who have applied for WIOA enrollment, individuals who are eligible for first priority must be served and processed first, followed by individuals who are eligible for second priority, and so forth. In addition, targeted programs and initiatives operated through WIOA Adult funding will be focused on priority populations where feasible.

Program operators are encouraged to identify barriers of customers for local performance measure determination. Any barriers documented for priority of service purposes must be verified through allowable documentation outlined in local policy. Participant files must show indication of priority status on the outside of the file. Priority of service implementation will be tracked by WSM and program operators.

INCUMBENT WORKER TRAINING

In the fast and rapidly changing world of talent development, WSM is committed to incumbent worker training. Based on industry demand and career pathway development, incumbent worker training will be enhanced to include stackable credentialing, enhanced cohort training service delivery and additional case management.

The following factors will be considered when determining the eligibility of employers to receive the WIOA share of funds to provide training to incumbent workers using either Adult and/or Dislocated Worker formula funds:

- The characteristics of the incumbent workers to be trained and how they would benefit from retention or advancement.
- The quality of training. Whenever possible, the training should allow the participant to gain industry-recognized training experience and/or lead to industry-recognized credentials and/or an increase in wages.
- The occupation(s) for which incumbent worker training is being provided should be in demand, aligned with the WDB's targeted industries or small businesses.
- The employer has not laid off any workers within 120 days to relocate to Montgomery County.

The WDB will follow federal and state regulations for the employer share of the training costs.

SERVICE PROVIDER TRAINING

Excellence in Service is a core WSM principle, and as such, provision of quality customer service in the Montgomery County Job Centers and county workforce initiatives is a priority. To ensure quality customer service that meets WIOA compliance, WSM will provide staff development opportunities to address key principles of customer service, ensure appropriate certifications and skills of staff, and evaluate customer satisfaction for continuous improvement. WIOA vendors also provide internal customer service training as well. A Job Center Director is on staff and coordinates and tracks staff training for all employees to ensure customer-focused practices. The WDB will work with all vendors and partners to coordinate staff training efforts across entities to align strategies, knowledge bases, and customer service delivery

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TITLE I—ADULT, YOUTH, AND DISLOCATED WORKER FUNCTIONS

A description of the comprehensive services provided under Title I of WIOA

ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING SERVICES

WorkSource Montgomery Inc (WSM), under the direction of the Local Workforce Development Board, selected a WIOA service provider contractor, through an RFP process in compliance with all regulations, to be a provider of the Adult, Dislocated Worker, and Youth services in Montgomery County.

In accordance with section 188 of WIOA and the ADA, Montgomery County’s Job Centers are required to provide reasonable accommodation for individuals with disabilities to ensure equal access and opportunity. Staff must use the same processes for all customers, including individuals with disabilities. The AJC Director or Program Director will ensure reasonable modifications in practices and procedures, when the modifications are necessary to avoid discrimination based on disability. WSM takes responsibility for ensuring the Job Centers meet accessibility requirements, and DLLR will support accessibility compliance at the Wheaton Job Center seriously. DORS will provide technical assistance around accessibility and accommodations.

All Adult and Dislocated Worker services are designed to start, advance, or transition county residents on a pathway to employment in high-growth middle and high skill occupations in in-demand industries.

PARTNER RESPONSIBILITIES

Activities	Partner
Eligibility of Services	Core Partners
Outreach, intake, orientation	Core Partners
Initial assessment	Core Partners
Labor Exchange services	DLLR
Referrals to programs	Core Partners
Labor market information	WSM, DLLR, EDC
Supportive services information	Core Partners
Unemployment Insurance information & assistance	DLLR
Financial Aid information	Core Partners
Comprehensive assessment	Core Partners
Individual employment plan	WSM, DORS

Career planning, counseling	WSM, DORS
Short-term prevocational services	WSM, DORS
Work experience	WSM, DORS, DSS
Out-of-area job search	DLLR, DORS
Financial literacy services	WSM, CBOs, FBOs
English language acquisition	Adult Education Providers, CBOs
Workforce preparation	Core Partners, HSS
Occupational skills training	Training Providers, DORS
Work and Learn	WSM, DORS
Programs that combine workplace training with related instruction	WSM, DORS, Training Providers
Training programs operated by private sector	WSM
Skill upgrading and retraining	Training Providers, DORS
Entrepreneurial training	WSM, Training Providers
Customized training	WSM, Training Providers, DORS
Incumbent worker training	WSM, EDC, DLLR, Training Providers
Adult education and literacy activities	Adult Education Providers, DORS
Job readiness training	Core Partners

* Adult Education Providers—Montgomery College and Montgomery Public School System

** Core Partners—Department of Labor, Licensing and Regulation; Division of Rehabilitation Services; WorkSource Montgomery; Montgomery College.

The Board directs the planning and execution of a premier comprehensive workforce system whereby both customers and clients are able to seamlessly access workforce-related resources and support through multiple entry points within the county. The system is easy to use, and provides exceptional service delivery, ultimately meeting the customers’ and clients’ needs.

The system offers multiple *entry points* that include:

- **Community Access Points—HIRE Programs**
Working closely with targeted communities in the county, the workforce system provides career-related information and resources for residents that are in closer proximity to these resources than to the Career Centers. The Board ensures that these Community Access Points are located in areas with

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higher rates of unemployment and poverty. Career Access Points include East County, Rockville and Silver Spring. In these locations, satellite programs are established within these respective residential areas and are staffed by workforce specialists who provide resume writing and interviewing assistance; referrals; access to computers for job search; connection to hiring events; and access to Career Center workshops.

• **Community Partners**

Community Partners play a critical role in the community. Partners are able to provide services unique to a client’s personal circumstances (i.e. mental health issues; substance abuse; GED tutoring; access to public assistance; housing). A referral process is under development to ensure that clients experience a seamless transfer from one partner to another with minimal duplication of registration, eligibility, and documentation requirements.

• **Targeted Outreach**

Utilizing outreach tools, such as social media, community newspapers and online websites, local radio, and email campaigns, clients are informed about Career Center services, such as workshops, business presentations, and hiring events. Individuals mandated by Unemployment Insurance (UI) receive communication inviting them to attend job-readiness workshops in the Career Center, in an effort to connect them to employment opportunities as quickly as possible.

As customers walk into the Montgomery County Job Center, a greeter is available to provide a warm welcome. New customers will be introduced to the services in the center through a customized intake process directed by the customer’s needs and desired services. The core partners are currently reevaluating the intake and customer flow process and will ensure that the flow has multiple access points. The new intake process will provide different avenues for initial intake that best meets the customers’ needs. We provide an array of business services such as: targeted recruiting events, candidate screening, incumbent worker training, and anticipatory pipeline development to ensure that the right talent is available as the industry demands grow and change.

As part of the integrated intake process, customers are triaged and guided into three categories to enhance and customize service options:

1. **Work Ready**—WIOA Basic Career Services through Wagner-Peyser services and partner services. Services include job search resources, labor market information, access to job service specialists, workshops, job opportunity e-blasts.
2. **Work Ready, Needs Training**—WIOA Training Services through blended service offerings through an integrated approach with partners and CBO services. Services include workshops and occupational training services. WSM strives for expedited service delivery for this category.
3. **Needs Intensive Supports**—WIOA Individualized Career Services through Title I services. Services include skill development (to include both technical and essential workplace skills), career guidance, job readiness skills, and barrier mitigation.

Individuals who fall into the second or third categories will be connected to WIOA individualized employment and training services.

WSM is committed to ensuring meaningful access to services in the Montgomery County American Job Center and affiliate sites for all customers. The Montgomery County AJC is expected to meet the needs of their job seeker customers by ensuring universal access to their programs and activities for all eligible individuals. Meaningful access includes access to service delivery, resources, and customer support throughout the process. WSM utilizes strategies and processes for deliberate navigation for customers through key and highly trained personnel for both the jobseeker customer and the business customer.

WSM understands that no matter how streamlined the system is, some customers will need additional navigation support. Core partners are currently reviewing how best to help both sets of customers navigate the system. In addition, WSM continually works with partners to enhance and eliminate gaps in the customer flow and service delivery model that inhibits customers from receiving meaningful access.

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Basic Services

Many clients are seeking immediate assistance with employment attainment. These clients will be referred to Wagner-Peyser staff that will assist with resume review and writing, job search, and interview preparation. Through an interview process, the staff will assess the career-readiness level of clients to determine the need for additional training or to equip clients with in-demand skills that can lead to industry-recognized credentials. Wagner-Peyser includes business-facing staff that will work with clients seeking immediate employment opportunities and will successfully connect them to employment.

Wagner-Peyser staff will serve as the front-line, working with clients who access the services of the Career Center. Improving services to individuals with disabilities and veterans is a priority. In particular, Wagner-Peyser staff will assess every new veteran and every returning veteran requiring intensive services to determine whether or not they have any significant barriers to employment. If they meet one of the SBE categories they are given a choice to continue to receive services from a Wagner-Peyser staff person or be referred to a Disabled Veteran Outreach Personnel staff person to be case managed. Those veterans without SBE's are serviced strictly through Wagner-Peyser staff. Through intense training on understanding this community, the Career Center staff will better serve this population including determining, through assessments, if a client should be immediately referred to the Division of Rehabilitation Services or other service providers.

Clients requiring additional training are referred to Title I staff. Wagner-Peyser staff will meet in person with Title I staff to ensure there is a smooth transition, and minimize duplication of information and eligibility issues. In the future, this process will be automated using an electronic referral process. A Standard Operating Procedure (SOP) will be put in place to ensure that the referral process is effective and tracks outcomes.

Cross-agency trainings will be conducted to provide staff of various entry points/locations necessary skills and knowledge so the same array of basic services could be provided in those locations, which would create meaningful access for all clients.

Individualized Services

Clients that are referred to Title I services will work with intake staff that will utilize career exploration, Basic Skills Assessments, Job Readiness and Employment

Matching assessment tools to determine suitability and eligibility, and identify any barriers to training and/or employment (i.e. transportation, childcare, etc.). The Intake Specialist will be knowledgeable about all of the workforce system resources available in the community to address these challenges. Upon completing these assessments, clients will be referred to individualized services. In particular, veterans would be referred to specialized services designed to help this population segment.

Clients referred to individualized services will work with a Career Coach that will utilize industry-recognized career assessment to determine a client's specific career level (i.e. entry-level; mid-career; advanced career). This tool allows the Career Coach to customize a plan that may include career exploration, occupational training that leads to an industry-recognized credential, training in essential workplace skills, and other job readiness activities.

Supportive Services

Some clients who access the Career Center will have barriers that may make it difficult for them to become successful in pursuing employment. In Montgomery County, the primary barriers to employment include access to transportation and reliable childcare. Through strong partnerships and innovative strategies, Career Center staff will have access to funding to address these challenges on a short-term basis until such time the client is stabilized through employment and is able to fund these barrier solutions independently.

Essential Workplace and Job-readiness Instruction

Businesses have indicated that the top challenge they face with their talent include the basic workplace attributes that exemplify a model employee, such as timeliness, team approach, professional attire, and working in a multi-generational environment. Clients will participate in essential workplace skills instruction to ensure they have the attributes that businesses demand. In addition, clients will participate in job readiness instruction including resume writing and interviewing skills.

Occupational Training

Training will be primarily focused on high-growth industries and will be provided through either classroom training or through individual training accounts. Businesses will be integrally involved in curriculum review and development, and meeting in advance with training participants to determine their experience and cultural "fit." This process will ensure

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that all training will increase the chance of immediate employment upon certification attainment.

Work and Learn

Clients will be assessed to determine if “hands-on” work experience working directly with a business may be required to prepare them to enter the workforce. This experience is beneficial to both the client as well as the business by “testing out” the applicant, and helps to provide some work experience within the industry and occupation. In addition, for those businesses that require additional “customized” training within the context of their business needs, clients may receive On-the-Job-Training (OJT) contracts that secure employment post training. These contracts are short-term and is a shared expense between the business and Workforce Innovation and Opportunity Act (WIOA).

Job Development and Employment

To assist with identifying and preparing for employment opportunities, clients will be assigned to a Talent Acquisition Specialist, who works directly with employers that are seeking qualified talent. In the event that a client’s post-assessment of job readiness training needs does not require occupational training, they will be assigned to a Talent Acquisition Specialist responsible for identifying employment opportunities. The Talent Acquisition Specialist is a member of the Business Services Team and is knowledgeable about local market information along with those employers who are actively seeking talent. The Talent Acquisition Specialist will work with the client to customize their resume and prepare them for the interview process.

Follow Up

Career Coaches will periodically contact the businesses they are working with to assess the success of the clients served and to ensure they continue to be employed with the business. WIOA requires 12 months of follow-up to ensure retention. During this critical time, Career Coaches will confer with the client to ensure employment success and to address any concerns or challenges the client may be facing in the workplace. This partnership between the business and WIOA ensures the client’s success charting their benchmarks and securing their employment.

Businesses are our Customers

The Board recognizes the need to provide exceptional services to businesses seeking skilled and qualified talent. To remain relevant to the business community, Career Center services must be tailored to meet their needs. The Business Services Team will serve

businesses in the Career Center by: 1) providing guidance in posting job announcements in the Maryland Workforce Exchange; 2) Assisting in identifying qualified candidates represented in the Maryland Workforce Exchange; 3) Engaging businesses in presenting industry-related labor market information to clients; 4) Hosting hiring events that unite pre-screened, qualified clients with businesses with job openings; 5) Assisting in upskilling the existing workforce through development and implementation of incumbent worker training.

