

2024 - 2028 MONTGOMERY COUNTY LOCAL AREA WORKFORCE PLAN



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Executive Summary

Background

The Montgomery County Workforce Development Board (WDB) is pleased to present the 2024-2028 Local Plan for Montgomery County, MD. The core vision for the WDB is to ensure all residents and businesses have access to quality economic mobility tools. Consisting of five (5) committees, the WDB is led by Chair Michelle Bell, President & CEO of 1st Choice, LLC, and Vice Chair Todd Cohen, Senior Lead of Strategic Workforce Development, Lockheed Martin. The committees for the LWDB include (1) Youth & Young Adult, (2) Hospitality & Healthcare, (3) Construction & Transportation, and (4) Information Technology and Life Sciences. The final committee, Executive, is comprised of the Chair, Vice Chair, and committee Chairs.

Guided by the WDB, the plan was developed in partnership with a variety of stakeholder groups essential to the local workforce system. These groups include job seekers, businesses, community organizations, American Job Center (AJC) partners, WDB members, elected officials and WDB staff (i.e., WorkSource Montgomery). A series of in-person and virtual group conversations and/or individual meetings were held to receive input for the plan. Additionally, general feedback was solicited for thirty (30) days while the draft plan was posted on WorkSource Montgomery's (WSM) website. Verbal and written feedback, along with data on Montgomery County's labor market, were critical components in developing the plan.

Vision & Aligning with Four Core Strategic Pillars

The Montgomery County workforce system's overall approach to service delivery and impact aligns with Maryland's Strategic Pillars. Our commitment and alignment are ever present in each of our six (6) local workforce priorities. Our priorities are: (1) Workforce System Building, (2) Community Engagement, (3) Business Engagement, (4) Talent Pipelines, (5) Youth Career Education, and (6) Measurable Impact. Each of our local priorities emphasize Advancing Equity & Access, Preparing the Future Workforce, Advancing Equity & Access, and improving System Alignment & Accountability.

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A. Workforce System Building

The WDB's and WSM's System Building priority centers around creating a coordinated, efficient, and sustainable workforce ecosystem that connects workers, employers, educators, and support services to improve employment outcomes. Home to over 150 workforce providers, multiple economic development entities, more than ten local chambers of commerce, The Universities at Shady Grove, Montgomery College, and the largest K-12 school system in the state of Maryland, system building is essential in Montgomery County. This priority is foremost as a coordinated workforce system produces leveraged resources, coherent messaging, increased partnerships, and improved customer satisfaction & outcomes.

Our continuous five (5) step approach to system building includes:

1. **Relationship Building** is the foundation of all system building initiatives as it fosters trust, collaboration, and shared accountability among key stakeholders. By cultivating open communication, mutual goals, and long-term engagement, relationship building helps break down silos and drive collective impact. This priority also includes practical efforts such as providing space at no cost for partner activities, sponsoring events, and participating in community events.
2. **Community Asset Mapping** focuses on identifying the existing workforce and supportive service resources within Montgomery County, MD. WSM's [Community Asset Map](#) exemplifies this by highlighting over 160 community-based organizations that offer essential services for job seekers (as of early 2025). The tool provides a comprehensive list of resources for residents, businesses, and partners while fostering opportunities for collaboration. Additionally, the Community Asset Map affords the opportunity to identify service gaps within Montgomery County. The resource continuously evolves as organizations can request inclusion through WSM's website.
3. **Capacity Building** leverages the Community Asset Map to identify service gaps for target populations. By analyzing the available resources in relation to areas of need, the WDB can make data driven decisions for targeted workforce development investments. To address gaps, the Board utilizes service providers within WSM's Community Workforce Network (CWN). This collaborative approach strengthens the capacity of

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providers where additional resources are necessary to meet the needs of underserved populations.

4. **Connective Technology** enhances collaboration among workforce system (CWN) partners by creating a centralized platform for information sharing, resource leveraging, and seamless service delivery. WSM deployed Atlas in 2024—a portal that allows partners to efficiently exchange data, coordinate referrals, and integrate case management, ensuring that job seekers receive holistic and streamlined support. By facilitating real-time communication and tracking participant progress across multiple service providers, Atlas strengthens the Community Workforce Network (CWN), promoting greater alignment, reducing service duplication, and improving employment outcomes for Montgomery County residents.
5. **Universal Reporting** across CWN is essential for demonstrating the impact and efficacy of workforce programming. By standardizing data collection and performance metrics, WSM can accurately measure job placement rates, participant success, and long-term employment outcomes, ensuring accountability and transparency. This data-driven approach not only helps to refine and improve workforce strategies but also provides quantifiable evidence of return on investment (ROI) for funders and stakeholders. By showcasing the effectiveness of workforce initiatives, universal reporting strengthens the case for continued and expanded funding.

B. Community Engagement

The Board's Community Engagement Strategy is designed to promote awareness and expand access to workforce services, ensuring that all residents can connect with the resources they need for economic success. This strategy goes beyond simply providing information, it actively solicits community feedback to shape decision-making to enhance service delivery.

Through a collection of advisory committees dedicated to Community Impact, Re-Entry, Target Industries, and Young Adults, WSM ensures that diverse perspectives are incorporated into decision-making for workforce initiatives. These committees provide valuable insight that help shape policies, program offerings, and funding priorities, making workforce services more responsive to community needs.

Accessibility is a key priority. WSM deployed the use of [Translate Live](#) devices enabling language-diverse communities to fully engage in workforce services. Additionally, the ADA compliant Mobile Job Center extends employment and training services directly into neighborhoods, reducing

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logistical/transportation barriers to access and ensuring those who may struggle with transportation benefit from career support.

Through targeted outreach efforts, strategic partnerships, and inclusive engagement practices, WSM can cultivate a more connected and equitable workforce ecosystem that benefits both job seekers, employers, and communities.

C. Business Engagement

A strong economy can only grow when businesses have access to a steady supply of skilled talent, making workforce development a critical component of economic sustainability. WSM's Business Engagement methodology is designed to build strong, mutually beneficial relationships with employers to ensure that workforce services align with current and future business needs. The goal is to create a talent pipeline that supports local businesses while providing job seekers with sustainable employment opportunities. Through industry committees and employer consultations, we work closely with businesses to understand their workforce challenges, hiring demands, skill requirements, and industry trends.

Employers can take advantage of a wide range of workforce services, including access to qualified candidates, job postings on public job boards, labor market intelligence, applicant screening, job fair coordination, and access to American Job Center (AJC) facilities for interviews and hiring events. These services help businesses streamline recruitment efforts and connect with job-ready talent efficiently. Additionally, WSM coordinates sector-specific hiring events ensuring employers find candidates with the right skills and experience for their industry.

Beyond traditional workforce services, WSM provides targeted financial resources to help businesses build and retain a skilled workforce. Through business grants, employers can receive funding to support the hiring and onboarding of new employees, as well as upskill Incumbent Workers to meet evolving industry demands.

Additionally, a key component of this strategy is customized training programs, such as bootcamps, which are designed in collaboration with industry partners to address specific skill gaps in high-demand sectors like biotechnology, healthcare, and IT. These specialized programs ensure that job seekers are equipped with the technical and industry-specific competencies that employers require, creating a direct pipeline of trained talent ready to enter the workforce.

This comprehensive approach ensures businesses have access to the workforce they need to grow and innovate.

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D. Talent Pipelines

WSM's Talent Pipeline priority is centered on preparing residents to meet the workforce demands of in-demand industries through its Sector Connector programs. These programs are designed to directly align job training and career pathways with the talent needs of the business community. By focusing on industries with high growth potential, WSM helps bridge the gap between job seekers and employers, fostering a workforce ecosystem that supports both economic mobility and business expansion.

The Sector Connector programs provide targeted training, education, and credentialing opportunities in priority industries such as Healthcare, Information Technology, Life Sciences, Skilled Trades, Hospitality, and Transportation. These programs are designed to result in measurable skill gains, industry-recognized credentials, employment placements, and livable wage jobs for participants. By collaborating with industry leaders and educational institutions, WSM connects residents to programs that are responsive to real-world business needs, equipping them with technical skills and certifications necessary to succeed in their chosen field.

The Talent Pipeline strategy supports long-term economic growth by cultivating a steady stream of qualified workers who are job-ready for high-demand sectors. Through continued investment in sector-driven training initiatives, WSM strengthens the county's workforce, empowers residents with career opportunities, and enhances the ability of local businesses to compete, grow, and thrive in today's evolving job market.

E. Youth Career Education

The Montgomery County Career Advising Program (MoCo CAP) is a workforce initiative led by WSM, Montgomery College, Montgomery County Public Schools, and Universities at Shady Grove that provides personalized career guidance, job readiness support, and skills development resources to help students successfully navigate their career paths. A core component of MoCo CAP is assisting students in self-identifying their strengths, interests, and work values. From there, Career Coaches use the RIASEC career themes (Realistic, Investigative, Artistic, Social, Enterprising, and Conventional) to help students identify their leading career themes based on their strengths, interests, and work values. This process, offered through a dialogic approach, ensures students have agency as it pertains to their educational and career plans.

To further integrate career awareness into education, MoCo CAP includes Teacher Champions, a network of educators who incorporate career conversations into the core curriculum. These champions ensure that students gain exposure to career pathways early, making connections between

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classroom learning and real-world job opportunities. By embedding career development discussions into everyday instruction, students can make meaningful connections between academic course and their respective career themes and goals.

Additionally, MoCo CAP incorporates industry engagement initiatives to connect students with professionals and businesses related to their career themes. Programs like Meet-A-Pro offer interactive career discussions where students engage directly with industry experts to learn about specific occupations and industries. Similarly, the World of Work (WOW) event provides firsthand experience to explore various industries, engage in hands-on career activities, and interact with employers, helping them make informed career choices. These initiatives bridge the gap between students and employers, offering real-world insights into career pathways and industry expectations.

F. Measurable Impact

WSM's Measurable Impact priority is centered on ensuring workforce programs are data-driven, transparent, and equitable in their outcomes. By prioritizing data integrity, effective reporting, and disaggregated analysis, WSM ensures workforce initiatives are measurable, accountable, and continuously improving to meet the needs of both job seekers and employers.

Data integrity is foundational and requires all collected workforce data is accurate, consistent, and reliable. Through effective data reporting, WSM tracks key performance indicators (KPIs) such as job placements, skill gains, industry-recognized credential attainment, wage increases, and long-term employment retention. These insights demonstrate the return on investment (ROI) of workforce programs and ensure that funding and resources are directed where they have the greatest impact.

A critical aspect of this priority is also our ability to disaggregate data to assess equity and accessibility within programming. By analyzing outcomes based on demographics, geographic location, education level, and employment sector, we can identify disparities in service delivery and address barriers that may prevent underrepresented populations from achieving career success.

Lastly, data is instrumental to program fidelity and funding, serving as the foundation for securing and maintaining private, local, state, and federal workforce investments. By demonstrating strong program performance and measurable success, we strengthen funding opportunities to sustain our ability to deliver on our mission.

Section I: Economic Analysis

This section should include an analysis of economic elements consisting of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations and the employment needs of businesses in those industry sectors and occupations. The analysis should also explain how the LWDB compares to the region and any unique contributors to or differentiating factors from the regional economic conditions and business needs described in your Regional Plan.

Local Boards may utilize an existing analysis previously commissioned by the Local Board as long as it addresses the provisions of this Section. Local Boards are encouraged to use the Growth Industry Tool available on the Maryland Labor website and the Growth Occupation Tool as an aid to examine employment, growth, and employment concentration for the Local Area.

TOOLS FOR ANALYSIS

*To identify existing and emerging industries and occupations, various methods such as projections and location quotients can be used. For convenience, the Growth Industry Tool (GIT) and **Growth Occupation Tool (GOT)** are available to assist with this analysis:*

<https://www.labor.maryland.gov/lmi/wiagrowthind/got.shtml>

Employment needs can be assessed using employer surveys or real-time Labor Market Information (LMI), including job skills, opening counts, and advertised certifications. Access real-time LMI at

<https://mwejobs.maryland.gov/vosnet/Default.asp>

Regional Economic Conditions

Montgomery County is part of the Silver Spring-Frederick-Rockville, MD statistical division within the Washington-Arlington-Alexandria, DC-VA-MD-WV metropolitan statistical area, commonly referred to as the Capital Region. As a key member of the Workforce Innovation and Opportunity Act (WIOA) region, Montgomery County plays a vital role in a dynamic economic landscape shaped by federal government activity, a robust base of science and engineering institutions, and a thriving technology sector. The county benefits from proximity to Washington, D.C., which contributes to its status as a hub for innovation, policy research, and international tourism.

Montgomery County's population increased by 20,603 residents between 2018 and 2023 and is projected to grow by 21,891 through 2028. Despite pandemic-related challenges, the county's workforce has demonstrated resilience. While

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employment declined by 15,144 jobs between 2018 and 2023, projections indicate a recovery of 4,240 jobs by 2028. With a median household income of \$132,500, Montgomery County residents earn significantly more than the national median of \$80,700.

The county's labor force participation rate has shown signs of stabilization, with targeted industries like healthcare, technology, and professional services expected to drive future growth.

Montgomery County Overview

Population: 1,084,489 | The population grew by 23,633 over the last 5 years and is projected to grow by 32,756 over the next 5 years

Employment (2025): 529,129 | Jobs grew by 13,893 increased by 13,893 over the last 5 years and are projected to grow by 798 over the next 5 years

Median Household Income (2024): \$132.5K | Median household income is \$51.7K above the national median household income of \$80.7K

The Capital Region, encompassing Montgomery, Frederick, and Prince George's counties, is home to a diverse and dynamic population of 2,299,295 as of 2023. Over the past five years, the region has experienced steady population growth, increasing by 83,431 people. This trend is expected to continue, with a projected population growth of 63,740 over the next five years. In terms of employment, the region currently supports 1,019,542 jobs, though the number of jobs has seen a slight decline of 6,632 over the past five years. However, the outlook for the future is positive, with job growth projected to increase by 27,066 over the next five years. The region's average earnings per job are \$94.6K, with regional average earnings increase of \$11.3K per job. This data underscores the region's economic potential and the evolving labor market trends that will shape workforce development efforts in the coming years.

Capital Region Overview

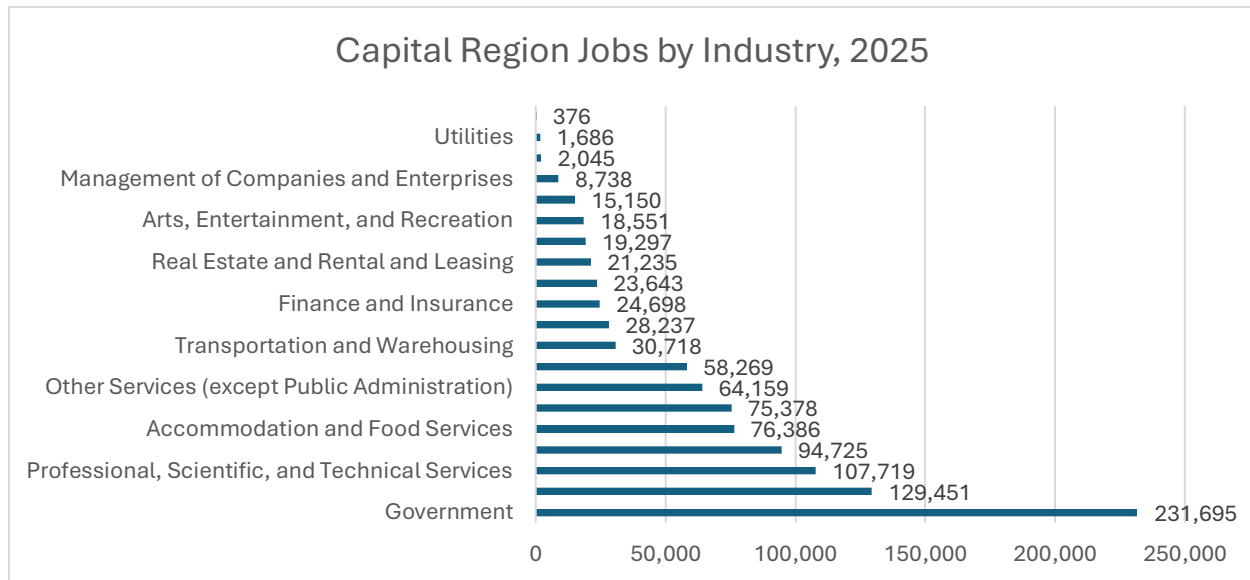
Population (2025): 2,359,470 | The population grew by 60,429 over the last 5 years and is projected to grow by 101,978 over the next 5 years

Employment (2025): 1,032,166 | Jobs increased by 57,727 over the last 5 years but are projected to grow by 16,999 over the next 5 years

Avg. Earnings Per Job (2024): \$100.8K | Regional average earnings per job are \$10.2K above the national average earnings of \$90.6K per job

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REGIONAL INDUSTRY SNAPSHOT



Data from Lightcast, 2026

The Capital Region's economy presents a diverse industrial landscape with significant variations in performance across sectors. The region's employment increased slightly by 6% between 2020 and 2025, gaining 57,728 jobs, with projections suggesting a 2.6% growth rate, adding 27,066 jobs by 2028. Notably, the Government sector anchors the region's economy, contributing the highest employment with 231,659 jobs in 2025. This sector also demonstrated robust growth, with a 6.0% increase from 2020 to 2025. While the sector is projected to grow by 7.2% through 2028, these projections may be affected by federal workforce reductions which began to occur in 2025.