RAPID RESPONSE SERVICES

Rapid Response activities are coordinated efforts that include the employer, affected workers, WSM, DLLR Dislocation Services Unit, AJC partners. WDB will work with employers and employee representative(s) to reduce the disruptions on businesses, affected workers, and communities that are associated by job loss. The WDB is committed to working with both Worker Adjustment and Retraining Notification (WARN) and non-WARN businesses and employees to maximize resources in times of job loss.

The Rapid Response Team will provide customized services onsite at an affected company, accommodate work schedules, and assist companies and workers through the challenging transitions associated with job loss. The WDB will work with the Rapid Response Team to conduct an initial business consultation, deliver an information session for affected employees, and customize additional solutions as appropriate under the Dislocation Services Unit’s direction.

The WDB will work with Rapid Response representatives to ensure that individuals affected by layoffs and business closures have knowledge and access to all services available. The will ensure that all partners are available to provide outreach services as needed to aid. As required, extended hours of operation and onsite outreach activities will be supported. On-site registration service can be provided and linkage to other community resources will be provided.

YOUNG ADULT SERVICES (YOUTHISY & OSY)

The Young Adult Opportunity Program is designed to help young adults and youth become more self-sufficient and contributing members of society. The youth program has a strong community outreach emphasis and partners with multiple organizations to leverage opportunities across the county to serve

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all eligible youth. The WDB has a standing youth committee. The committee includes member(s) of the Local Board, a member of which chairs the committee, members of community-based organizations with a demonstrated record of success in serving eligible youth, and other individuals with appropriate expertise and experience who are not members of the Local Board. The committee members are appointed for their experience and may bring their expertise to help the committee address the employment, training, education, human and supportive service needs of eligible youth, including out-of-school youth and youth with disabilities.

The Board recognizes the need to prepare the emerging workforce for starting on a career path and acquiring the necessary education, skills, credentials and experience. To facilitate the process and help youth find their career path, the Board will incorporate 14 elements of the Youth program to include:

- 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.**

For that, the Board will support a model that includes career exploration, essential skills training, occupational trainings that lead to credentials, and work experience opportunities. The WDB has instituted a five-step process for serving young adults which includes individualized assessment, sector-based job training in leading industries, young adult

apprenticeship and work-based learning opportunities, placement, and follow-up services. Upon completion of the assessment, young adult staff will develop an Individual Service Strategy with each young adult that will map out anticipated progress through the program and will include employment goals, objectives and milestones, and appropriate services. Staff will focus on career pathways as part of their career guidance. The Individual Service Strategy will be reviewed every 90 days, per federal guidance.

In-School and Out-of-School Youth Services include but are not limited to:

- Objective and comprehensive assessment services
- Career exploration and guidance
- Academic support and tutoring
- Obtaining a diploma or GED preparation and testing
- Post-secondary education and vocational training
- Job referrals and employment
- Work readiness and work maturity skills training
- Internship/work experience activities, including summer youth connection programs
- Military information
- Support services
- Referrals to adult Montgomery County Job Center locations
- Mentoring and leadership development
- Job Corps information/referrals

The WDB will ensure that sub-contractors conduct assessments of each participant to include academic level, skill level, and service need. The assessment, per federal guidance, will include review of basic skills, occupational skills, prior work experience, employability, interests (including non-traditional occupations), aptitudes, supportive service needs, and developmental needs.

Following assessment, young adult staff will develop an Individual Service Strategy with each young adult that will map out anticipated progress through the program and will include employment goals, objectives and milestones, and appropriate services. Staff will focus on career pathways as part of their career guidance. The Individual Service Strategy will be reviewed every 90 days per federal guidance.

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WSM and the WDB are currently structuring an effective operation and delivery of youth programs and services through the following:

- Providing objective assessments that focus on academic and occupational skill levels, as well as service needs and career pathways.
- Partnering with K-12 and other stakeholders to reduce dropout rates for in-school young adults.
- Prioritizing services to older and out of school young adults, specifically disconnected young adults.
- Re-engaging disconnected young adults through strategic partnerships with highest need secondary schools and postsecondary institutions.
- Increasing the number of young adults that attain postsecondary degrees/credentials with a priority on high growth industry sectors as defined by the local labor market information.
- Partnering with employers, education and other partners to connect young adults to work-based learning opportunities.
- Co-locating youth programs in Montgomery County Job Centers to strategically align and target young adult services and resources to populations of highest need and to facilitate co-enrollment when appropriate.
- Utilizing technology to increase access and services.
- Partnering with local disability-serving agencies and providers as well as health and mental health providers.

Procedures are implemented to target and provide workforce services to young adults with the following barriers:

Foster Care/Aging Out of Foster Care Youth: The foster care young adult population service delivery focuses on career guidance, assistance with social service referrals (mental health/medical), tutoring and academic supports, employability skills/life skills training, job referrals, leadership development skills, support services, and mentoring activities.

Justice-involved Youth: The primary services to justice-involved young adults focus on work readiness and work maturity skills training, comprehensive career counseling, assistance attaining employment, liaison with court system, collaboration with organizations that target justice-involved young adults, development of strong partnerships to fill gaps in existing interventions, and mentoring activities.

Youth with Disabilities: Services for young adults with disabilities focus on collaboration and linkages with community partners' services for young adults with disabilities, customized work readiness skills, customized internships/ work experience, and supportive services.

Basic Skills Deficient: Services for young adults who are academic or English basic skills deficient focus on usage of standardized tests to determine basic skill levels, pre-testing and post-testing, tutoring, developmental activities to include individual or group academic activities, and specialized instructions to include integrated learning models.

Existing youth services will be enhanced to include industry sector strategies; this employer-centered approach will give young adults unique and direct access to private sector employer opportunities in the WDB's four targeted growth industries of construction, information technology, healthcare, and hospitality. With enhanced young adults' services around industry sectors, employers will be able to access a wider pool of qualified out of school and offer work-based learning opportunities.

SECONDARY AND POST-SECONDARY EDUCATION COORDINATION

The WDB has entered into formal partnerships with both Montgomery County Public Schools (MCPS) and Montgomery College (MC) to identify other areas of activity and service coordination with secondary and postsecondary education programs in the county that lead to local in-demand jobs. WDB works with its partners to implement recognized post-secondary credentials across programs that are desired and endorsed by employers and aligned to career pathways.

Strategies include:

- Using the Eligible Training Provider List (ETPL) of vetted providers.
- Selecting training providers that meet employer requirements for skill attainment, certification or degrees.
- Providing career planning services through the Montgomery County Job Centers and ensuring the planning includes a review of post-secondary education options.
- Augmenting occupational training with work-based learning initiatives, such as OJTs, work experiences, and apprenticeships.

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The goal is that a young adult who goes through the system will have access, when applicable, to obtaining:

- A High School Diploma equivalency.
- A clear pathway, provided by trained career specialists depending on customer interests and labor market information about demand occupations, to access post-secondary credit and non-credit programs that result in industry-recognized certifications of the technical skill requirements of the occupation.
- Increased opportunity for stackable certifications and credentials.
- Opportunities for work-readiness training
- Connection to practical, hands-on skill training.

The Board policy requires that at least 20% of the Youth funds are used for work-based training activities. Updates to the Board on relevant expenditures occur at every full Board meeting. The program director and CEO will keep budgetary track of the percentage to ensure that the requirement is met.

The Board recognizes the importance of focusing on serving out-of-school youth. Therefore, 80% of WIOA Youth funds have been set to serve this population segment.

Outreach efforts will be conducted throughout the county that include participation and hosting of community youth events. The use of digital outreach strategies (i.e. social media, texting) should help to increase the number of youth that are reached. Partners such as the public school system, community and faith-based organizations will also be leveraged as a way to reach harder to serve youth. In addition to these methods, the Board will support creation of opportunities for Design Thinking that allow youth to vocalize their needs and help create programs that will support them.

Innovative measurements, such as Career Scope and other career assessment tools, will be utilized to help out-of-school youth identify their strengths and career trajectories. Assessment outcomes will help youth and Career Coaches to develop career pathways and an array of services. The services will include: career exploration, mentorship programs, work and learn opportunities, and participation in industry academies.

TRANSPORTATION AND SUPPORTIVE SERVICES

Supportive services are defined as those services or activities (provided either directly to or on behalf of customers) necessary to reduce or eliminate barriers to obtaining or retaining employment. The WDB permits the provision of supportive services for several populations to assist with the elimination or reduction of barriers that may hinder compliance with training, work activity requirements, and employment opportunities. The WDB will provide support services that are consistent with all applicable federal, state, and local laws and regulations.

Common barriers to employment, employment training, and other required activities typically include lack of transportation, lack of available child care and, in extreme cases, lack of a proper home. To address these issues, the Montgomery County Job Centers have informal partnerships with the public transportation system and various other non-profit organizations. Through these partnerships, the centers can obtain bus passes each month that are distributed to clients to assist with transportation issues. Eligible clients are also able to receive child care vouchers that can be used to pay for daycare services and in those cases of extreme hardship. These informal processes are in the process of becoming formalized through the development of a master list of partnering agencies and center staff members receiving regular training on the informal referral process.

The WDB and the partners are currently developing a strategy to reach out to more organizations that provide these services, in order to develop formal partnerships and the creation of an asset map. A key area of need is mental health services. Currently, a family services agency is located at the one-stop to provide some mental health counseling to customers who may be depressed or have other non-psychotic needs. More such services are needed, along with transportation and housing. A plan is in development to also provide training on trauma informed care to case managers at the centers.

ADULT PRIORITY GROUPS FUNDING

Through its strong partnerships with community-based organizations, training organizations, and the Adult and Dislocated worker service provider, WSM is well-positioned to provide a variety of employment and training related activities to all adult priority groups as indicated in the state plan and in support

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of Montgomery County initiatives. Program operators will ensure that individuals receiving intensive WIOA services meet eligibility requirements for adult and dislocated workers as outlined in local policies.

WSM and its program operators will also utilize WIOA adult funding to support employer engagement on behalf of the WIOA system, to include but not be limited to job fairs and job-matching efforts, industry specific recruitments, industry sector strategies, industry-led projects, retention, incumbent and other employer training, assessments, roundtables, and any other allowable WIOA activities to further support employer needs.

For job seeker services, WSM and its program operators may use funding to provide the full array of basic, individualized and follow-up services. These services may include, but are not limited to: outreach, staff services, counseling and guidance, assessment, barrier mitigation and support services, job readiness training, labor market information, training, work and learn opportunities, career pathway upskilling, integrated learning strategies, contracts, technology to support service delivery, and any other allowable workforce service that will benefit the job seeking customer and employers in the regional economy. Where available, WSM will fund special projects to support adult priority populations.

ADULT PRIORITY POPULATIONS SPECIAL PROJECTS FUND

Priority	Population Group
1st	Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2nd	Individuals who meet criteria to be considered a target population (including veterans)
3rd	Eligible spouses who did not meet "first priority" conditions
4th	Individuals who are not veterans and do not meet criteria to be considered a target population

DISLOCATED WORKER FUNDING

WSM and its program operators will utilize WIOA funding for dislocated workers, to support the reemployment of dislocated workers through a dual employer-job seeker approach.

WSM and its program operators will fund employer engagement on behalf of the WIOA system, to include but not be limited to job fairs and job matching, industry specific recruitments, industry sector strategies, industry-led projects, retention, incumbent and other employer training, assessments, roundtables, and any other allowable WIOA activities to further support employer needs. In addition, Dislocated Worker funding will be used to support rapid response activities in the area.

For job seekers, WIOA Dislocated Worker Funding will be focused on helping job seekers retool and retrain to prepare for new careers. These services may include, but are not limited to: outreach, staff services, counseling and guidance, assessment, support services, labor market information, training, work and learn opportunities, career pathway upskilling, contracts, technology to support service delivery, and any other allowable workforce service that will benefit the job seeking customer and employers in the regional economy.

SELF-SUFFICIENCY

The WSM policy requires all programs receiving WIOA funding for Adult, Dislocated Worker or Youth programs will use either the Poverty Income Guidelines or the 70% Lower Level Standard Income Level (LLSIL)—whichever is higher of the two—to determine if applicants qualify as "low income" for those programs that require it.

POVERTY GUIDELINES

Size of Family	Poverty
1	\$11,880
2	\$16,020
3	\$20,160
4	\$24,300
5	\$28,440
6	\$32,580
7	\$36,730

LLSIL—70% BY FAMILY SIZE

Size of Family	Poverty
1	\$11,484
2	\$18,819
3	\$25,832
4	\$31,885
5	\$37,632
6	\$44,010
If 7+, add	\$6,378

Addressing the definition of self-sufficiency guides WSM's internal performance measurements, therefore the WDB is currently revising the current

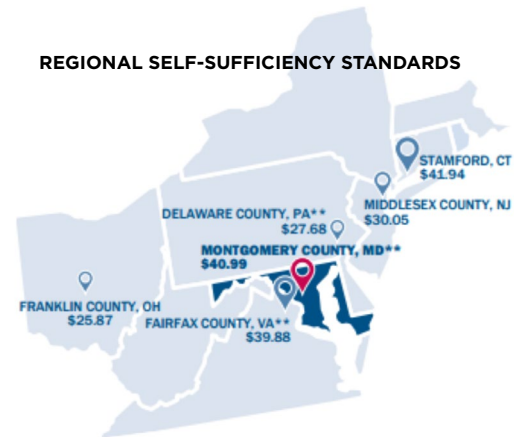
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self-sufficiency policy from WIA to expand and augment the definition. The Montgomery County Community Action Agency, which focuses on reducing poverty and increasing self-sufficiency in the county utilizes the Self-Sufficiency Standard (SSS), developed for the Maryland Community Action Partnership by the Center for Women's Welfare at the University of Washington. The SSS is a budget-based measure of the cost of living that defines how much families must make to meet basic needs without public or private assistance.