The Professional, Scientific, and Technical Services industry is another major contributor, employing over 129,451 workers in 2025 and boasting one of the highest employment concentrations (1.5). This sector lost 2,367 jobs between 2020 and 2025 (2.0% decline) but is expected to grow by 2.8% by 2028, reflecting the region's focus on innovation and technology. Health Care and Social Assistance continue to grow steadily, with a progressive 15.0% increase from 2020 to 2025, and a stronger 6.4% projected growth to 2028, driven by rising demand for healthcare services.

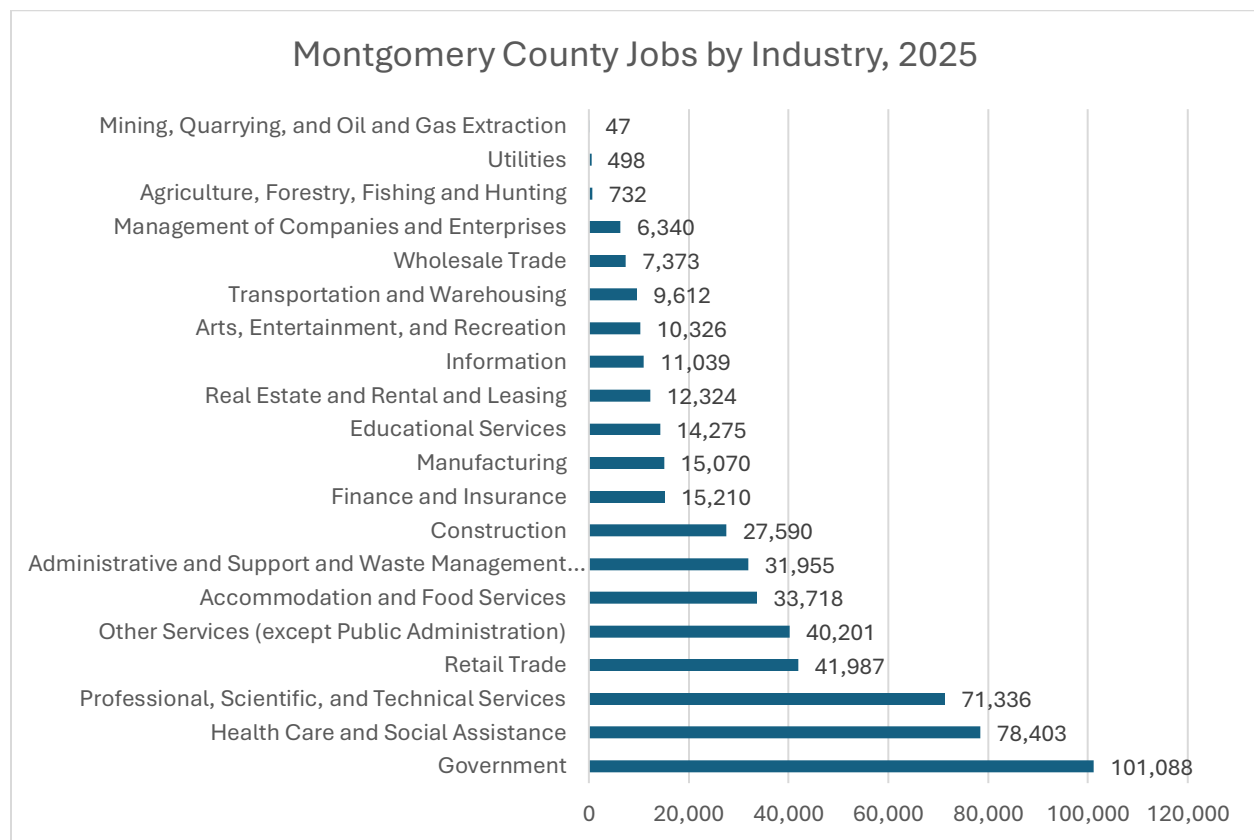
Administrative and Support Services and Accommodation and Food Services experienced increases of 5.0% and 23%, respectively, between 2020 and 2025, reflecting recovery from structural shifts and pandemic-related disruptions. Similarly, Other Services and Retail Trade saw notable job growth, with Retail Trade gaining 4,304 jobs over the same period. Additionally, growth in areas

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such as Transportation and Warehousing (10.2% from 2020 to 2025) and Manufacturing (7.5% from 2020 to 2025) highlights opportunities for continued diversification and resilience in the regional economy.

Overall, the Capital Region's economy is characterized by a blend of traditional strengths in government and professional services, alongside emerging opportunities in logistics and manufacturing. Targeted workforce development strategies, coupled with investments in education and training, will be essential to address challenges in struggling industries and align the region's labor force with the demands of high-growth sectors.

Regional-Local Industry Alignment



Data from Lightcast, 2026

Montgomery County Economic Conditions

Montgomery County is an integral part of the Capital Region, benefiting from proximity to Washington, D.C., and robust industry clusters in government, technology, and healthcare. The county experienced a job growth in total employment between 2020 and 2025, adding 13,893 jobs, but projections indicate a flat growth rate of 798 new jobs by 2030. Median household income

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in Montgomery County stands at \$132,500, significantly higher than the national average of \$80,700, reflecting its high concentration of skilled, high-earning occupations.

The county's diverse economy is supported by federal government employment, professional services, healthcare, and a growing biotech sector. Efforts to revitalize sectors like retail and administrative support are critical as these industries face long-term declines.

Priority Industries

Based on the current conditions and in-depth research into Montgomery County industry performance, the workforce board selects priority industries that shape the strategic vision, program development and implementation, and other execution of workforce development activities. The following are the workforce board's current priority industries:

- Healthcare
- Hospitality
- Construction
- Transportation
- Information Technology
- Life Sciences

The WDB also recognizes federal public service as an economic driver as more than 70,000 Montgomery County residents are employed by the federal government. The following United States government agency headquarters and installations are located in Montgomery County (this does not include various agency and installation individual offices):

- Consumer Product Safety Commission (CPSC)
- Department of Agriculture (USDA)
- Department of Commerce
- Department of Defense (hospitals, research facilities, and offices)
- Department of Energy (DOE)
- Food and Drug Administration (FDA)
- Intelligence Advanced Research Projects Activity (IARPA)
- Intelligence Community Campus – Bethesda (ICC-B)
- Marine Mammal Commission
- National Institute of Standards and Technology (NIST)
- National Institutes of Health (NIH)
- National Intelligence University (NIU)
- National Oceanic and Atmospheric Administration (NOAA)
- Nuclear Regulatory Commission (NRC)

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- Social Security Administration
- Substance Abuse and Mental Health Services Administration

In early 2025, the federal government began mass layoffs throughout several national agencies and installations to reduce the size of the federal workforce. Many federal workers are also choosing to leave their federal jobs to seek employment within the private sector, local and state governments. To address the sharp increase in Dislocated Workers, WSM launched an online [Federal Worker Resource Hub](#). WSM leadership was actively involved in creating a coalition to address the federal workforce crisis. In addition to WSM, the Mobilize Montgomery coalition's partners include the Maryland Department of Labor, Montgomery County Chamber of Commerce, Montgomery County Economic Development Corporation, county government, the city of Gaithersburg, Rockville Chamber of Commerce, Rockville Economic Development, Inc., Maryland Women's Business Center, and other local chambers of commerce. The coalition's goal is to serve as a centralized resource hub, ensuring that businesses, employers, and residents have access to critical information and support if they are negatively impacted by Presidential Executive Orders and/or federal government-level decisions. The [Mobilize Montgomery](#) website hosts information about job postings, job fairs, webinars, workshops, and resources for local businesses.

In October 2025, Mobilize Montgomery, with WorkSource Montgomery leading, opened the Federal Workforce Career Center (FWCC) co-located with the Comprehensive American Job Center in Wheaton, MD. **The FWCC serves federal employees and contractors exploring their next career move. Whether preparing for a transition, seeking new opportunities, or pursuing training and certifications, the FWCC offers federal résumé and career transition guidance, job placement support, career coaching, professional development, and entrepreneurial coaching.**

Additionally, the WDB is also increasing focus on Early Care and Education (ECE) and childcare to help ensure that workers across Montgomery County have access to the support they need to enter, remain in, and advance within the workforce, while also strengthening the educators, caregivers, providers, and small businesses that make up the ECE sector. Montgomery Moving Forward's ECE Workforce Call to Action established an important framework for addressing workforce challenges within the childcare industry by identifying three key priorities: creation of a statewide ECE workforce registry, implementation of a clear career ladder and lattice, and establishment of a cross-sector task force that recognizes childcare as an economic imperative. Building on this foundation, the recently formed Maryland Early Care and

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Education Coalition is carrying this work forward by advancing policy, advocacy, and systems-change efforts that elevate the ECE workforce as a critical component of Maryland's economic competitiveness and workforce development strategy.

In Montgomery County, the childcare sector supports thousands of jobs across education, care, administration, and related services. More importantly, it enables employment across every priority industry. Health care, hospitality, construction, transportation, information technology, life sciences, government, and professional services all depend on accessible, affordable, and reliable childcare to recruit, retain, and advance workers. Without a strong ECE system, employers across these sectors face persistent workforce shortages and barriers to growth.

It is therefore important for the Local Workforce Development Board (LWDB) to engage in and support the efforts of the Maryland Early Care and Education Coalition and to help convene a cross-sector task force focused on removing barriers to ECE workforce growth and sustainability. Per the call to action by Montgomery Moving Forward, the task force should include representatives from the Departments of Labor, Commerce, Human Services, and Education; the Maryland Higher Education Commission; members of the General Assembly; employers and chambers of commerce; ECE providers and advocates; workforce development organizations; and philanthropic partners.

Through coordinated action, Maryland can strengthen the ECE workforce, expand access to high-quality childcare, and support the broader economic success of workers, families, businesses, and communities across the state. By incorporating the ECE workforce as a focus area within its comprehensive workforce strategy, the LWDB will advance workforce solutions, strengthen career pathways, support provider sustainability, and elevate childcare as a critical component of Maryland's workforce and economic development ecosystem.

Industry Snapshot

The table below outlines Montgomery County's industry performance across key metrics:

- Government, Professional Services, and Health Care dominate Montgomery County's economy. Together, these sectors account for over 45% of total employment.
- Federal, State, and local government employs the largest number of workers (101,088).

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- Professional, Scientific, and Technical Services demonstrates the highest employment concentration (1.94) and offers high average earnings of \$151,983.
- Health Care and Social Assistance is projected to grow by 7%, driven by increasing demand for healthcare services and an aging population.
- Declining sectors include Finance & Insurance (-23%), Real Estate and Leasing (-7%), and Construction (-2%), reflecting structural challenges and shifts in consumer behavior. Conversely, growth in Information (+12%) and Arts, Entertainment, & Recreation (+46%) indicates opportunities in emerging areas.

MONTGOMERY COUNTY JOBS BY INDUSTRY, 2024

Description	2024 Jobs	2028 Jobs	2024 - 2028 Change	2024 - 2028 % Change	Avg. Earnings Per Job
Professional, Scientific, and Technical Services	109,431	107,499	(1,932)	(2%)	\$114,627
Government	104,630	101,221	(3,409)	(3%)	\$156,767
Health Care and Social Assistance	90,013	97,736	7,723	9%	\$79,554
Real Estate and Rental and Leasing	56,167	62,633	6,466	12%	\$62,948
Retail Trade	54,791	55,591	800	1%	\$53,804
Other Services (except Public Administration)	54,222	54,060	(162)	(0%)	\$49,554
Finance and Insurance	43,904	45,473	1,568	4%	\$122,411
Administrative and Support and Waste Management and Remediation Services	41,823	42,424	601	1%	\$61,762
Accommodation and Food Services	38,363	38,251	(113)	(0%)	\$43,902
Construction	37,211	37,666	455	1%	\$86,028
Transportation and Warehousing	28,374	33,523	5,149	18%	\$25,663
Educational Services	20,929	21,609	680	3%	\$47,708
Arts, Entertainment, and Recreation	19,458	20,508	1,050	5%	\$30,108
Manufacturing	16,575	17,149	574	3%	\$197,608
Information	15,235	17,274	2,038	13%	\$121,656
Wholesale Trade	9,810	9,633	(177)	(2%)	\$115,509
Management of Companies and Enterprises	6,909	6,899	(10)	(0%)	\$232,148

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Agriculture, Forestry, Fishing and Hunting	1,167	1,209	42	4%	\$37,834
Utilities	610	616	7	1%	\$193,208
Mining, Quarrying, and Oil and Gas Extraction	528	565	37	7%	\$14,855

Data from Lightcast, 2026

LARGEST SUBSECTORS OF PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES, 2024 (NAICS CODE 54)

Description	2024 Jobs	2028 Jobs	2024 - 2028 Change	2024 - 2028 % Change	Avg. Earnings Per Job
Management, Scientific, and Technical Consulting Services	25,413	24,851	(561)	(2%)	\$97,577
Computer Systems Design and Related Services	22,473	20,479	(1,995)	(9%)	\$146,192
Scientific Research and Development Services	17,606	16,503	(1,103)	(6%)	\$172,391
Other Professional, Scientific, and Technical Services	16,593	18,093	1,501	9%	\$54,112
Architectural, Engineering, and Related Services	8,291	8,819	528	6%	\$125,290
Legal Services	7,390	7,412	22	0%	\$119,463
Accounting, Tax Preparation, Bookkeeping, and Payroll Services	7,282	6,919	(363)	(5%)	\$100,645
Specialized Design Services	2,352	2,275	(77)	(3%)	\$59,562
Advertising, Public Relations, and Related Services	2,031	2,148	116	6%	\$89,321

Data from Lightcast, 2026

The Professional, Scientific, and Technical Services sectors in Montgomery County is diverse and growing, with a strong focus on high-skill, high-wage subsectors. In 2024, Consulting Services and Computer Systems Design Services subsector led the industry with 25,413 and 12,665 jobs respectively, but are both projected to lose jobs through 2028. Research and Development in Biotechnology is also a key subsector, with 16,503 jobs in 2024 , but is also expected to experience a 6% decline by 2028. Engineering Services, another important subsector, provides 58,291 jobs, with 6% growth expected by 2028.

TOP OCCUPATIONS OF PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES, 2025 (NAICS CODE 54)

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Description	Employed in Industry (2020)	Employed in Industry (2025)	Change (2020 - 2025)	% Change (2020 - 2025)	Median Hourly Earnings
General and Operations Managers	2,102	3,858	1,756	84%	\$66.86
Software Developers	3,098	2,952	(145)	(5%)	\$79.30
Lawyers	3,173	2,911	(262)	(8%)	\$87.21
Management Analysts	3,569	2,827	(742)	(21%)	\$63.31
Project Management Specialists	2,223	2,550	326	15%	\$57.89
Accountants and Auditors	2,783	2,487	(296)	(11%)	\$48.13
Computer Systems Analysts	2,208	1,593	(614)	(28%)	\$61.57
Computer and Information Systems Managers	1,452	1,582	130	9%	\$88.97
Computer User Support Specialists	1,230	1,491	260	21%	\$37.08
Business Operations Specialists, All Other	786	1,463	677	86%	\$53.45
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,589	1,441	(148)	(9%)	\$24.77
Computer Occupations, All Other	1,677	1,407	(270)	(16%)	\$77.50
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,404	1,341	(63)	(4%)	\$34.95
Market Research Analysts and Marketing Specialists	1,323	1,334	11	1%	\$42.62
Managers, All Other	1,175	1,319	145	12%	\$80.22
Natural Sciences Managers	845	1,283	438	52%	\$91.50
Medical Scientists, Except Epidemiologists	1,421	1,263	(158)	(11%)	\$56.23
Paralegals and Legal Assistants	1,006	988	(18)	(2%)	\$36.15

Data from Lightcast, 2026

The Professional, Scientific, and Technical Services sectors are characterized by a concentration of high-level managerial, technical, and consulting roles. General and Operations Managers (3,858 jobs), Lawyers (2,911), Management Analysts (2,827), and Software Developers (2,952) represent the largest occupations within the sector. Additionally, Project Management Specialists also play a critical role, comprising of 2,550 jobs. The prominence of managerial and analytical roles highlights the need for skilled workers in leadership, project management, and IT across the professional services landscape. As the sector is projected to grow, a focus on developing leadership, technical

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expertise, and consulting capabilities will be essential in addressing future workforce needs.

TOP OCCUPATIONS OF R&D IN BIOTECHNOLOGY, 2025 (NAICS CODE 541714)

Description	Employed in Industry (2020)	Employed in Industry (2025)	Change (2020 - 2025)	% Change (2020 - 2025)
Medical Scientists, Except Epidemiologists	1,348	1,198	(150)	(11%)
Natural Sciences Managers	733	1,156	423	58%
General and Operations Managers	368	701	333	91%
Biological Scientists, All Other	465	621	156	34%
Project Management Specialists	387	446	59	15%
Business Operations Specialists, All Other	198	383	185	93%
Managers, All Other	305	338	33	11%
Statisticians	440	327	(113)	(26%)
Biological Technicians	299	325	26	9%
Software Developers	227	286	59	26%
Chemists	278	273	(5)	(2%)
Social Science Research Assistants	395	267	(128)	(32%)
Social Scientists and Related Workers, All Other	262	257	(5)	(2%)
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	306	255	(52)	(17%)
Mechanical Engineers	156	234	79	51%
Physicists	140	212	72	52%
Computer Occupations, All Other	147	204	57	39%
Engineers, All Other	182	199	17	9%
Microbiologists	388	199	(189)	(49%)
Life, Physical, and Social Science Technicians, All Other	286	195	(91)	(32%)
Astronomers	69	193	124	181%

Data from Lightcast, 2026

Montgomery County's Scientific Research and Development in Biotechnology sector is a vital part of the regional economy, employing 16,503 individuals in 2025. Medical Scientists, Except Epidemiologists (1,198 jobs) are the largest occupation group, followed by Natural Sciences Managers (1,156 jobs) and General & Operations Managers (701 jobs). The demand for specialized roles such as Chemists, Microbiologists, and Biochemists and Biophysicists indicates a robust need for highly skilled professionals in research and development. Given the growth potential in this field, there is an opportunity for workforce

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development programs to enhance training in advanced sciences, research methodologies, and regulatory frameworks to meet the demands of the biotechnology sector.