Montgomery County has the highest self-sufficiency rate in the state of Maryland with the self-sufficiency standard for one adult and one preschooler at \$71,755 or \$40.99 per hour to meet the families' basic needs. While Montgomery County has a higher minimum wage than Maryland, at \$10.75 an hour, a parent with one preschooler would need to work

128 hours per week to meet the self-sufficiency standard. Montgomery County's self-sufficiency standard is one of the highest in the region.

Self-sufficiency will be equivalent to the wages identified in the table below.



SELF-SUFFICIENCY STANDARDS FOR MONTGOMERY COUNTY

	Adult	Adult Preschooler	Adult Infant Preschooler	Adult Preschooler School-Age	Adult School-Age Teenager	2 Adults Infants	2 Adults Infant Preschooler	2 Adults Preschooler School-Age
Monthly Cost								
Housing	\$1,511	\$1,748	\$1,748	\$1,748	\$1,748	\$1,748	\$1,748	\$1,748
Child Care	\$0	\$1,279	\$2,773	\$1,929	\$650	\$1,494	\$2,773	\$1,929
Feed	\$294	\$445	\$584	\$672	\$779	\$713	\$839	\$923
Transportation	\$180	\$180	\$180	\$180	\$180	\$360	\$360	\$360
Health Care	\$179	\$521	\$535	\$541	\$566	\$579	\$590	\$597
Miscellaneous	\$216	\$417	\$582	\$507	\$392	\$489	\$631	\$556
Taxes	\$770	\$1,522	\$2,474	\$1,903	\$1,160	\$1,623	\$2,152	\$1,758
Earned Income Tax Credit (-)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Child Care Tax Credit (-)	\$0	(\$50)	(\$100)	(\$100)	(\$100)	(\$50)	(\$100)	(\$100)
Child Tax Credit (-)	\$0	(\$83)	(\$167)	(\$167)	(\$167)	(\$83)	(\$167)	(\$167)
Self-Sufficiency Wage								
Hourly	\$17.90	\$33.98	\$48.92	\$40.99	\$29.60	\$19.53/adult	\$25.08/adult	\$21.60/adult
Monthly	\$3,151	\$5,980	\$8,610	\$7,215	\$5,210	\$6,874	\$8,827	\$7,604
Annually	\$37,807	\$71,755	\$103,322	\$86,580	\$62,518	\$82,489	\$105,925	\$91,252
Emergency Savings Fund (Monthly)	\$62	\$295	\$491	\$402	\$227	\$77	\$174	\$112

For Dislocated Workers, the Local Board will consider self-sufficiency as 80% of the pre-layoff family income. A participant making less than 80% of the pre-layoff family income will be considered as an underemployed Dislocated Worker.

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UNLIKELY TO RETURN TO OCCUPATION

For dislocated workers unlikely to return to previous industry or occupation is considered when the dislocated worker is laid off and meets at least one (1) of the requirements below:

- Number of opportunities in previous industry/occupation is declining based on labor market information;
- Supply of candidates in previous industry/occupation exceeds the number of opportunities in the county;
- Projected annual employment increase for industry or occupation is less than 100 jobs;
- The individual has engaged in an unsuccessful job search in their previous industry/occupation for over three months;
- Individual can no longer meet the minimum requirements for positions available in their occupation;
- Wage variable for positions no longer matches with individual's level of skills and experience; and/or Individual is unable to perform the duties of the previous industry/occupation due to age, ability, illness/injury, disability, or other barriers.

The WDB supports the above criteria to define "unlikely to return to work." Determination by AJC staff that an individual's likelihood of returning to his/her previous industry or occupation is unlikely due to circumstances that cause significant barriers to employment.

NEED FOR TRAINING (ITA/COHORT)

A need for training is a collaborative decision made with input from the individual and the Career Specialist. Past activities, experience and education level, job readiness level, and the Individual Employment Plan determine the need for training per individual. The WDB, in collaboration with its partners, has developed a "need for training" document.

The Comprehensive Adult Student Assessment System (CASAS) is used to assess customer skill level, interests and aptitude and must

be administered to anyone pursuing WIOA occupational training. Those who proctor the assessment must go through a rigorous training. If one has at least a Bachelor's degree (60 credit hours) with at least a 2.5 GPA, or an Associate degree, s/he does not need to necessarily take CASAS. The assessment must be taken for those with only a high school diploma, GED or less. The outcome of the assessment must also be in line with the requirements of the industry of interest. Of course, one's experience is also taken into consideration. If the person has prior training experience in a particular vocation, yet did not score adequately on the assessment, they may still be able to pursue additional training to make themselves more marketable. WSM and the WDB are also exploring other assessment tools, such as FuturePlan and Skill Deck.

Career Services Specialists instruct customers in conducting labor market and occupational research. The specialists make sure customers have some knowledge of the occupation and what it entails prior to pursuing training in that field. As part of the intake process, staff is aware that an assessment is required as part of the IEP and any ITAs and cohort training.

FOLLOW-UP SERVICES

Currently, the WDB utilizes guidelines and rules established by legislature and the State to inform the organization's policy on follow up services. The minimum requirement of 12-month follow-up will be included in the policy. Programmatically, WDM reviews the intake and enrollment processes, display of federal signs, case files, accessibility for all customers, and programmatic specific compliance for WIOA, Priority of Services, training services data input in the states system of record. From a fiscal standpoint, the WDB ensures subcontractors follow all procedures as indicated in federal, state, and local policies and WIOA regulations and ensure costs are allowable. Expenditures are tracked monthly to assure correct cost categories and that expenses are within contracted cost limitations. Frequent desk reviews are conducted on each WIOA contract.

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INTEGRATING AND ALIGNING TITLE II SERVICES

A description of the local Board's coordination of workforce development activities with the local area provision of adult education and literacy activities under Title II of WIOA.

INTEGRATING AND ALIGNING TITLE II SERVICES

The WDB has a formal MOU and informal partnerships with both Title II funded programs at Montgomery College and the Literacy Council of Montgomery County. The Adult Education programs at Montgomery College and the Literacy Council provide the English language skills, adult basic education, and GED preparation that adults need to further their education at the post-secondary level, obtain employment, play positive roles in the education of their children, and become involved community members.

Montgomery College has the highest volume of adult education participants in the state of Maryland. The program is student-centered, with classes designed to maximize student access through excellence in teaching, individualized student success plans, access to technology, and flexibility of locations and schedules. Staff emphasizes bringing the “classroom into the community and community into the classroom,” to increase relevancy in learning.

The Literacy Council provides English language instruction classes to adult learners at various sites throughout the county. The standards-based curriculum is taught by professionals and incorporates College and Career Readiness Standards and workplace readiness skills at all levels of instruction. Learners are taught skills to further their education, succeed in the workforce, and engage in the community.

In addition to classes, the Literacy Council provides the largest tutoring program in the county, with over 600 volunteers. The Literacy Council’s tutoring programs are volunteer based, and work with low level non-native English speakers as well as with native English speakers who read and write at a basic level. Over 1,700 students, and 85 nationalities are served annually. With Montgomery College leading the effort, The Literacy Council also provides additional services and programs for adult learners, including testing for the Maryland I-Pathways program, the online learning program for GED® test preparation, and workplace literacy classes for local companies.

Montgomery County has a significantly higher need for English language skills than for adult basic education. Within Montgomery College’s Title II funded programs, 81% of students were enrolled in English language classes and over 60% of Adult Basic Skills participants were co-enrolled in English language classes. In general, Montgomery College’s English language learners tend to be more educated. Of those who went to school outside of the U.S., 49% of students completed 13 years of education or above. In addition, many English language learners are employed in some capacity.

However, not all English language learners are accessing language services. In total, of the 130,000 individuals that speak English less than very well, only 13,000-15,000 (or 10%) attend English language learning courses through Montgomery Coalition for Adult English Literacy’s (MCAEL) network of providers (which includes Title II funded programs). MCAEL shows that 11% of Spanish limited-English speakers are being served through their network, but only 2% of speakers of Asian and Pacific languages are accessing services. These adult education demographics create a unique landscape for potential collaboration in Montgomery County. The WDB is committed to working with Title II grantees and core American Job Center partners, in addition to a rich local ESOL delivery system, to create a viable delivery system that is inclusive of the Adult Basic Skills learner and addresses their needs effectively.

WSM, Montgomery College, and the Literacy Council are working together to provide better coordination of services between Title I and Title II services. Coordination efforts will occur around the following opportunities:

- **Cross-staff Training**—A key first step in improved coordination is assuring that staff of all three entities understand each other’s programs and processes. This will occur as part of the Job Center Consortium’s efforts to improve understanding of each partner.
- **Stronger Referral Processes**—As part of the Job Center Consortium, WSM, the Title I sub-contractors, and the Title II providers will devise better referral processes to ensure customers gain the best access to services. This could include presentations to each other’s customer base, formal referral processes, and increased co-enrollment.

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- English for the Workplace—The partners are committed to ensuring English language learners gain the English skills that are necessary for the workplace and connected to targeted industry needs. WSM will work with the Literacy Council to explore contextualized opportunities. WSM will promote and support workplace literacy instruction, where feasible, and market workplace literacy to employers. WSM will also consider the use of incumbent worker training funds to support workplace adult education activities as part of industry strategies.

To align assessments, the WDB has encouraged the use of CASAS for its providers, in order to ensure that a common standardized assessment for basic academic skills is being used to facilitate accurate information sharing and to match what Title II providers are using for assessments. Montgomery College provides English for the workplace, contextualized vocational ESOL, and career training for ESOL adult learners. WSM’s contracted WIOA service providers have agreed through their scope of services to consistently administer the CASAS. WSM recognizes that Adult Education and some workforce partners may also administer the TABE or other National Reporting System (NRS) assessments that are approved by Federal regulations and state guidance for reading and math skills, as well as English skills. To ensure comprehensive and consistent assessments, the specific assessments and standards will be identified in policies with Title II partners’ input in Montgomery County. Partners will administer the CASAS and other National Reporting System (NRS) approved assessments that are approved by Federal regulations, state guidance, and WDB preference to participants in need of English language proficiency.

Montgomery County workforce development and adult education providers recognize the requirement to comply with testing protocols and data quality procedures as outlined in the state assessment policy. Title II Adult Education partners will work with WSM to implement consistent assessment training procedures for test administrators. Workforce development and adult education providers will coordinate testing services. Each entity will conduct assessments for their respective populations and additional partnership conversations will explore further coordination of testing to reduce duplication of services and enhance service delivery across entities.

COORDINATED ASSESSMENT DELIVERY

WSM, Montgomery College, the Literacy Council of Montgomery County, and other community providers are committed to developing an appropriate referral process for shared customers and individuals interested in pursuing services from the core partners. Title I and Title II representatives will work together to develop a referral process. The partners will ensure that any referral process protects the rights and privacy of individuals as outlined in the Federal Education Rights and Privacy Act (FERPA).

The President of Montgomery College and the Executive Director of the Literacy Council of Montgomery County both sit on the WDB to represent both local Title II providers in the county. Staff members of both Montgomery College and the Literacy Council participate on the Job Center Consortium, which meets monthly, to coordinate partner services throughout the workforce ecosystem. In addition, the WSM CEO and the President of Montgomery College have scheduled meetings across topics, including Title II service delivery. Through board discussions and Job Center Consortium meetings, WSM will support Title II activities in the county and ensure Title II interests are met as part of the workforce delivery system. These collaboration activities will be documented through meeting notes.

The WDB and the Title II partners are currently exploring how to bring adult education services on site within the Montgomery County Job Centers and have outlined virtual and onsite services from Title II providers in the MOU. The WDB is exploring obtaining additional space to create a dedicated education and training lab. Dedicated resources will be explored among the partners regarding the development of the MOU and RSA. The WDB is committed to creating job centers that are welcoming and supportive of the needs of the English language learner through cultural sensitivity, multilingual staffing and outreach to trusted community-based organizations. Revision and expansion of services could include expanded hours to meet the scheduling needs of adult education learners, review of technology needs for individuals with low computer literacy skills, and better promotion of services targeted to English language learners. Implementation oversight is conducted through the Job Center Consortium (as the operator) and tracked through customer feedback surveys.

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WSM and the local Title II programs will also work together to connect workforce development activities for adult learning customers, such as integrated learning. Finally, staff training modules around cultural sensitivity will include cultural competency and language access considerations.



SECTION VII

TITLE III—WAGNER-PEYSER FUNCTIONS

A description of the local Board’s coordination of services provided under Title III of WIOA.

MAXIMIZING COORDINATION OF SERVICES

Wagner-Peyser is a labor exchange program that brings together individuals who are seeking employment and employers who are seeking employees. DLLR administers a labor exchange that has the capacity to assist job seekers to find employment; to assist employers in filling jobs; and to facilitate the match between job seekers and employers. Self-services are available to all job seekers and employers at the center or remotely. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as printed materials, which are available at Montgomery County Job Centers.