TOP OCCUPATIONS OF HEALTHCARE AND HUMAN SERVICES, 2025 (NAICS CODE 64)

Description	Employed in Industry (2020)	Employed in Industry (2025)	Change (2020 - 2025)	% Change (2020 - 2025)
Home Health and Personal Care Aides	5,362	8,536	3,174	59%
Registered Nurses	5,455	6,043	588	11%
Nursing Assistants	4,740	5,564	824	17%
Childcare Workers	2,672	3,069	396	15%
Medical Assistants	2,803	3,062	259	9%
Medical Secretaries and Administrative Assistants	1,566	3,010	1,444	92%
Medical and Health Services Managers	1,687	2,723	1,036	61%
Physicians, All Other	1,443	1,935	492	34%
Receptionists and Information Clerks	1,982	1,824	(159)	(8%)
Dental Assistants	1,194	1,633	439	37%
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	654	1,532	879	134%
Preschool Teachers, Except Special Education	1,421	1,460	39	3%
Licensed Practical and Licensed Vocational Nurses	1,225	1,287	62	5%
General and Operations Managers	507	1,080	573	113%
Food Servers, Nonrestaurant	720	1,011	291	40%
Social and Human Service Assistants	740	960	220	30%
Nurse Practitioners	458	918	460	100%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	902	887	(15)	(2%)

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Maids and Housekeeping Cleaners	862	886	24	3%
First-Line Supervisors of Office and Administrative Support Workers	944	799	(144)	(15%)
Clinical Laboratory Technologists and Technicians	900	763	(137)	(15%)
Physical Therapists	666	692	26	4%
Dental Hygienists	773	663	(111)	(14%)
Dentists, General	669	653	(17)	(2%)
Office Clerks, General	664	639	(25)	(4%)
Teaching Assistants, Except Postsecondary	618	635	17	3%
Radiologic Technologists and Technicians	439	550	111	25%

Data from Lightcast, 2026

In the Healthcare and Human Services sector, which includes Healthcare and Social Assistance industries, Montgomery County employs a wide range of workers, with significant demand for direct care providers. The largest occupation is Home Health and Personal Care Aides (8,536 jobs) followed by Registered Nurses (6,043 jobs) and then Nursing Assistants (5,564 jobs). Other essential roles include Medical Assistants and Childcare Workers, who account for 3,062 and 3,069 jobs within the workforce, respectively. The high demand for healthcare workers highlights the region's need for continued support in training and certifying individuals in nursing, personal care, and medical assistance. Additionally, with ongoing healthcare system expansion, there is potential for increased job opportunities in management, secretarial, and supportive roles like Medical and Health Services Managers and Medical Secretaries.

TOP OCCUPATIONS OF CONSTRUCTION, 2025 (NAICS CODE 23)

Description	Employed in Industry (2020)	Employed in Industry (2025)	Change (2020 - 2025)	% Change (2020 - 2025)
Construction Laborers	3,634	3,534	(101)	(3%)
Carpenters	2,934	2,533	(401)	(14%)
First-Line Supervisors of Construction Trades and Extraction Workers	1,982	1,892	(90)	(5%)
Plumbers, Pipefitters, and Steamfitters	1,184	1,551	367	31%
Construction Managers	1,393	1,529	135	10%
Electricians	1,312	1,314	2	0%

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Painters, Construction and Maintenance	1,106	1,241	135	12%
General and Operations Managers	843	1,216	373	44%
Project Management Specialists	776	1,124	348	45%
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	878	1,007	129	15%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	715	593	(122)	(17%)
Managers, All Other	647	535	(112)	(17%)
Office Clerks, General	627	521	(106)	(17%)
Drywall and Ceiling Tile Installers	536	505	(30)	(6%)
Operating Engineers and Other Construction Equipment Operators	530	468	(62)	(12%)
Cost Estimators	428	389	(39)	(9%)

Data from Lightcast, 2026

The Construction industry plays a key role in the Montgomery County economy, employing thousands of workers in various occupations. By far, the largest occupation is Construction Laborers with 3,534 (jobs) in the industry, followed by Carpenters with 2,533 jobs. Next, First-Line Supervisors of Construction Trades and Extraction Workers (1,892 jobs) and Plumbers, Pipefitters, and Steamfitters (1,151 jobs) also lead the industry in jobs. Electricians (405 jobs, 6.1%). Other specialized trades like Electricians, Heating, Air Conditioning, and Refrigeration Mechanics and Installers, and more continue to be critical parts of the County's economy.

TOP OCCUPATIONS OF TRANSPORTATION AND WAREHOUSING, 2025 (NAICS CODE 48-49)

Description	Employed in Industry (2024)	Employed in Industry (2025)	Employed in Industry (2028)	Change (2024 - 2028)	% Change (2024 - 2028)
Taxi Drivers	8,964	9,417	10,491	1,526	17%
Couriers and Messengers	6,107	6,679	7,885	1,778	29%
Light Truck Drivers	3,302	3,604	4,152	850	26%
Heavy and Tractor-Trailer Truck Drivers	2,619	2,777	3,047	427	16%
Shuttle Drivers and Chauffeurs	1,297	1,230	1,237	(60)	(5%)
Laborers and Freight, Stock, and Material Movers, Hand	1,021	1,012	1,057	36	4%

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Managers, All Other	569	608	692	123	22%
Bus Drivers, Transit and Intercity	313	323	329	16	5%
Sales and Related Workers, All Other	263	292	357	94	36%
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	235	234	240	5	2%
Bus Drivers, School	217	216	219	2	1%
Motor Vehicle Operators, All Other	200	205	218	19	9%
General and Operations Managers	170	198	199	29	17%
Dispatchers, Except Police, Fire, and Ambulance	193	189	195	2	1%
Industrial Truck and Tractor Operators	202	160	150	(52)	(26%)

Data from Lightcast, 2026

The Transportation and Logistics industry is strong in Montgomery County, as well as across the country. Taxi Drivers and Couriers & Messengers make up over 40% of the workforce with more than 16K jobs. Additionally, as is the case in many regions, Heavy and Tractor-Trailer Truck Drivers represent a large group within the industry with 2,777 jobs. Closely behind are Laborers and Freight, Stock, and Material Movers demonstrating the health of the County's warehouse and distribution operations (1,012 jobs).

TOP OCCUPATIONS OF HOSPITALITY & RETAIL, 2025 (NAICS CODES 44, 45, & 72)

Description	Employed in Industry Group (2024)	Employed in Industry Group (2025)	Employed in Industry Group (2028)	Change (2024 - 2028)	% Change (2024 - 2028)
Retail Salespersons	13,114	13,331	13,183	69	1%
First-Line Supervisors of Sales Workers	7,737	7,993	8,425	688	9%
Fast Food and Counter Workers	7,980	7,860	8,021	42	1%
Cashiers	8,145	7,759	7,591	(554)	(7%)

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Waiters and Waitresses	5,592	5,524	5,575	(17)	(0%)
Cooks	5,714	5,517	5,637	(78)	(1%)
Laborers and Material Movers	5,195	5,210	5,376	181	3%
Supervisors of Food Preparation and Serving Workers	3,235	3,252	3,347	113	3%
General and Operations Managers	2,786	2,878	2,841	55	2%
Driver/Sales Workers and Truck Drivers	2,252	1,983	2,043	(209)	(9%)
Dining Room and Cafeteria Attendants and Bartender Helpers	1,842	1,909	1,941	100	5%
Food Preparation Workers	1,816	1,864	1,895	79	4%
Food Service Managers	1,795	1,811	1,859	64	4%
Automotive Technicians and Repairers	1,618	1,593	1,648	30	2%
Bartenders	1,465	1,429	1,443	(23)	(2%)
Customer Service Representatives	1,337	1,335	1,317	(20)	(2%)
Dishwashers	1,189	1,270	1,279	90	8%
Building Cleaning Workers	1,321	1,221	1,171	(150)	(11%)
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	1,138	1,169	1,176	38	3%

Data from Lightcast, 2026

In the Hospitality & Retail industries, inclusive of the Accommodation and Food Services industry, the three occupations making up the largest share of the

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workforce are Retail Salespersons (13,331 jobs), Firstline Supervisors of Sales Workers (7,993 jobs), and Fast Food and Counter Workers (7,860 jobs).

Section II: Strategic Planning

Part 1: Aligning Maryland's Strategic Pillars

(A) This section should speak to the Four Core Strategic Pillars below and include your strategy to work with the entities that carry out the core programs to align resources available to the Local Area, to achieve strategic vision and goals.