Montgomery County Job Center staff (both WIOA and Wagner-Peyser staff) provide services to the employer community, as well as to job seekers. Multiple employer services include assistance with screening qualified applicants, assessing/testing applicants, and assistance with application processing. These activities can be conducted at the employer’s location or at the center. Specialized services to employers include on-site visits, employed worker training, federal bonding services, tax incentives, mass recruitments, and job fairs.

At the comprehensive Montgomery County Job Center, WIOA staff work side-by-side with Wagner-Peyser staff, particularly in the center’s resource area. The Job Center Consortium is currently working to develop a clear delineation of roles and responsibilities to provide for the elimination of duplication of service and promote easier access for all job seekers.

Every UI claimant that comes to the center is invited to attend an orientation on all the workforce services to which they have access. Working in a fully co-located facility allows Wagner-Peyser, WIOA, and partner staff to develop processes and workflows to identify and promote workforce services to UI claimants using an integrated approach.

Wagner-Peyser staff provide Reemployment Services and Eligibility Assessment (RESEA) and Reemployment Opportunity Workshop (ROW)

seminars in the Montgomery County Job Centers, per regulation. Staff will be trained by the state on correct information and services they can provide to UI claimants and will be trained on how to support individuals applying for a claim.

Montgomery County Job Center partners will develop an intake and referral process for individuals attending RESEA and ROW seminars to effectively connect them to other Montgomery County Job Center and WIOA offerings. The instructor works with WSM staff to ensure promotion of WIOA service offerings and begins basic eligibility review for WIOA services.

MIGRANT AND SEASONAL FARM WORKERS

There are currently no identified migrant or seasonal farm workers in Montgomery County. However, anecdotal evidence collected by DLLR suggests that Maryland’s agricultural employers are challenged by the scarcity of workers interested in the agricultural field. Historically family-owned farms often struggle to remain in business or resort to hiring via the H2A Program.

If Montgomery County farms hire migrant and seasonal farm workers, the WDB will ensure that such workers receive the same employment services where they live and work that non-migrant seasonal farm workers receive at the Montgomery County Job Centers. DLLR and WSM staff would work together to conduct outreach to migrant and seasonal farm workers, and would connect with the state’s National Farm Workers Jobs Program recipient, currently Telamon Corporation, and the State Monitor Advocate to gain technical assistance in providing relevant services. State experience has shown that many migrant and seasonal farmworkers are either undocumented and, therefore, ineligible for WIOA services, or are only “passing through” the state and not interested in receiving workforce services offered in Maryland.

The migrant and seasonal worker population in Maryland is almost exclusively Latino and Spanish-speaking, according to the Maryland State Plan. Montgomery County staff would ensure any outreach or services would include a bilingual component. In addition, WSM would work with agricultural employers to ensure support for their migrant and seasonal farm workers.

SECTION VIII

TITLE IV—VOCATIONAL REHABILITATION FUNCTIONS

WDB has a strategic partnership with the Division of Rehabilitative Services (DORS) and has defined roles and functions in the MOU and RSAB. DORS provides information and assistance to AJC partners and placing individuals with disabilities, including individuals with significant disabilities, blind and low vision, hearing and sensory impaired and emotionally fragile job seekers in employment. There is assistive technology, located at each center, which is tested on a regular basis to ensure proper accessibility.

WDB is a subgrantee to DLLR on its Disability Employment Initiative (DEI) grant through the Department of Labor and is developing a Cohesive Resource Committee (CRC) with representatives from core Job Center partners, workforce providers, DLLR, DORS, Adult Basic Education providers, Behavioral Health Administration (BHA), Maryland Department of Disabilities (MDOD), and the Development Disabilities Administration (DDA), to more effectively support the workforce needs of individuals with disabilities. This team is facilitated by a Disability Resource Coordinator. Through the DEI grant, WDB and partner operators engage in cross-agency training, expanding the capacity of the AJC to more effectively serve individuals with disabilities, and to conduct outreach to businesses. In addition, WDB will become a Ticket to Work site, to further support individuals receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI).

The WDB is committed to ensuring that a comprehensive system of talent development services are available to individuals with disabilities by:

- Working with the Vocational Rehabilitation and DEI program partners with expertise in serving individuals with disabilities, to seek advice on improving service access and service delivery in AJC and all workforce programs.
- Utilizing technical assistance through the DEI grant and local partners to ensure all Americans with Disabilities Act (ADA) assistive technology and software is up-to-date and meeting the needs of customers with disabilities.

- Developing an Employer Network for the Social Security Administration’s Ticket to Work program, in order to provide increased opportunities to engage the disabled population with a plan for self-sufficiency.
- Improving employment outcomes for individuals with barriers to employment through subcontracts to community organizations that specialize in employment and placement services to individuals with disabilities.
- Complying with USDOL’s WIOA Section 188 Nondiscrimination and Equal Opportunity Regulations by training program staff in its requirements and conducting continuous compliance monitoring.

The partners are committed to providing services to individuals with disabilities through the AJC and larger workforce system. To promote continuous improvement, the WDB and partners are committed to:

- Making each center and affiliate site more welcoming to individuals with disabilities through training all staff who work in the centers.
- Ensuring that reasonable accommodations are always provided at on-site orientations, training programs, recruitments, etc.
- Conducting a regular and ongoing program of disability awareness for all staff within the system.
- Creating more education and training programs and pathways to employment for a wider range of learners along a spectrum.

DORS serves individuals with disabilities who are both eligible to receive services and meet the Division’s Order of Selection criteria through referrals from other partners or self-directed. Collaboration plans include working together for joint planning efforts, leveraging funding streams, and incorporating greater integration with employers through a job development network.

DORS provides disability awareness and sensitivity training for staff, and will work with the WDB on sharing DORS eligibility results and providing a warm referral for individuals deemed Tier II (Significant Disabilities) and Tier III (Non-Severe Disabilities) to WDB contracted staff.

SECTION IX

TEMPORARY ASSISTANCE FOR NEEDY FAMILIES FUNCTIONS

TANF providers are a mandated partner in the America Job Center system under WIOA. In Montgomery County, TANF (also known as Temporary Cash Assistance) has been a long-standing Montgomery County Job Center partner. Staff members work to ensure that public assistance recipients are enrolled in programs and are receiving services they need. WIOA provides an opportunity to enhance this partnership and explore additional coordination of services to better serve individuals receiving TANF.



Continued work needs to be done to ensure a referral system among all the partners that includes a ‘warm hand-off’ of customers from one agency to another. The Job Center Consortium has begun to engage in a conversation about how to develop a common referral and screening system. WSM and

the County’s Department of Health and Human Services (HHS) envision a seamless, integrated customer flow facilitated through a dedicated technical platform that would reduce duplicative data entry. The partners will ensure that this seamless system is based on a two-generation poverty strategy—integrating referrals to Head Start, Early Childhood Services and the Child Care Subsidy program.

The partners are committed to creating an integrated system that addresses:

- **Customer Intake**—The TANF workforce sub-contractor through Health and Human Services has been and continues to be included in partner discussions to develop a common customer flow that will be aligned across WIOA partners.
- **Referrals**—All WIOA workforce partners will have access to a full mapping of workforce services and WSM will facilitate a comprehensive training and understanding of referrals across partners.
- **Service Coordination**—Once shared customers are identified, there will be ongoing understanding of case management capacity and coordination of shared case management for the client so that outcomes can be effectively tracked.
- **Data Matching/Client Tracking**—Partners will work together to create a holistic approach to data matching and client tracking. WSM anticipates continued conversations around data matching and shared goal outcomes.
- **Targeted Services for Hardest to Serve Clients**—WIOA partners are committed to targeting comprehensive services for the hardest to serve customer that include coordinated programmatic elements. WSM and Health and Human Services plan to work together to pilot interventions for shared clients, focused on educational attainment and stackable credentials, career-driven placements, and long-term retention that ultimately leads to self-sufficiency.
- **Two-Generation Approaches**—WSM and Health and Human Services have partnered on a 2Gen grant to develop and pilot two-generational approaches to better align workforce and early childhood education services, engaging Early Head Start and Head Start grantees.

SECTION IX

CO-LOCATION OF SERVICES

Currently, Neighborhood Opportunity Network staff provide customers at the Wheaton Job Center with TANF, SNAP and other Health and Human Services screening and referrals two days a week. WSM and Health and Human Services will engage in discussions to explore potential co-location and collaboration opportunities to best meet collective needs.

LEVERAGE OF RESOURCES

Health and Human Services currently dedicates staff on site through leveraged resources. HHS is open to determining what concrete in-kind contributions would be beneficial—including and not limited to educational/marketing resources/materials and access to facilities/space. WSM and Health and Human Services will collectively strategize to explore how best to leverage respective federal funding streams and grant opportunities. WSM has been awarded the 2-Gen Poverty grant from Innovate + Educate and the Kellogg foundation. WSM is utilizing family-centered best practices to best address employability.

STAFF DEVELOPMENT

Staff development and training is key to successful delivery of service. Health and Human Services is committed to attending Job Center Consortium meetings and providing relevant subject matter expertise on the TANF program, and updates on Health and Human Service programs. They will ensure that their TANF contractor fully engages in partnership opportunities and appropriate staff trainings to align staff knowledge. WSM and Health and Human Services will explore other ways to cross-train and provide technical assistance to ensure a seamless delivery of service for TANF and WIOA customers.

WORK PARTICIPATION RATE CONSIDERATIONS

Currently, TANF customers are mandated to provide weekly timesheets to track their work participation. Health and Human Services and WSM will coordinate to ensure that any TANF recipients receiving WIOA services submit their timesheets to be tracked by the TANF contractor. The partners will explore other options to improve the usability and accountability of work participation rate tracking.

EMPLOYER INITIATIVES

As the single point-of-entry and the broker between employer demand and qualified job seekers, WSM has launched a strong outreach program utilizing multiple communication strategies. Lead by the Communication Committee, communication and outreach efforts target employer engagement in pipeline development and employability initiatives. WSM, sub-contractors, and Health and Human Services will work together to implement these initiatives.

Outreach activities include, but are not limited to:

- Meet and greet sessions for the chambers of commerce and area businesses associations
- Development of various collateral materials
- Quarterly newsletters
- Website enhancements
- Active presence on social media outlets

These efforts will compliment what the Consortium is currently doing by targeting employers to commit to career-specific placements and developing training aligned to career pathways. TANF representation will also be incorporated as part of the new Business Solutions Team efforts.

COORDINATION OF DATA

The WIOA and Health and Human Services partners will work with their respective state entities to provide baseline data and develop coordinated strategies for program reporting. Core partners are currently reviewing opportunities to share data more effectively across programs.

REPRESENTATION ON THE WORKFORCE DEVELOPMENT BOARD

The Director of Health and Human Services is an active member of the WDB. In addition, the HHS director has been part of the WDB's Strategic Planning Team to ensure that the strategies address the needs of this population. In addition, the director was part of the local planning group that has been involved in the development of this plan. Health and Human Services has strong representation on the Job Center Consortium that evaluates and continuously improves access and services for all individuals at the centers.

SECTION X

COMMUNITY DEVELOPMENT BLOCK GRANT FUNCTIONS

A description of the local Board's coordination of services with Community Block Grant providers.

Meeting the needs of Montgomery County requires the leveraging of resources from partner organizations in the community. The Job Center Consortium has representatives from a Community Development Block Grant (CDBG) provider. The Board recognizes that CDBG organizations and partners provide services and access to resource to assists our clients in areas beyond traditional services provided by AJCs. The ability to refer clients to services that will assist them and their families in areas such as, but not limited to: housing, healthcare, childcare, literacy, transportation, counseling services, will greatly enhance the success of the clients served.

As part ongoing training activities, the WDB—through the Operator—conducts scheduled trainings for all partner agencies with the AJC. CDBG service providers have and will continue to be invited to conduct training sessions for partner agencies. At minimum, these training sessions provide a general overview of services provided, eligibility requirements and referral and tracking processes.

Public Service Grants Funded by the Community Development Block Grant (CDBG) Program July 1, 2018–June 30, 2019:

- **Bethesda Cares, Inc. \$18,000 “Hunger Relief”**
Purchases a portion of the food and supplies necessary for serving thousands of hot meals to hundreds of people in need. Estimated to benefit 250 clients.
- **Boys & Girls Clubs of Greater Washington, Inc. \$44,240 “STEM Program for Montgomery County Youth”**
Provides (year 2) a program in Germantown for fifty (50) Title I youth in grades K-5 with afterschool and summer learning programs to increase STEM knowledge and early interest in STEM related careers. Estimated to benefit 50 students.
- **CASA de Maryland, Inc. \$43,762 “Bilingual Volunteer Income Tax Assistance Program”**
Provides low-income immigrants with free tax return preparation assistance (second year of CDBG). Estimated to benefit 350 clients.
- **Community Ministries of Rockville, Inc. \$45,000 “Mansfield Kaseman Health Clinic: Removing Barriers to Healthcare”**
Provides phlebotomist and financial assistance to lower income residents in need of crucial diagnostic laboratory testing and/or diagnostic radiology testing, and the cost of prescription medications not covered by the Montgomery County Community Pharmacy. Estimated to benefit 250 clients.
- **Home Care Partners, Inc. \$35,000 “Light Care Program”**
Provides home care aide services to very low-income seniors and adults with disabilities. Estimated to benefit 55 people.
- **Horizons Greater Washington, Inc. \$15,000 “Year-Round Academic Program”**
Provides round-trip bus transportation for Rock Creek Forest Elementary School to program site in Bethesda, MD. Estimated to benefit 110 students.
- **Latin American Youth Center, Inc. \$44,463 “Workforce and Post-Secondary Connections for Re-Entry Youth”**
Provides a Reentry Case Manager to work with youth exiting the criminal/juvenile justice system in LAYC/MMYC’s Conservation Corps and Steps to Success programs to assist in reintegrating back into society including an aggressive job search; and find local business for employment. Estimated to benefit 35 clients.
- **A Wider Circle, Inc. \$45,000 “Workforce Development Program”**
Provides holistic, intensive, and highly personalized support to adults seeking to enter or re-enter the workforce. Estimated to benefit 925 clients.
- **Asian Pacific American Legal Resource Center, Inc. \$38,280 “Immigration Legal Services—Naturalization”**
Provides free legal services to low-income Asian American Pacific Islanders at two walk-in centers and through a legal hotline for immigration, family law, public benefits and housing law. Estimated to benefit 100 clients.
- **Baby’s Bounty MC, Inc. \$37,000 “Health, Safety & Wellness Newborn Bundles”**
Provides safety, health and wellness “Baby Bundles” for at-risk infants. Estimated to benefit 500 clients.

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- Montgomery County Coalition for The Homeless, Inc. \$45,000 “Home Builders Care Employment Specialist”**
 Provides an Employment Specialist (ES) at the Back-to-Work (BTW) program at the HBCAC emergency shelter for men experiencing homelessness. Estimated to benefit 120 clients.
- Montgomery Housing Partnership, Inc. \$38,000 “Greenwood Terrace Middle School Afterschool program”**
 Provides afterschool program for middle school students at MHP’s affordable housing property in Long Branch, Maryland. Estimated to benefit 24 students.
- The Arc Montgomery County, Inc. \$45,000 “Competitive Integrated Employment Benefits Counseling”**
 Provides a Benefits Counselor to work with individuals and their families with intellectual and developmental disabilities (“I/DD”) entering the competitive integrated employment to retain entitlement benefits such as Social Security, Medicaid, and housing and food assistance. Estimated to benefit 60 clients.
- Urban Alliance Foundation, Inc. \$38,297 “Montgomery County High School Internship Program”**
 Provides year-round job training, mentoring, and case management to 30 high school seniors enrolled at Springbrook High School (Silver Spring) and Paint Branch High School (Burtonsville). Estimated to benefit 30 students.

The WDB will provide space to the providers in the AJC to meet with clients. They will be encouraged to participate in the MOU and RSAB to become key partners in the AJC. Supporting the AJC can be in-kind, cash or a combination of both. By working together, we can leverage limited resources more effectively. Additionally, the AJC’s BST will promote their services to the business community so that they are aware of service offerings and resources.

An ongoing challenge is the development of a tracking and referral system. The ultimate goal would be having a single reporting system in which all data is shared in a confidential manner. Due to different funding streams and related rules and policies, tracking and sharing of information is problematic. However, the WDB and partner agencies have developed a tracking/referral system which ensures clients are served.

Through community outreach and networking, the WDB will meet with the county grant program manager, DHS and CBOs to ensure that they are all aware of new service offerings and that information about various events are shared. The CAA is a mandated partner of our Job Center and is a member of the Job Center Consortium. The RSA leverages \$53,395 of in-kind contributions from our partners.

SECTION XI

JOBS FOR VETERANS STATE GRANTS FUNCTIONS

A description of the local Board’s coordination of services with Veterans and Veterans service providers.

WDB provides “Priority of Service” to veterans and their eligible spouses, in accordance with the Jobs for Veterans Act of 2002 and the Veterans’ Benefits, Health Care, and Information Technology Act of 2006. All AJC partners have received training and have copies of the ACJ Operation Manual, which includes all policies (Attachment B.). The Priority of Service gives 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. WDB will ensure all subcontractors follow Priority of Service provisions through program monitoring.

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.

WDB continues to ensure that diverse and multiple employment opportunities are available to our Veterans. Currently, Veteran staff is available at our AJC. Through the WDB website and social media, outreach and communication are provided to ensure that our veterans are aware of all opportunities. Further, WDB is committed to promoting greater collaboration between our business solutions and veteran staff. The Local Veterans Employment Representative (LVER) for Montgomery County is represented on both the Job Center Consortium and the Business Solutions Team to ensure alignment and collaboration

In addition to BST representatives promoting services, Jobs for Veterans State Grant funds are provided in the AJC, which supports two veteran-focused staff positions:

Disabled Veterans’ Outreach Program (DVOP) Specialists—Under 38 U.S.C. 4103A(a), a DVOP specialist provides intensive services⁵ and facilitates placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other disabled veterans, and other categories of veterans in accordance with priorities determined by the Secretary of Labor (Secretary); and

Local Veterans’ Employment Representatives (LVER)—Under 38 U.S.C. 4104(b), the LVER’s principal duties are to: (1) conduct outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups; and (2) facilitate employment, training, and placement services furnished to veterans in a State under the applicable State employment service delivery systems.

SECTION XII

TRADE ADJUSTMENT ASSISTANCE FOR WORKERS PROGRAM FUNCTIONS

A description of the local Board's coordination of services to provide trade adjustment assistance.

The WDB and AJC partners will follow DLLR's established procedures. Once an individual is deemed eligible to receive trade assistance, AJC partners will utilize the MWE IEP to determine dates for benchmarking the customers training process. Partners will contact customers via phone and/or email to determine their interest in the trade program.

All required documents are reviewed and a checklist is used to ensure completeness. BST representatives assist in job placement, OJTs and benefits available to interested employers.



SECTION XIII

UNEMPLOYMENT INSURANCE FUNCTION

A description of the local Board's coordination of Wagner Peyser services to provide access to services for Unemployment Insurance claimants.

WIOA staff work side-by-side with Wagner-Peyser staff, particularly in the job center's resource area. The Job Center Consortium has developed clear roles and responsibilities to provide for the elimination of duplication of service and promote easier access for all job seekers.

Wagner-Peyser staff are key to supporting the labor exchange program that brings together individuals who are receiving unemployment compensation, seeking employment, and employers who are seeking employees.

Both WIOA and Wagner-Peyser staff provide services to the employer community, as well as to job seekers who are receiving unemployment benefits. Multiple employer services include assistance with screening qualified applicants, assessing/testing applicants, and assistance with application processing.

WSM staff have been attending UI training in order to provide better access to the services in the AJC and introduce and invite the customers to workshops and hiring events at the AJC.



SECTION XIV

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM FUNCTION

A description of the local Board’s coordination of services with the Senior community and Senior services providers.

The SCSEP Director is currently part of the local Strategic Partnership workgroup to promote services for Seniors (50+) in the AJC. SCSEP Staff are available to provide services in the center at least once a week. The Jewish Council for Aging is the SCSEP provider.

Montgomery County has been steadfast in its commitment to a community where people can age, remain, and thrive, or what has been termed: “A Community for a Lifetime.” Employers also recognize the enormous contributions that are made by a large, diverse, and rapidly growing older population. Last year, the Alliance for Workplace Excellence (AWE) recognized six organizations based in Montgomery County for their best practices supporting workers over the age of 50.

- Chevo Consulting, LLC
- Family Services, Inc.
- Holy Cross Health
- Marriott International, Inc.
- Maryland-National Capital Park & Planning Commission
- Montgomery County Government

WSM and the WDB partner with JCA’s Senior Community Service Employment Program (SCSEP), which places low-income senior (50+) job seekers in paid training to refresh skills and provide hands-on experience. The “community service” piece is internship placements with nonprofits and government agencies, allowing our seniors to build their resumes while delivering valuable community service.

Our partners at the Jewish Council on Aging also offer an excellent program, The Career Gateway, a five-day workshop with the low cost of \$75. Through intensive training, long-term mentorship, and individualized attention, this workshop is a terrific resource for mid-level managers and other professionals.

While all American Job Center workshops are open to job seekers of any age, WSM periodically hosts a “Job Seekers Over 50” workshop at both the Germantown and Wheaton Job Center locations. This two-hour workshop provides strategies specific to marketing the 50+ job seeker.

Understanding the unique needs of the 50+ job seeker, WSM maintains a dedicated page on its website listing available resources: <https://worksourcemontergomy.com/career-support/proud-to-serve/50-plus/>

Finally, as previously noted, WSM partners with the Jewish Council on Aging in hosting the annual 50+ Employment Expo. Dozens of employers, as well as organizations that support seniors, attend the expo. This year, the Expo will be held on Monday, April 15, from 10 a.m.-3 p.m. at the Bethesda North Marriott Hotel. There is no fee to attend as a job seeker, no registration fee for employers, and parking is also free.

Job seekers over age 50 also have the opportunity to participate in “pop-up” outreach activities. WDB and SCSEP collaborate on several activities such as 50+ club, Older Adults Technology Training and annual 50+ employment expo.

SECTION XV

REINTEGRATION OF EX-OFFENDERS FUNCTIONS

A description of the local Board's coordination of services with the ex-offender community and ex-offender services providers.

The WDB has a re-entry program that provides job readiness skills on site for persons who are incarcerated. The program design, staff training, and physical layout of the services are all factors that contribute to the effectiveness of the center. Inmates that are not eligible to participate while incarcerated, the center has created a monthly "Welcome Home" session that explains available services and refers them to the AJC.

The center has a 20-week curriculum that customers work through and receive a certificate of completion for each module. Staff are also located weekly in

the Wheaton Job Center to support ex-offenders after release. This allows for seamless merging of ex-offenders into the pool of non-offender job seekers engaged at the community-based centers. Employers who hire ex-offenders may be eligible for the Federal Bonding Program. Employers are briefed on the Federal Bonding Program.

Career navigation services start the development of IEPs so that an individual is aware of the services offerings and resources available to them upon release to help them succeed. They are provided access to services to assist them in resume and interview preparation, and other community services available to them. Transitional job opportunities will be made available to them to develop work history and experiences.



SECTION XVI

WIOA SECTION 188 AND EQUAL OPPORTUNITY FUNCTIONS

A description of the local Board’s compliance 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.).

WorkSource Montgomery’s designated Equal Opportunity Officer is:

Cynthia Grissom
 WSM Director of Talent Development
Cgrissom@worksourcemontgomery.com
 240-641-6730

DESCRIPTION OF COMPLIANCE WITH SECTION 188 OF WIOA AND 29CFR PART 39

WDB has a zero-tolerance policy on discrimination on the grounds of race, color, religion, sex, national origin, age, disability, gender identity, political affiliation or belief for any workforce or education program or activity.

The WDB provides policies and procedures for all subcontractors on informing customers of their rights, under WIOA Title I and detailing the complaint process. All WIOA enrollees receive a copy of their federally protected rights. Customers and staff have the right to report alleged discrimination to the EEO Officer at WSM, who is not in direct line of program oversight. WDB monitors compliance with the American with Disabilities Act (ADA) in all AJC and affiliate centers who provide WIOA services offered through program operators. The AJC will make visible to participants that the centers are ADA compliant and are equipped with auxiliary aids and accommodations to serve individuals with disabilities. Within the centers, assistive technology is available for use, including ADA-compliant computers in the resource rooms and classrooms.

The WDB ensures subcontractors follow all procedures as indicated in federal, state, and local policies and WIOA regulations. WDB staff will provide overall oversight and monitoring for WIOA activities. Each sub-contractor will be responsible for identifying staff to conduct internal monitoring on a regular basis. As part of ongoing monitoring, the WDB reviews the intake and enrollment processes, display of federal signs, case files, accessibility for all customers, and programmatic specific compliance for WIOA, Priority of Services, training services and accessibility every six

months. AJC partners’ staff will also receive ADA compliance training to ensure compliance is met at all levels of engagement once a year.

COMPLIANCE WITH ADA

WDB and AJC partners are required to provide reasonable accommodation for individuals with disabilities to ensure equal access and opportunity as both employers and providers of service.

All sub-recipients and contractors as part of their contractual agreements are required to be compliant with all board policies and procedures which are included in the Job Center Operational Manual.

Assistive technology is available in all centers and affiliate sites. This technology ensures effective methods for individuals with disabilities to access all services. Additional accommodations, equipment, and interpreters can be accessed as needed.

A non-exhaustive list of auxiliary aids and services can be found in 29 CFR § 38.4, and includes:

- Qualified interpreters, note-takers, transcription services, written materials, telephone handset amplifiers, assistive listening systems, telephones compatible with hearing aids, closed caption decoders, open and closed captioning, telecommunications devices for deaf persons (TDDs/TTYs, video telephones, or video remote interpreting devices), videotext displays, or other effective means of making orally delivered materials available to individuals with hearing impairments.
- Qualified readers, taped texts, audio recordings, brailled materials, large print materials, or other effective means of making visually delivered materials available to individuals with visual impairments. Acquisition or modification of equipment or devices. Ensure Job Centers are American with Disabilities Act (ADA) compliant and equipped with auxiliary aids and accommodations. This should include a list of currently available assistive technology devices and services within the centers available for individuals.
- Ensure individuals are aware of compliance through use of signs or other means of visibility. “Equal Opportunity is the Law” must be prominently displayed within the Job Centers and made available in other formats as requested.