Maryland is guided by four strategic pillars designed to strengthen the state's workforce development efforts and foster long-term economic growth. These pillars focus on key areas such as supercharging key sectors, advancing equity and access to opportunities for Marylanders, preparing the future workforce through career-connected learning, and improving system alignment and accountability. By prioritizing collaboration with industry leaders, ensuring inclusive access to training and employment, creating pathways for youth to build successful careers, and refining the coordination of workforce partners, WorkSource Montgomery is working diligently to create a more dynamic, accessible, and effective workforce development system. WorkSource Montgomery will align with the state's overarching goals while tailoring efforts to the specific needs and characteristics of the local area served by engaging and collaborating with core partners.

Maryland's Four Core Strategic Pillars:

1. SUPERCHARGE KEY SECTORS

Setting statewide sector priorities, identifying skill needs, and driving industry leadership and partnership to shape and deliver workforce solutions.

According to focus groups comprised of local businesses, employers, and workforce development board members, it was noted that there is a critical need for expanded training in technology skills, particularly in artificial intelligence (AI). Participants recognized that AI has the potential to increase job efficiency but also added that many workers lack proficiency in its use. Additionally, the life sciences sector faces a significant talent pipeline deficit—

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employers struggle to attract entry-level talent, often resorting to recruiting from competing businesses rather than expanding the workforce.

In addition to technical expertise, soft skills training remains an area of concern, with businesses highlighting deficiencies in communication, critical thinking, and workplace readiness. Employers also emphasized the need for industry-recognized certifications, such as Security+ for IT professionals, to improve workforce preparedness. Another key recommendation was the development of deeper partnerships with training providers to align educational opportunities with employer expectations and ensure workforce readiness.

Finally, additional focus on early care and education will help ensure that workers have access to care that allows them to maintain employment, as well as support the workers in that industry. It is important to engage and encourage Governor's Workforce Development Board to partner with the Maryland Economic Council, Governor's Office for Children to convene a cross-sector task force to elevate policy conversations and advance strategies to remove barriers to grow the ECE workforce. The task force should include the Departments of Labor, Commerce, and Human Services; the Maryland State Department of Education and the Higher Education Commission; representatives of the General Assembly; employers and Chambers of Commerce; ECE provider and advocates; and philanthropic organizations.

Strategic Initiatives & Action Steps:

1. Employer Engagement & Industry Partnership
 - a. Strengthen collaboration with local employers and training providers to ensure workforce training programs are aligned with labor market needs
 - b. Establish a sector-based employer advisory group to provide feedback on industry skill gaps and hiring needs
 - c. Expand work-based learning opportunities (internships, apprenticeships, and on-the-job training) to develop a skilled workforce pipeline
 - d. Engage and encourage Governor's Workforce Development Board to partner with to partner with key state agencies and stakeholders to convene a cross-sector task force focused on advancing policies and strategies to remove barriers and grow the ECE workforce
2. Targeted Training & Certification Programs
 - a. Develop and expand training programs in high-demand, high-growth sectors, focusing on AI, digital literacy, and life sciences

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- b. Integrate industry-recognized certifications (e.g., Security+ for IT, biotech certifications) into workforce programs to ensure job seekers meet employer hiring criteria
 - c. Establish career pathways in emerging industries, ensuring that entry-level workers have clear opportunities for skill progression and career advancement
- 3. Leveraging AI
 - a. Utilize AI-driven labor market intelligence (LMI) to track emerging skills, job postings, and employer demand trends
 - b. Incorporate AI literacy training across multiple sectors, equipping workers with the knowledge needed to adapt to automation and AI-driven changes in the workplace
 - c. Provide businesses with data insights on talent supply, workforce gaps, and hiring trends to inform talent attraction and retention strategies
- 4. Industry-Incentivized Hiring & Local Workforce Investment
 - a. Collaborate with economic development agencies to create incentives for businesses to hire locally, with a particular focus on high-need sectors such as life sciences and advanced manufacturing
 - b. Explore employee incentives, such as retention bonuses or relocation assistance, for workers entering critical industries experiencing labor shortages

2. ADVANCE EQUITY AND ACCESS

Ensure equitable access to quality training and employment opportunities for all Marylanders.

According to focus groups, childcare and transportation are among the most qualifying employment barriers, particularly for women. Additionally, language barriers limit workforce advancement for non-English speakers, creating further challenges in securing and retaining employment. The lack of sufficient early childhood education (ECE) workers and appropriate childcare options for the workforce further exacerbate the childcare crisis, making it difficult for parents to access reliable care and sustain employment. Community-based organizations (CBOs) emphasized that many job seekers remain unaware of available workforce resources, preventing them from accessing needed training and employment opportunities. Alongside these concerns, employers and community leaders stressed the importance of maintaining a strong focus

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on diversity, equity, and inclusion (DEI) in workforce development, regardless of shifting political landscapes.

Strategic Initiatives & Action Steps

1. Expand Wraparound Services
 - a. Increase funding and partnerships to support childcare, transportation assistance, housing aid, and mental health resources for job seekers.
 - b. Use strategic position as the workforce board to engage with Montgomery Moving Forward (MMF), a collective impact initiative, to ensure both working families with childcare needs and the ECE workforce are supported by the full ecosystem.
 - b. Develop flexible support options, such as transportation vouchers and childcare stipends, to reduce barriers to employment.
 - c. Strengthen collaborations with social service organizations to ensure job seekers have access to comprehensive support systems.
2. Improve Outreach to Underserved Communities
 - a. Partner with community-based organizations (CBOs) to better connect with youth, immigrants, justice-impacted individuals, and people with disabilities.
 - b. Work with trusted community leaders to increase awareness and accessibility of workforce programs.
 - c. Develop targeted outreach strategies, including culturally responsive marketing and multilingual promotional materials, to ensure information reaches all communities.
3. Enhance Digital Literacy & Language Access
 - a. Develop multilingual workforce resources to support non-English-speaking job seekers.
 - b. Increase awareness of English language learning (ELL) programs and provide job seekers with direct referrals.
 - c. Offer digital literacy training to equip individuals with the technological skills needed to navigate online job applications, virtual interviews, and workforce platforms.
4. Strengthen DEI in Workforce Planning
 - a. Ensure diverse representation within workforce partnerships, advisory groups, and employer engagement efforts.
 - b. Encourage businesses to implement inclusive hiring practices, particularly for underrepresented groups such as people with disabilities, older workers, and justice-impacted individuals.

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- c. Create a DEI advisory council to provide guidance on reducing workforce inequities and tracking progress on inclusivity goals.
- 5. Implement Flexible Workforce Program Scheduling
 - a. Offer job training, employment services, and workforce programs during evenings and weekends to accommodate individuals with childcare, work, or other obligations.
 - b. Explore hybrid and virtual training options to increase accessibility for those who face transportation or scheduling conflicts.
 - c. Collaborate with employers and training providers to develop on-site workforce development programs at workplaces for employees who may struggle to attend external training.

3. PREPARE THE FUTURE WORKFORCE

Transform and expand career-connected learning opportunities to ensure every young person has access to a family-sustaining career pathway, regardless of their plans to obtain a college degree.

According to focus groups, employers consistently note a lack of soft skills among new workers, including communication across generations, critical thinking, and workplace professionalism. These deficiencies create challenges in career advancement and long-term job retention. While technical training remains essential, industry leaders emphasize that soft skills are equally critical in ensuring workforce readiness.

Additionally, Montgomery County's current workforce development efforts heavily focus on entry-level jobs, but there is growing demand for career pathways that extend beyond low-wage roles. Employers stress the need to develop high-skill career pathways in healthcare, biotech, renewable energy, and project management, ensuring that job seekers—particularly youth—have opportunities to move into family-sustaining careers.

Community-based organizations (CBOs) also emphasize that youth, particularly those not pursuing college degrees, need structured career guidance. Without clear pathways into sustainable employment, many young people struggle to make informed career decisions. Employers suggest that career-connected learning opportunities, such as job shadowing, internships, and mentorships, should be expanded to provide young job seekers with hands-on exposure to different industries.

Furthermore, with AI and automation reshaping the labor market, workforce programs must integrate AI and emerging technologies training to ensure job seekers are prepared for tech-driven roles across multiple industries. Strengthening K-12 and post-secondary partnerships will be key to aligning

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school curricula with in-demand workforce skills, particularly in STEM and technical fields.