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- Rejection of all job orders from any employer that specifies it will not accept applications from individuals with disabilities or from applicants with a certain disability. Under the law, individuals with disabilities must be referred for the same range of positions as any other qualified customer.
- Maintain confidentiality and not disclose disability-related or other medical information about an individual to an employer or partnering organization unless the job seeker has requested the disclosure on their behalf.
- Incorporate information on accommodations and rights of all individuals, including individuals with disabilities, in orientations.
- Refrain from stereotyping individuals with disabilities when evaluating their skills, abilities, interests and needs.
- Periodically review eligibility criteria for services or training to eliminate elements that may screen out individuals with disabilities (unless criteria are directly related to specific training or services and is essential).

ACKNOWLEDGEMENT OF UNDERSTANDING

Montgomery County WDB acknowledges a strong understanding that while Section 188 of WIOA and 29 CFR Part 39 ensure equal opportunity for individuals with disabilities, sub-recipients may also be subject to the requirements of:

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

GRIEVANCE POLICY

The policy to address all grievances is included in the Job Center Operational Manual posted on

our website. After receipt of a formal grievance, the deciding official shall consider and attempt to resolve the grievance, to the extent resolution is, in the deciding official's judgment, warranted. If the grievance cannot be resolved in a manner acceptable to the aggrieved, the deciding official shall refer the grievance to the CEO for his/her consideration and final decision.

Upon receipt of a formal grievance, the deciding official shall consider and attempt to resolve the grievance, to the extent resolution is, in the deciding official's judgment, warranted. Within 14 days of receipt of the formal grievance, the grievance cannot be resolved in a manner acceptable to the aggrieved, the deciding official shall refer the grievance to the CEO for his/her consideration and final decision.

The deciding official, or the Director in the event of referral to him/her for final decision, shall conduct a hearing of the nature and scope appropriate to the issues involved in the grievance, within 30 calendar days of the filing of the formal grievance.

For programs funded through DLLR, if the grieving party does not receive a decision within 60 days of filing the formal grievance, or receives an unsatisfactory decision, the aggrieved then has a right to request a review by the Maryland Department of Labor Licensing and Regulation.

For programs other than those funded by DLLR, the grievance procedures and appeal process shall be those specific to the funding source.

INDIVIDUALS WITH LIMITED ENGLISH PROFICIENCY

As Montgomery County has a strong and diverse immigrant population, WSM partners with the Gilchrist Immigrant Center, Upwardly Global and Montgomery Coalition for Adult English Literacy to provide comprehensive services to individuals with limited English proficiency.

The WDB complies with the 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. WDB disseminates information to limited-English speaking individuals through both oral and written means. Each of AJC partners have at least one staff and/or access to

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a member that is bilingual in English and Spanish. Many of the WSM staff are bilingual and are able to provide services in different languages. Bilingual brochures specifically designed for this community are also available and periodically updated. Recognizing that English language learners may have difficulty communicating their needs, available brochures will provide pictorial representations to ensure the message is effectively received. In addition, Wagner-Peyser staff provide ROW and RESEA workshops in Spanish regularly to support the needs of limited English-speaking individuals.

WDB anticipates expanding access to services and translation of documents into the six major languages spoken in Montgomery County: Spanish, Mandarin, French, Amharic, Korean, and Vietnamese. WDB staff members coordinate with the county's Language Access Coordinator to stay up-to-date on county resources and capabilities for serving the county's LEP population.



SECTION XVII

FISCAL, PERFORMANCE, AND OTHER FUNCTIONS

A description of the local Board’s compliance and processes for fiscal performance as mandated under WIOA legislation and State issuances.

WDB has developed a financial handbook that outlines policies, procedures and internal controls system for accounting oversight, which includes in-house procedures, in addition to financial management by contractors and a third-party financial firm. All financial transactions will be recorded and reported in accordance with Generally Accepted Accounting Principles (GAAP). WDB uses a fiscal system combining QuickBooks and Bill.com, and supplemented by Excel spreadsheets. Each grant and each cost pool have been assigned a ‘Class’ in the QuickBooks accounting system with budget values input by Class. The QuickBooks accounting system has the functionality to report periodic budget to actual results as needed. All vendor invoices are routed through the Program Manager and sent to accounting clerk and coded by expense account and Class, with appropriate programmatic review and approval routing through Bill.com. A third-party fiscal agent reviews each expense posting to the accounting system and the CEO reviews and approves each invoice prior to when the cash is disbursed.

Summary reports of expenses by grant are reviewed by the fiscal agent, CEO and Board Finance Committee, and programmatic staff to ensure costs are properly assigned and within budgetary limits. Contractual obligations are tracked and tied to programmatic goals to monitor contractual obligations and expenditures. Capitalized assets are recorded in QuickBooks separately and depreciation is calculated and recorded on a monthly basis.

Cash reimbursement requests are submitted to DLLR twice each month and the receivables are recorded in the accounting system and Excel cash forecast. WIOA formula funds are received from the county approximately 30 days after the request and non-formula funds are received from DLLR approximately 21 days after the request. Knowing this, cost projections for the expected time to receive requested funds are made for payroll and for other recurring costs (rent, utilities, etc.) based on historical trends from the three previous months. These projections are added to the cash disbursements for the grant and aged invoices

associated with the grant so that negative cash on hand (reimbursable disbursements in excess of cash receipts) does not become too great. Aged payables are flagged according to the cash request that includes them so that checks can be written within three business days of receipt of the funds.

DESCRIPTION OF FISCAL SUSTAINABILITY OF THE AJC SERVICES

All fiscal procedures are guided by DLLR issuances and monitored by an independent audit firm. WDB also utilizes braided funding practices and other resources to sustain quality service delivery in the Montgomery County Job Centers. The CEO and financial contractor regularly review funding levels to forecast significant changes in WIOA funding. WDB monitors the base costs of Job Center operation to be able to quickly develop a reduction plan in the event of reduced WIOA funding. In the event of a reduction of funding WDB will adjust the following as appropriate modify service provider contract, modify programs, or modify operation costs to ensure alignment with budget.

WSM maintains flexibility in how it manages the financial stability of the Job Center. There are minimal fixed costs and approximately 85% of WIOA funding is available for staffing and career services. WSM rents a facility appropriate for its size and budget. Our lease includes a defunding clause so we are not locked into a large expense that would cause financial difficulties if the budget shrank. Our personnel and professional services contracts are short-term, generally one year, so we have the flexibility to shrink or grow our annual operating budget based on our funding levels. Additionally, we braid multiple funding sources to supplement our budget which gives us the ability to adjust our operating budget by replacing funding that expires with new funding when needed, or to expand or contract our services.

DESCRIPTION OF THE COMPETITIVE PROCESS IN AWARDING SUBGRANTS AND CONTRACTS

WDB is committed to following all federal, state, and local procurement policies and processes. WDB has established procurement policies and procedures which have been approved by the board. Services are announced for bid or proposal and evaluated by an independent team of either staff, board members and/or community

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members based on procurement thresholds. Contracts are awarded based on pre-established qualifications and scoring protocols. As outlined in the procurement policy, The WDB issued an RFP to procure six areas of services to build the workforce system infrastructure in Montgomery County.

The RFP invited proposers to:

- Deliver Adult, Dislocated Worker and Youth Services;
- Help build a business solutions system;
- Help build a career pathways system; and
- Act as the one stop operator.

The RFP process involved a set of rules to safeguard fair and objective decision-making when awarding grant funds. The rules comply with applicable federal, state and local requirements, i.e., Title 2 Code of Federal Regulations (CFR) Part 200. Notice of the RFP was sent to entities on WDB Bidders List (a list of local non and for-profit entities interested in conducting business with WDB which numbered over 50 organizations). Additionally, information regarding the RFP was legally noticed (i.e. published in local newspapers and on the WSM website). WSM has a procurement process that details the competitive selection procedures. The procedures prescribe for preparation of the Request of Proposal (RFPs) that include Board advisement. A Board review subcommittee makes a selection and recommends to the full Board as to the vendor. WSM contracts with the vendor. Risk assessment will become a part of the selection process.

DESCRIPTION OF LOCAL LEVELS OF PERFORMANCE NEGOTIATED (SECTION 116(C))

The Board negotiated the performance levels with the State under the guidelines of the TEGL 26-15. As a response to the State proposed outcomes, the Local Board analyzed historical participant level data and estimated the outcomes based on the WIOA definitions for performance metrics. The Board took into account current employment trends and economic conditions in the county. The tools used to come up with the suggested measures were suggested by DOL and DLLR. These factors were considered when suggesting new performance levels which were accepted by the state.

Actions Taken to Remain a High Performing Board

The WDB Operation Committee is responsible for reviewing and evaluating the performance of the Montgomery County Job Centers and the One-Stop Operator. The committee reviews and evaluates quarterly reporting for WIOA performance indicators and conduct on-going analysis of programs and outcomes to identify trends and ensure data-led decision making. WDB is developing a data dashboard that includes key performance indicators of AJC and the economic impact of the workforce development system. The Board will require WSM to conduct annual independent evaluation of the service delivery system.

The Board will comply with Sections 107 and 116 of the Workforce Innovation and Opportunity Act (WIOA) by following requirements as to the Workforce Development Board structure and performance. In particular, the Board will review quarterly predictive reports that show WIOA performance indicators. The Governance Committee will be tasked with oversight of performance and funding.

In addition, the Board will be conducting and reviewing an on-going analysis of WIOA programs' outcomes that look at trends, causal relationships, and impact of the local area; making decisions accordingly if needed. A scorecard, with the outcome of each partner will be developed and reviewed at Alignment Committee meetings.

The Board will strongly encourage all staff who work with clients and customers to participate in all trainings provided by the Maryland Department of Labor, Licensing and Regulation (DLLR) and the U.S. Department of Labor that relate to meeting performance standards. Staff may also attend other professional development trainings and conferences such as the National Association of Workforce Development Professionals (NAWDP) and other employment and trainings opportunities as appropriate. At the same time, all service providers (vendors) will receive periodic trainings on performance standards and strategies.

ITA POLICY AND COMPLIANCE

ITAs are the mechanism for providing Title I and EARN (when dual-enrolled in Title I) customers with the means to finance and obtain training to become employed full-time without additional subsidies.

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The Workforce Development System established under WIOA legislation emphasizes informed customer choice, system performance and continuous improvement. After receiving services and in consultation with case managers, eligible participants who may benefit from training use the list of Maryland Eligible Training Service Providers to make an informed choice.

WIOA Sec. 134(c)(3)(G)(iii) states that “[t]raining services provided under this paragraph shall be directly linked to an in-demand industry sector or occupation in the local area or the planning region.” As such, the Board limits individual training to those industries and occupations that the Local Workforce Development Board deems in-demand. Those industries and occupations are identified on the documentation that clients received at intake. The Board has set a spending cap on all ITAs of \$3,500.00. This cap is reviewed on an annual basis. In all cases, the Board seeks to provide high-value training solutions by operating cohort trainings in the most in-demand and popular occupations and industries in the local area.

Training services may be made available to employed and unemployed adults, dislocated workers, and youth who:

- Have met the eligibility requirements of receiving career services and have been determined to be unable to obtain or retain employment through such services;
- After an interview and case management has determined the need of training services;

Current guidance for the development and approval of ITAs is as follows:

- Have researched and selected a program of training that is directly linked to employment opportunities either in the local area or in another area to which the participant is willing to relocate;
- Are unable to obtain grant assistance from other sources to pay the total cost of such training, including State funded training, Trade, Pell Grants or require WIOA assistance in addition to other sources of grant assistance.

ITAs will only be approved for positions on the High Demand Industry List, defined as jobs (1) in demand by employers, (2) have higher skill needs and will therefore likely provide family sustaining wages,

and (3) are targeted to locally have 75 or more openings each year for the next five years.

Funding is based on appropriateness and funds availability. The individual funding for ITAs cap is \$3,500. AJC customers should never be guaranteed funds or training. No payments are made directly to an individual.

A DESCRIPTION OF HOW TRAINING SERVICES UNDER CHAPTER 3 OF SUBTITLE B WILL BE PROVIDED IN ACCORDANCE WITH SECTION 134(C)(3)(G)

Training services will be provided in accordance with 134(c)(3)(G) of the Workforce Innovation and Opportunity Act. Training services provided will maximize client’s choice in the selection of an eligible provider of such services. As required in the Workforce Innovation and Opportunity Act, training services shall be directly linked to an in-demand industry sector or occupation or related entry level career path course of study.

The Board will support both Individual Training Account (ITA) and On-the-Job training (OJT) models for training. OJTs are an example of a larger work & learn strategic priority of the Local Board and provide work experience for clients before they are hired and an opportunity for businesses to teach a potential employee and evaluate their suitability for the job. ITAs provide an opportunity for a client to study for and obtain certification or other credential through a training provider, which would allow him/her to obtain employment at the end of the study. The clients will be able to decide on the training and career track utilizing Labor Market Information provided to them

The WDB works with industries to identify and facilitate industry-led training. Core partners will target ITAs and cohort training approaches towards these targeted industries. If key training demanded by industry is not yet available through Maryland Higher Education Commission (MHEC) approved training providers within Montgomery County, the WDB can provide a waiver for training under the following circumstances:

- There is an insufficient number of eligible training provider services to use ITAs;
- There is a training service program of demonstrated effectiveness that is offered by

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a community-based organization, a private organization, or an EARN Maryland program;

- The most appropriate training could be provided by an institution of higher education to train multiple individuals for jobs in in-demand sectors or occupations'
- A pay-for-performance contract is the most effective means of providing training services; or
- Providing training through a combination of ITAs and contracts is the most effective approach to placing a participant in a program.