Strategic Initiatives & Action Steps:

1. Expand Career-Connected Learning Opportunities
 - a. Develop career exploration programs for youth, including job shadowing, internships, and mentorships in high-growth industries.
 - b. Partner with local businesses, workforce organizations, and educational institutions to create structured career pathways that introduce young job seekers to real-world work experiences.
2. Integrate AI & Emerging Technologies into Career Pathways
 - a. Incorporate AI, automation, and digital literacy training into workforce programs to prepare job seekers for tech-driven job roles.
 - b. Provide AI-focused training for non-tech industries, such as healthcare, manufacturing, and logistics, to ensure workers can adapt to technological advancements.
 - c. Establish technology boot camps and short-term credentialing programs to rapidly upskill workers in high-demand tech fields.
3. Enhance Soft Skills & Leadership Development
 - a. Create structured soft skills training programs focusing on communication, problem-solving, and adaptability, particularly for young workers transitioning into professional environments.
 - b. Develop cross-generational workplace training, ensuring young workers learn effective communication strategies for diverse professional settings.
 - c. Establish leadership development initiatives, including mentorship pairings, networking events, and career coaching, to support early-career professionals.
4. Expand High-Skill Career Pathways Beyond Entry-Level Jobs
 - a. Move beyond entry-level job training by developing clear, long-term career pathways in healthcare, biotech, renewable energy, and project management.
 - b. Work with employers to create stackable credential programs that allow workers to build their skills progressively and advance into higher-paying roles.
 - c. Support upskilling and reskilling efforts to ensure workers can transition into mid- and high-skill positions as industry demands evolve.
5. Strengthen K-12 & Post-Secondary Partnerships

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- a. Align school curricula with workforce needs, particularly in STEM, advanced manufacturing, and technical trades.
- b. Expand dual-enrollment programs that allow high school students to earn industry-recognized certifications alongside their diplomas.
- c. Develop career awareness initiatives in middle and high schools, including industry visits, career fairs, and workforce-readiness workshops.

4. IMPROVE SYSTEM ALIGNMENT AND ACCOUNTABILITY

Revisit system-wide performance goals, expectations, coordination, accountability, and feedback loops to ensure workforce system partners are working together efficiently and effectively.

Focus groups revealed several challenges in system-wide coordination, accessibility, and effectiveness of workforce services. Many job seekers remain unaware of available workforce resources, leading to inefficient use of existing services and missed employment opportunities. Employers also expressed a desire for more direct input in workforce program design and evaluation, ensuring that training initiatives align with real-world industry needs.

Additionally, employers and community-based organizations (CBOs) emphasized the importance of data-driven workforce planning, particularly the use of AI-driven labor market intelligence (LMI) to track employment trends and predict future skills needs. A more coordinated and transparent approach to workforce system alignment will help ensure that job seekers, businesses, and training providers are working together efficiently to meet local labor market demands.

Strategies & Action Items:

1. Create a Single Point of Entry for Workforce Services
 - a. Develop a centralized digital platform that consolidates workforce resources, job listings, and training programs, ensuring easy access for job seekers and employers.
 - b. Establish mobile workforce access points in underserved areas to expand outreach and service availability.
 - c. Implement a user-friendly service navigation system, enabling job seekers to quickly connect with the most relevant workforce programs and support services.
2. Establish Employer Advisory Councils & Feedback Loops
 - a. Create industry-specific employer advisory groups to provide regular feedback on training needs, hiring trends, and workforce gaps.

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- b. Host quarterly workforce roundtables where employers, workforce agencies, and education partners can discuss evolving labor market needs.
 - c. Develop a rapid-response employer engagement model, allowing workforce programs to adjust curricula and training efforts based on immediate industry shifts.
- 3. Implement Performance Metrics & Data-Driven Workforce Planning
 - a. Set clear benchmarks for workforce program success, including job placements, training completion rates, and long-term employment retention.
 - b. Utilize AI-driven labor market intelligence (LMI) to track real-time job demand, skill gaps, and employment trends.
 - c. Develop a public-facing workforce data dashboard to enhance transparency and accountability, allowing stakeholders to track program impact.
- 4. Leverage Public-Private Partnerships for Stronger Service Delivery
 - a. Strengthen collaboration with Montgomery County Economic Development Corporation (MCEDC), local colleges, and business leaders to align workforce programs with economic development priorities.
 - b. Partner with large employers and industry associations to create sponsored training programs and talent pipelines.
 - c. Expand partnerships with nonprofits and CBOs to ensure wraparound services—such as childcare and transportation—are integrated into workforce initiatives.
- 5. Align Workforce Policies with State & Federal Funding Opportunities
 - a. Advocate for state and federal workforce funding that supports innovation, inclusion, and economic mobility.
 - b. Ensure local workforce policies align with WIOA (Workforce Innovation and Opportunity Act) priorities, maximizing funding eligibility for workforce programs.
 - c. Work with legislators and workforce policy leaders to secure long-term financial sustainability for key workforce initiatives.

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(B) This section should include a description of the local area's plan to work with providers to facilitate the development of career pathways, including co-enrollment in core programs and academic training programs when appropriate.

WorkSource Montgomery (WSM) has engaged in a Measurable Impact initiative with the goal that all Montgomery County residents will have access to career pathways leading to sustainable economic mobility. This initiative requires WSM to operate in a data-driven, high-impact space, ensuring that strategy formulation and implementation are tailored to address disparities and support the needs of under-resourced communities.

To achieve this, WSM collaborates with a range of providers to facilitate the development of career pathways, integrating academic training programs, co-enrollment opportunities, and supportive services. These efforts focus on aligning programs across core workforce system partners, including Montgomery College, community organizations, and regional training providers.

WSM leverages data for continuous quality improvement. By disaggregating data by race, ethnicity, gender, and geography, WSM identifies specific barriers and opportunities within economically disadvantaged communities. Using tools like Opportunity Mapping, WSM visualizes inequities to guide targeted interventions that ensure comprehensive access to career pathways. This approach promotes coordinated efforts among providers and ensures that training aligns with in-demand skills and industry requirements.

Key elements of WSM's plan include:

- **Creating a shared vision of success:** WSM fosters collaboration among workforce providers, education partners, and community organizations to build cohesive career pathway models tailored to local industry needs.
- **Promoting a coordinated workforce system:** The organization works with providers to integrate co-enrollment opportunities, enabling individuals to access multiple core programs and training services concurrently, such as pairing workforce preparation with adult education or technical skills training.
- **Establishing measurable outcomes for workforce partners:** By aligning partners and resources, WSM ensures that career pathways include stackable credentials, work-based learning opportunities, and

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clear progressions toward employment. Shared measures and funding strategies help streamline service delivery and promote system capacity.

WSM also collaborates closely with providers to enhance academic and vocational training programs. Examples include Montgomery College's Workforce Development and Continuing Education division, which offers a range of career-focused training programs, and the LYFE program, which provides paid training and wraparound services for minorities and justice-impacted individuals. Through co-enrollment and integrated services, WSM ensures that job seekers, particularly those facing barriers, can simultaneously access education, workforce training, and supportive services to advance their careers.

This coordinated approach enables WSM to build an inclusive workforce ecosystem that provides residents with meaningful, accessible pathways to high-demand careers while addressing the unique challenges of Montgomery County's diverse population.

(C) Describe how your local area's workforce development programs, including programs provided by partner agencies, support this strategic vision.

Montgomery College is a public community college with three campuses in Montgomery County, located in Rockville, Germantown, and Takoma Park/Silver Spring, as well as two off-campus sites in Gaithersburg and Wheaton. As of Fall 2024, the college serves 18,835 credit students. It was ranked in 2024 among the top 10 community colleges in the United States by WalletHub, securing the tenth spot nationally and the top spot in Maryland. Moreover, in 2022, Montgomery College's online Associate in Computer Science program was recognized as the best in the country for online associate degrees in the field by Intelligent.com. The college also offers top programs in Cybersecurity and Criminal Justice. Additionally, the Workforce Development and Continuing Education (WDCE) division provides a variety of courses aimed at enhancing workforce skills, including professional and management development, Microsoft Office Suite training, and other resources, with locations in Gaithersburg and Wheaton.

Montgomery County has a robust network of workforce development programs designed to support the strategic vision of creating equitable opportunities for residents to access high-quality education, training, and employment. WorkSource Montgomery (WSM) is a leading provider of workforce development services in the county, offering a range of services through American Job Centers in Germantown and Wheaton. These centers

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provide job search assistance, training, and other resources at no cost to residents, job seekers, and employers. Additionally, the SkillUp® Montgomery program, launched by WSM, offers county residents free access to over 7,000 online courses in various fields to upskill and prepare for industry-recognized certifications.

Montgomery County has also launched several innovative programs and initiatives to strengthen its workforce ecosystem. The Community Workforce Network (CWN) is one of Montgomery County's pioneering responses to the pandemic's negative economic impacts on residents and businesses. The initiative prioritizes collaboration amongst local community-based organizations (CBOs) and (workforce) system partners to foster a more cohesive and coordinated workforce system for local job seekers and businesses. The CWN – led by WorkSource Montgomery and the Montgomery County Workforce Development Board – is funded by both public & private contributions and includes over 160 partners as of early 2025.

In 2024, WSM introduced the LYFE (Launch Your Future Employment) program, a paid training initiative specifically designed for young adults (ages 16-24). Further, WSM opened one of the state's first re-entry-only American Job Centers, the Justice Empowerment Job Center, providing tailored support to returning citizens to reduce recidivism and promote sustainable employment. A Re-entry Advisory Council was also created

WSM has deployed the Mobile Job Center (MJC) over 120 times, engaging more than 1,500 residents across various communities. The county also provides career coaching services to over 45,000 Montgomery County Public Schools (MCPS) students annually, spanning grades 6 through 12, to guide them toward future career opportunities.