Training services will be provided in accordance with 134(c)(3)(G) of the Workforce Innovation and Opportunity Act. Training services provided will maximize client's choice in the selection of an eligible provider of such services. As required in the Workforce Innovation and Opportunity Act, training services shall be directly linked to an in-demand industry sector or occupation or related entry level career path course of study.

The Board will support both Individual Training Account (ITA) and On-the-Job training (OJT) models for training. OJTs are an example of a larger work & learn strategic priority of the Local Board and provide work experience for clients before they are hired and an opportunity for businesses to teach a potential employee and evaluate their suitability for the job. ITAs provide an opportunity for a client to study for and obtain certification or other credential through a training provider, which would allow him/her to obtain employment at the end of the study. The clients will be able to decide on the training and career track, utilizing labor market information provided to them.

Career Specialists will work with individuals and cohorts to identify training opportunities that match their abilities, career interests, and labor market information. The Career Specialist will complete the training contract with the individual and training provider and submit the documentation to the training coordinator. The Training Coordinator will review the documentation and submit to the Director for budgetary and programmatic approval before training begins.

UTILIZING THE MARYLAND WORKFORCE EXCHANGE SYSTEM (MWE)

WDB and AJC partners will utilize the Maryland Workforce Exchange (MWE) as the primary case

management information system for programs carried out under WIOA and job center activities.

All information on activities, compliance, attendance, and case notes will be entered real-time by adult and youth sub-contractors. Sub-contractor staff will monitor performance and compliance in the system on a regular basis. The WDB staff will run reports monthly to provide data integrity and compliance oversight to include predictive reporting and data analysis for continuous improvement purposes.

The core partners will work together to effectively collaborate on Maryland Workforce Exchange utilization across WIOA, Wagner-Peyser and general program functions for employers' and job seekers' benefit. Enhanced utilization of the Maryland Workforce Exchange will include workshop registration through the system, improved use of the Virtual Recruiter functions, and business solutions activities. Staff will also encourage customer use of the mobile application and PIRL system to support job matching activities within the Maryland Workforce Exchange.

OVERSIGHT AND MONITORING OF WIOA ACTIVITIES

WSM staff will provide overall oversight and monitoring for WIOA activities. Each subcontractor will be responsible for identifying staff to conduct internal monitoring on a regular basis. The WDB expects internal monitoring to include periodic comparisons of information entered into the Maryland Workforce Exchange and information kept in the physical case files for compliance purposes. In addition, the WDB expects that subcontractors will monitor data integrity in the Maryland Workforce Exchange to include assurance that case notes and activities are entered in a timely manner and that outcomes and soft exits are monitored properly.

The WDB will work closely with DLLR and will comply with the requirement for all subcontractor agreements and contracts be monitored annually. WSM staff will monitor sub-contractors regarding both programmatic and fiscal compliance. As part of this process, the organization provides technical assistance to subcontractors as needed on all aspects of compliance and monitoring.

The WDB reviews the intake and enrollment processes, display of federal signs, case files,

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accessibility for all customers, and programmatic specific compliance for WIOA, Priority of Services, and training services.

Expenditures are tracked monthly to assure correct cost categories and that expenses are within contracted cost limitations. Expenditure related to Young Adulting program expenditures will be monitored to ensure compliance to expenditures related to training, work-based activities are being met. Additionally, frequent desk reviews are conducted on each WIOA contract.

The Operation Committee and the Job Center Consortium both review any findings. Consortium members will be responsible for recording all monitor findings, forwarding such findings and ensuring positive responses and corrective actions as needed. The WDB is committed to providing technical assistance or seeking the proper expertise to rapidly remedy all issues and ensure positive practices and will ensure subcontractors take correction action pertaining to WIOA case file monitoring and data validation findings

Training on policies and reporting requirements will be held for all partner agencies and sub-recipients at minimum on a yearly basis.

Local policies addressing the oversight of the AJC, youth programs and WIOA Title I programs are developed in response to DOL or DLLR issuances, or internal needs. The WDB established a Policy Development Procedure based on DLLR's policy process. All policies are reviewed by the Board.

The procedure outlines key components required in policies and a five-step process for policy development:

1. **Identify Need for Policy**
2. **Policy Drafting**
3. **Policy Review by Subject Matter Experts and Committees**
4. **Review of Job Center Consortium**
5. **Review and Comment Period**

DESCRIPTION FOR SAFEGUARDING PERSONALLY IDENTIFIABLE AND CONFIDENTIAL INFORMATION

In accordance with TEGL 39-11 and State Law, individuals applying for the Workforce Innovation and Opportunity Act or other funded services must be provided an opportunity to submit written authorization allowing the service provider to share their personal and confidential information and records. Each individual must also be informed that he/she can request his/her personal and confidential information not be shared among the partner agencies of the workforce system and that this request does not affect their eligibility for services. If an individual declines to share his/her personal and confidential information and is eligible for and receives services, the Board will work with the State to identify a pseudonym to document the participant's program services.

The WDB is committed to protecting the privacy of both job seekers and employers through secure handling of personally identifiable and confidential information in compliance with TEGL 39-11. All staff and AJC partner representatives are required to take aggressive measures to mitigate the risks associated with the collection, storage, and dissemination of sensitive data including personally identifiable information (PII) as outlined in the policy.

The WDB and sub-recipients and contractors will maintain confidentiality and not disclose information about an individual to an employer or partnering organization, unless the job seeker has requested the disclosure on his/her behalf. Both staff and customers sign confidentiality agreements, and customers are informed of their rights and protection of information. Specific measures are taken to further secure medical and disability records, as well as social security numbers. Procedures and policies are in place and updated regularly to secure customer information electronically and in the Montgomery County Job Centers.

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DESCRIPTION OF PROCUREMENT SYSTEM

The WDB assures that all procedures will comply with WIOA and WIOA Final Rules, as well as State of Maryland and Montgomery County standards. WSM has a procurement process developed by the WDB for expenditures that adheres to the most stringent funding standards for procurements. In addition, WDB has a policy in place for vendor procurement guidelines.

WSM is in compliance with the 29CFR Part 95, Part 97 and 2 CFR 200.

1. As a non-profit 501(c) organization, WSM has established procurement regulations that meet the requirements of Montgomery County and all Federal requirements delineated below. These regulations have been reviewed by WSM's attorney and approved by the WSM Corporate Board of Directors.
2. WSM Procurements will comply with WIOA and WIOA Final Rules, when published, as well as standards established by the State. Property contracts will adhere to Property Management Procedures taken from the Office of Management and Budget, OMB Circular 2 CFR 200 Uniform Administrative Guidance. Major service providers, which WSM defines as those that will cost over \$150,000, will be selected by utilizing the Competitive Bid or Request for Proposal formats. Selection of all service providers will be based on the vendor's ability to demonstrate prior effectiveness in the performance standard goals; provide fiscal accountability and cost effectiveness; and serve the targeted population. Proper consideration shall be given to the community-based organizations based on cost, quality of training, characteristics of participants, and meeting performance goals.
3. Sole-source contract may be necessary for services not available by multiple vendors or by vendor ability/knowledge to perform necessary service. Sole-source procurements will be justified in accordance with the criteria in Chapter II-10 of the One-Stop Technical Assistance Guide.
4. Duplication of services or facilities available from federal, state, or local funds will not occur unless it can be demonstrated that alternative services or facilities are more effective or contribute to the achievement of the Montgomery County Workforce Development Area's goals.
5. Local Education Agencies will be given the opportunity to provide services unless it is demonstrated that alternative agencies would have a greater potential to enhance the participant's occupational and career growth.
6. WSM will not fund any skills training unless the level of skills provided in the program is in accordance with any guidelines which may have been established by the Board.
7. WSM and the Board agree to adhere to a code of conduct and procedures to avoid conflict of interest, or the appearance of such conflict, in the exercise of their responsibilities, particularly those relating to the awarding of contracts. All members of the Board and the WSM Corporate Board of Directors must sign a Conflict of Interest Statement as a condition of their continued membership. The standards governing the conduct and performance of members of the Board (as noted on its by-laws), its officers and staff, WSM members and authorized agents who are engaged in the procurement of goods and services using federal funds. Except as otherwise permitted or provided by federal, state, or local laws, rules, and regulations, the following provisions shall apply:
 8. The Board members, WSM, the Board members or employees will not be permitted to participate in the selection or award of a contract supported by federal or state funds if there is an apparent conflict of interest.
 9. The Board members or employees will not be permitted to solicit or accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to any agreement, or to accept gratuities, favors, or anything of a monetary value in excess of \$35.00 per occurrence from contributors, etc.
 10. The Board members, or employees will not be permitted to use any knowledge gained through their position for personal profit or the profit of family or associates.

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11. Conflict of interest standards cover Board members, employees who are involved on the procurement process in which their relationship to the award recipient could be categorized as:

- The member, officer, employee or authorized agent;
- Any member of his/her immediate family;
- His/her business partner;
- Any organization which he/she belongs to or that employs any of the above, or has a financial interest in the firm being considered for an award.

These internal regulations define the levels of procurement and the different requirements of competition for each level.

The procurement process is as follows and will be outlined in the procurement policy (see Attachment 2 for policy development timeline):

For large procurements, RFPs are developed, widely issued, advertised when necessary, proposer conferences are held, proposals are rated and ranked based on established, know criteria and the best proposer is objectively selected;

- For more routine purchases, needs are identified by initiative director/authorized staff;
- The level of approval and requirements for competition as defined by procurement regulations are assessed by the initiative director;
- Criteria in the procurement regulations are applied and when necessary, competing prices are determined via catalog, internet, or telephone as appropriate; at least three prices for equivalent items are entered on the form designed for this purpose including the recommended source;
- The initiative director reviews the proposed purchase to determine if the item is a valid program need, if the competitive prices are sufficient and if the recommended source is appropriate; if so, the initiative director will verify that the contractor/vendor is in good standing with the Federal Government and the State; this is done through SAM and SDAT;
- If so, the signed approved fiscal request form and backup documentation is forwarded to the fiscal unit for the order to be placed.

- For routine office supplies, purchases are approved by the initiative director and sent to the fiscal unit to be ordered. Orders are sent directly to the office needing the supplies and a staff member at the office will verify the order was completely received by signing off on the shipping invoice and/or responding to the fiscal unit by e-mail that the order was received and complete.

PROPERTY MANAGEMENT PROCEDURES

A procedure for all property management has been developed to adhere with DOL standards and regulations set forth in 29 CFR Parts 95 and 97, as well as in 2 CFR 200. Asset management will adhere to Property Management Procedures taken from the Office of Management and Budget, OMB Circular 2 CFR 200 Uniform Administrative Guidance. As part of the property management policy, all equipment and significant assets are tagged and inventories with a biennial review. Equipment that is not working, fully depreciated, and/or no longer needed are disposed of according to federal regulations and removed from inventory.

CONFLICT OF INTEREST

A Conflict of Interest policy has been approved by the WDB. As part of the policy, no individual in a decision-making capacity shall engage in any activity, including participation in the selection, award, or administration of a subgrant or contract supported by WIOA funds, if a conflict of interest (real, implied, or apparent) would be involved. All WDB members sign a Conflict of Interest form and attend yearly ethics training. In addition, conflict of interest training materials is posted on the WDB website for easy reference.

WIOA ACCOUNTING PROCEDURES (GAAP)

The financial reporting system combines a multi-user QuickBooks accounting system and Bill.com, supplemented by Excel spreadsheets and a third-party payroll processor providing payroll reports, and related reporting services. All costs and expenditure reports are produced from data in QuickBooks. This system can differentiate between cash basis, accrual basis and, with the linking-spreadsheets, obligation-basis accounting. Revenue is generated when WSM calculates a reimbursable

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expense has been incurred. Accounting staff will prepare an invoice to the grantor that generates revenue and accounts receivable. Upon submission, the invoice becomes part of our Aging which allows us to track unpaid invoices (unreimbursed costs). MWE is registered with both the Maryland Comptroller’s Office and the federal System of Award Management and receives Electronic Funds Transfers directly from all state and federal grantors into our main operating bank account as a result. All expenditure invoices and revenue deposits are entered in the Bill.com system for categorization and management

Cash reimbursement requests are submitted to DLLR twice each month on a reimbursable basis and the receivable recorded in the accounting system, grant tracker and Excel cash forecast (as developed by outsourced accounting firm). WIOA formula funds are received from approximately 30 days after the request and non-formula funds are received from DLLR approximately 21 days after the request. Cost projections for the expected time to receive requested funds are made for payroll and for other recurring costs (rent, utilities, etc.) based on a trailing three month burn rate. These projections are added to the cash disbursements for the grant and aged invoices associated with the grant so that negative cash on hand (reimbursable disbursements in excess of cash receipts) does not become too great. Aged payables are flagged according to the cash request that includes them so that checks can be written within three business days of receipt of the funds. The majority of cash receipts are received electronically from the remitter. WDB does not accept payments in cash. Cash is disbursed either via Payroll Network, WSM’s payroll vendor, for payment of compensation or Bill.com for payment of vendor invoices.

No WIOA cash is kept on hand and stringent procedures are in place to monitor cash.

OBLIGATION CONTROL SYSTEM

Obligations for training and participant costs are tracked and reported by the adult and youth sub-contractors. Sub-contract obligations are tracked by internal staff and Job Services who oversees the WIOA contracts. An internal contract tracking document matches expenses to budget for each contractor and is reconciled on a monthly basis.

Other obligations like contracts and sub- grants are requested by the initiative director, prepared in the fiscal office, and signed by the CEO. Obligations are controlled using Excel spreadsheets that list each obligation separately and subtotals them by grant and budget line item, while enabling the calculation of month-end accruals. These spreadsheets are reviewed at least monthly with the initiative director to verify completeness and to identify amounts needing to be de-obligated.

ITA PAYMENT SYSTEM

Invoices/bills for the training are sent directly to the fiscal unit, which reviews the document in accordance with the terms of the Individualized Training Account (ITA), the bill is matched to the original ITA to ensure that: the ITA has been signed by both parties; the bill amount does not exceed the ITA amount (by more than 10%); client information is correct; outcome documentation is for the training as listed on the original ITA. Copies of the outcome documentation are sent to the program to be placed in the client file.

CHART OF ACCOUNTS SYSTEM

WSM uses Bill.com to facilitate accounts payable procedures and ensure timely payments. Invoices are sent by vendors to the WSM office where they are validated, programmatically approved, and matched to the appropriate class and line item. The invoice is then entered into Bill.com for payment. Bill.com interfaces with and enters data into QuickBooks, recorded invoices directly into the appropriate expense account and Class. Cordia reviews all input data for proper accounting verification and distribution within QuickBooks. The CEO approves the payment and Bill.com creates a check for payment or transfers funds to the appropriate vendor.

ACCOUNTS PAYABLE SYSTEM

When possible and practical, obligating documents such as contracts or Purchase Orders are created in advance of expenses being incurred through Bill.com.

After the service(s) is performed or materials purchased, invoices are sent by vendors to corporate headquarters where they are date-stamped and forwarded to the accounting analyst. The accounting

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analyst validates all invoices, including coordinating approval from the initiative director that the cost was intended, allowable, and satisfactorily received. Then the invoice is entered into the accounting system for payment and reporting. The appropriate grant and chart of accounts line is charged according to the budget. Reimbursement is requested from the grantor and the payable invoices are aged, when possible, or paid immediately when required. Aged invoices are associated with a reimbursement request and paid no later than three days after the reimbursement is received.

Review of Invoices—The accounting analyst assembles all the invoices ready for payment. The Accountant reviews the hard copy invoices for proper support documentation and verifies that the cost has been distributed to the correct general ledger account and grant or cost pool account. The Accountant or program manager initials properly charged bills and forwards them to the aging file.

Check Writing—WSM rarely writes checks, as the organization tends to utilize an electronic system. Based on due dates or reimbursement received from the state, the Accountant retrieves the appropriate number of blank checks from a locked cabinet and prints the checks using the Bill.com bill-pay feature. Checks are pre-numbered and are periodically reviewed to ensure that all printed, manual, unused, or voided checks are accounted for sequentially. All checks are reviewed and signed by the CEO, and then returned to the Accounting Analyst for mailing and filing.

Credit Card Payments—WSM has one corporate credit card that is held by the CEO. It is used for online purchases, registrations and point-of-sale purchases. Documentation includes a receipt and normally, as appropriate, a fiscal request form which states the need for and use of the purchased item or service. After entry into the accounting system a report is printed showing how it was charged to the appropriate grants budget. The total documentation package is approved by the accountant after entry and by the CEO at the end of the month when all packages are assembled using the monthly statement as the cover sheet.

Online Payment—A majority of transactions are paid electronically. The documentation for each of these payables is assembled as if a check was going to be cut, but then a payment confirmation page is printed and added to the file, which the President signs authorizing funds to leave the company.

STAFF PAYROLL SYSTEM

Staff payroll services are managed by the accounting firm using a commercial third-party payroll service provider, Payroll Network. The system contains payroll data (backed up by employee files) and provides: the calculation of wages, taxes, and leave payments; creation of appropriate reports; and payment and filing of all necessary employer taxes and quarterly reports. All payroll is direct deposited to a financial institution of staff choice. Times of attendance, hours worked and grant/program served are submitted monthly via an Excel spreadsheet that is signed by the employee and approved by the CEO. The Accountant verifies that all hours are submitted appropriately and charged to the appropriate grant.

PARTICIPANTS PAYROLL SYSTEM AND STIPEND PAYMENT SYSTEM

All participant payroll and stipends under WIOA funding is managed by WDB program operators. WDB reviews participant payroll and stipends in its fiscal monitoring to ensure sound financial processes.

WSM STAFF WORKING WITH WIOA FUNDS

Dr. Ellie Giles, CEO
 Harry Thompson—Accounting Consultant

COST POOLS

The program cost pool is allocated on a quarterly basis to the WIOA Adult and Dislocated Worker grants based on the percentage of new clients enrolled as Adults and Dislocated Workers during the same quarter.

The WIOA Youth Cost Pool is distributed between In-School and Out-of-School Youth on the basis of direct costs in each category.

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The Executive and Administrative Cost Pool is allocated equally to all programs based on direct costs, to the limit of the lesser of the grant approved rate or our Federal approved indirect rate. Indirect and Overhead Costs (“IOC”) are expenses (e.g., compensation and fringe benefits not charged to a specific program or grant, proportional shares of the OPC and COC allocations, other indirect costs and professional fees, etc.) not directly charged to specific program or grant Classes.

The total monthly activity recorded to the IOC Class will be allocated to all programs and grants based on the ratio of each facilities and shared staff (per the RSA) costs for Career Centers are first divided amongst participating partners on the basis of square footage, and then between WIOA Adult and Dislocated Worker based on the Program Cost Pool plan described above.

Other grant programs work out of the Career Centers and their facilities costs are to be allocated to that program based on square feet directly used. Supplies and personnel-driven charges would be allocated based on headcount. Class’s total non-compensation direct expenses to the total non-compensation direct expenses of all program and grant classes.

WDB organizational operations are supplemented through other funding streams and unrestricted funds are utilized for costs not attributable to grants, as outlined in our cost allocation plan.

WDB has a cost allocation plan matrix that outlines all chart of account categories and class categories and the recordation and allocation of each category of costs.

- Program Cost Pool—The operations of the WIOA Adult and Dislocated Worker grants are closely related and share a number of resources including staff, facilities, equipment, and supplies. In the cases where these costs cannot be easily identified as associated with one or the other grant, they are included in this pool.
- WIOA Youth Cost Pool—All WIOA Youth program costs must be categorized as either In School or Out of School costs. Any costs identified as program costs belonging to the WIOA Youth grant that cannot be easily identified as In School or Out of School are included in this pool. This will mostly include costs for facilities, staff, equipment, and supplies used for all Youth activities.
- Executive and Administrative Cost Pool—The cost of operating the corporate headquarters, including facilities, certain executive salaries, all fiscal costs and human resources costs are included in this pool and shared as indirect by all programs.

DEBT COLLECTION

WDB functions on a reimbursement basis to avoid debt issues. All invoices are reviewed prior to payment to ensure allowable costs. However, if an unresolved debt occurs due to overpayment, disallowed costs, or an unanticipated circumstance, the following procedures are enacted:

- Within 30 days of invoice development, a demand letter is sent specifying the pertinent debt information and accompanying legal rights information.
- If no contact has been established with debtor after 30 days, a follow-up demand letter is sent.
- If no resolution has occurred after an additional 14 days, legal action is commenced

2016-2020 LOCAL PLAN ASSURANCES

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.

LOCAL PLAN ASSURANCES CHECKLIST

Assurances	
<input checked="" type="checkbox"/>	Consistent with WIOA Section 108(d), for the 2016-2020 Plan, the Local Board has held at least one public comment period of no less than 30 days to obtain input into the development of the Local Plan and to provide the opportunity for comment by representative of business, labor organizations, education, other key stakeholders, and the general public.
<input checked="" type="checkbox"/>	2. The final Local Plan is available and accessible to the general public.
<input checked="" type="checkbox"/>	3. The Local Board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.
<input checked="" type="checkbox"/>	4. The Local Board makes publicly-available any local requirements for the Local Area, such as policies, including policies for the use of WIOA Title I funds.
<input checked="" type="checkbox"/>	5. The Local Board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.
<input checked="" type="checkbox"/>	6. The Local Board has copies of memoranda of understanding between the Local Board and each American Job Center partner concerning the operation of the American Job Center delivery system in the Local Area, and has provided the State with the latest versions of its memoranda of understanding.
<input checked="" type="checkbox"/>	7. The Local Board has written policy or procedures that ensure American Job Center operator agreements are reviewed and updated no less than once every three years.
<input checked="" type="checkbox"/>	8. The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.
<input checked="" type="checkbox"/>	9. The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.
<input checked="" type="checkbox"/>	10. The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.
<input checked="" type="checkbox"/>	11. The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition therein.
<input checked="" type="checkbox"/>	12. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in the Local Area's American Job Centers for individuals with disabilities.
<input checked="" type="checkbox"/>	13. The Local Board ensures that outreach is provided to populations and sub-populations who can benefit from American Job Center services.

SECTION XVII

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.

15. The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.

16. The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.

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.

18. The Local Board ensures that American Job Center staff, along with the Migrant and Seasonal Farmworker program partner agency, will continue to provide services to agricultural employers and Migrant and Seasonal Farmworkers that are demand-driven and consistent with DLLR policy.

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.

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.

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.

22. The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.

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.

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.

25. The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.

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.

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.

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.

WORKSOURCE MONTGOMERY

SECTION XVII

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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.
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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.
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31. The Local Board will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.
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The Local Workforce Development Board for Montgomery County, Maryland 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.



Local Chief Elected Official

4/21/19

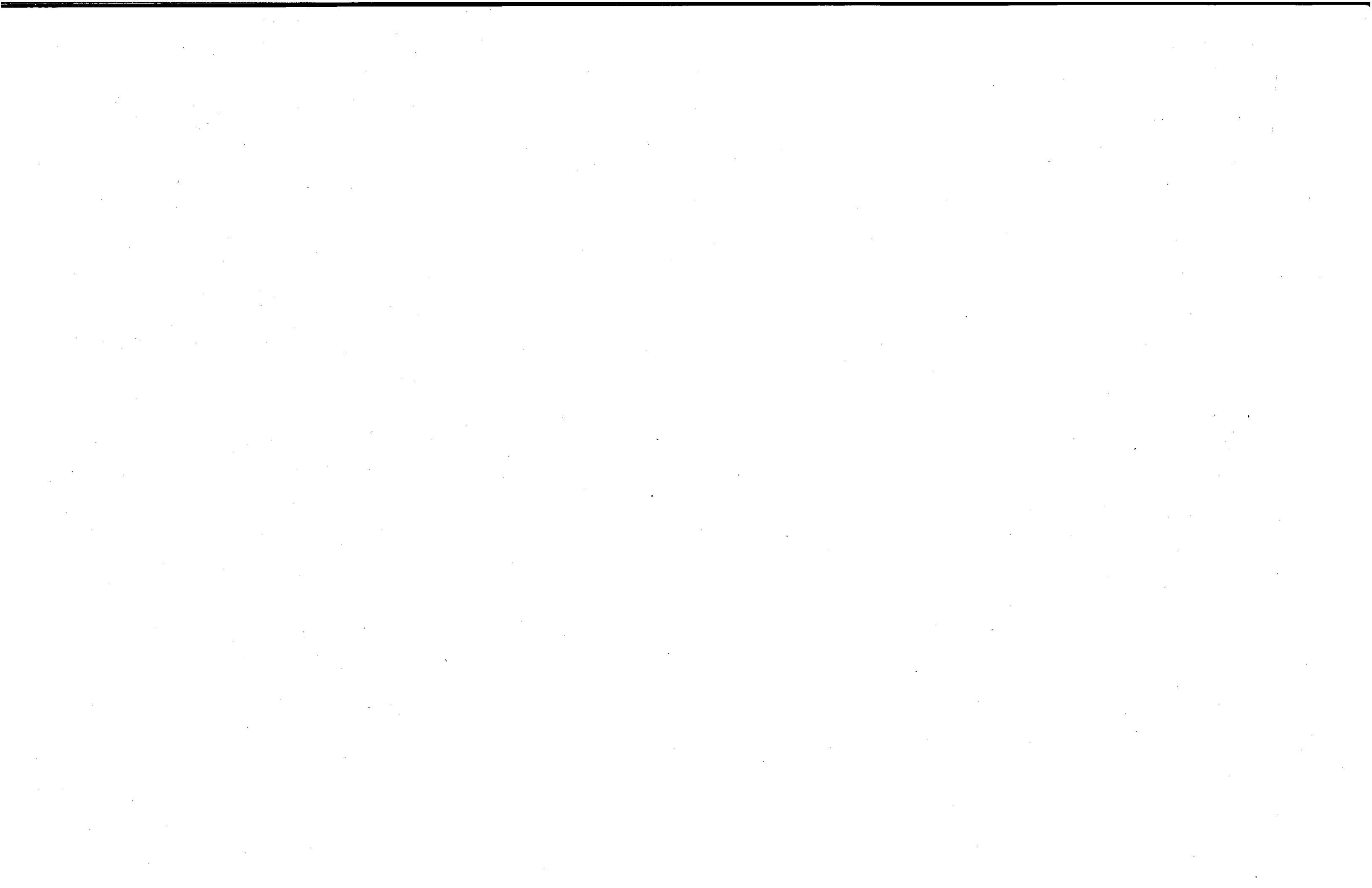
Date



Local Workforce Development Board Chair

4-24-19

Date





worksourcemontgomery.com