Partner agencies also play a significant role in supporting strategic vision. For instance, CASA de Maryland offers vocational training, employment placement, and other services to low-income families, particularly within the Latino and immigrant communities. Programs provided by regional partners, such as MedCerts for healthcare training and the Finishing Trades Institute for construction pre-apprenticeship and registered apprenticeship training, expand the array of opportunities available to job seekers. While WSM works closely with providers listed on the State Eligible Training Provider List (ETPL), it also collaborates with non-ETPL providers using non-WIOA funds to ensure accessibility to a broader range of training options.

Additionally, funding from sources like the American Rescue Plan Act (ARPA), the Montgomery County budget, MD Labor grants, and private foundations enables WSM to braid resources and deliver comprehensive programming. The county's focus on technology-driven tools, such as virtual platforms and

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enhanced websites, ensures resources are accessible and user-friendly for job seekers, businesses, and community partners.

These coordinated efforts exemplify Montgomery County's strategic approach to workforce development, ensuring that programs and partnerships are aligned to support equitable economic mobility and meet the needs of businesses and residents alike. Through a combination of innovative programming, community collaboration, and robust funding strategies, the county remains committed to fostering a skilled, inclusive, and future-ready workforce.

(D) Describe how the local area will ensure consistent implementation of activities and services that align with the State's four core strategic pillars:

1. SUPERCHARGE KEY SECTORS

- *What strategies will you use to map skills and training assets and identify gaps?*

The Montgomery County Workforce Development Board is focused on advancing jobseekers in their career paths. In order to supercharge key sectors, the board will map skills and training assets and identify gaps through several strategies. These include:

- Utilizing labor market data: there will be ongoing analysis of local labor market data and trends, job postings, and in-demand skills to identify emerging industry needs.
- Leveraging industry alliances: collaborating with sector-based industry partnerships (such as Life Sciences, IT, and more), will ensure that training programs are in alignment with employer demands
- Expanding sector connector programs: using programs to connect employers and training providers will ensure alignment between job requirements and training outcomes
- Analyzing skills gaps: reviewing training curricula and outcomes will ensure that the training programs meet the needs of employers
- Enhancing EARN Maryland initiatives: using grant funding to develop training programs that target skill gaps in the workforce
- Coordinating with education institutions: working with local high schools and colleges to create pathways for students
- Hosting stakeholder engagement events: facilitating forums with partners and employers will gather insights into skill demands and training gaps in the industries

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- Utilizing mobile job centers: extending services to underserved communities will ensure that training resources are accessible to diverse populations

2. ADVANCE EQUITY AND ACCESS

The Montgomery County Workforce Development Board (WDB) is committed to advancing equity and access by addressing labor force participation inequities, expanding access to supportive services, and promoting diversity and inclusion in hiring, retention, and upskilling efforts.

- *What steps will you take to apply an equity lens to address labor force participation inequities and gaps?*

The WDB integrates equity as a core principle in workforce planning and program delivery. The Measurable Equity Initiative ensures that all programs, policies, and data are reviewed to guarantee equitable access to resources and services. This initiative includes training staff on cultural competency and implicit bias to ensure services are delivered inclusively and respectfully.

To address labor force participation inequities, the WDB prioritizes outreach to underrepresented populations, including justice-impacted individuals, English learners, and residents in low-income neighborhoods. Programs like the LYFE (Launch Your Future Employment) initiative and the Justice Empowerment Job Center aim to reduce barriers by providing tailored career coaching, paid work experiences, and direct connections to employers.

In May, WSM launched the first Fair Chance Symposium & Job Fair for Veterans. This groundbreaking event, which featured panel discussions, workshops, and on-site fair-chance employers, aimed at supporting justice-involved individuals. Additionally, the WSM's Montgomery County Correctional Facility (MCCF) Reentry Team was honored at the Department of Correction and Rehabilitation's 50th Annual Awards Ceremony at Montgomery College. This recognition celebrated the team's efforts in supporting rehabilitation and successful reentry for justice-involved individuals.

- *How will you expand access to supportive services for job seekers facing barriers to employment and/or training?*

WorkSource Montgomery has implemented several strategies to expand access to supportive services for job seekers facing employment and training barriers. These include:

- Mobile Job Centers (MJC): Deployed over 120 times in FY2024, these centers bring workforce services to underserved communities, engaging over 1,500 residents.

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- Community Workforce Network (CWN): Comprising 30+ organizations, the CWN ensures comprehensive support for job seekers, including childcare assistance, transportation support, and financial counseling.
- Financial Empowerment Center: In partnership with the United Way, this center provides financial literacy training and supportive resources to help job seekers achieve economic stability.
- *What initiatives will you implement to support employers in recruiting, hiring, retaining, and upskilling employees from diverse populations?*

The WDB collaborates with local businesses to foster inclusive hiring and upskilling practices. Through the Sector Connector Programs, employers receive customized training solutions, including on-the-job training subsidies and incumbent worker training grants. These initiatives are tailored to support diverse talent pools, ensuring employers can meet their workforce needs while promoting equity.

The WDB also offers consultation services to help employers develop recruitment and retention strategies that prioritize diversity. Programs like Summer RISE expose high school students to career opportunities, preparing them to enter industries traditionally underrepresented by diverse populations.

3. Prepare the Future Workforce

- *What strategies will the WDB implement to increase participation in Registered Apprenticeships (RA) and the attainment of industry-recognized credentials among high school students?*

The WDB has prioritized increasing participation in Registered Apprenticeships (RA) and the attainment of industry-recognized credentials among high school students through several targeted programs and partnerships. These efforts align with the Workforce Innovation and Opportunity Act (WIOA) to prepare youth for sustainable careers in high-demand industries.

One of the cornerstone initiatives is the Launch Your Future Employment (LYFE) program, designed for Montgomery County residents aged 16-24 who are not currently enrolled in school or formal education. LYFE offers a 16-week paid work experience that integrates supportive services, career exploration, and job readiness training. Working with career advisors, participants will gain the necessary skills to transition into full-time employment, further education, or apprenticeship opportunities.

Another impactful initiative is Summer RISE, a collaborative effort with Montgomery County Public Schools (MCPS). This five-week, 50-hour summer

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program is tailored for MCPS juniors and seniors, providing them with experiential learning opportunities to explore organizational structures, employer expectations, and career pathways. The program's flexible delivery modes—virtual, in-person, or hybrid—ensure accessibility for diverse student populations.

The WDB also partners with the Latin American Youth Center (LAYC) and Identity, Inc. to provide employment and training services to out-of-school youth through its Young Adult Programs. These initiatives offer paid work experience, occupational skills training, leadership development, and comprehensive support to address barriers to employment. By focusing on entrepreneurial skills and financial literacy, these programs prepare participants for both immediate and long-term career success.

Additionally, the Montgomery County Career Advisory Program (MoCo CAP), a collaboration with MCPS, Montgomery College, and the Universities at Shady Grove, emphasizes early college and career readiness. Through career coaches placed in middle and high schools, students gain insights into industry needs and develop the skills necessary to meet college and career readiness standards by the 10th grade.

Collectively, these strategies and programs provide Montgomery County youth with robust pathways to attain industry-recognized credentials and explore apprenticeship opportunities, positioning them for success in the local workforce and beyond.

4. Improve System Alignment and Accountability

- *How will the local area, working with the entities that carry out the core programs, align available resources to achieve the strategic vision and goals?*

Montgomery County's Workforce Development Board (WDB) and WorkSource Montgomery (WSM) collaborate closely with entities carrying out core programs under the Workforce Innovation and Opportunity Act (WIOA) to align resources effectively. These efforts ensure the strategic vision and goals of economic mobility, equity, and workforce innovation are achieved. Through multi-stakeholder engagement and innovative programming, Montgomery County fosters a seamless workforce development system designed to meet the needs of businesses, job seekers, and community partners.

The county prioritizes program design and innovation that address gaps for underserved populations, connecting them to emerging and in-demand industries. Initiatives such as creating tailored training programs for returning citizens in cybersecurity and increasing women's representation in IT and manufacturing align with the State Plan's emphasis on equitable economic opportunities and workforce diversity. By bridging these gaps, Montgomery

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County aims to create a workforce that is inclusive and responsive to the region's economic demands.

The following strategies will be used to achieve alignment and ensure accountability:

- **Stakeholder Collaboration:** Convene regular forums with businesses, community organizations, and educational institutions to coordinate services and share best practices. For example, WSM's Sector Connector programs and industry-led alliances focus on key sectors like healthcare, IT, and biotechnology.
- **Resource Optimization:** Utilize shared data platforms, such as the Maryland Workforce Exchange and dashboards, to streamline service delivery and maximize resource utilization.
- **Equity and Access Initiatives:** Commit to the Measurable Equity Initiative, ensuring policies and programs are accessible and inclusive, particularly for underrepresented populations.

In addition to the above strategies, the following program designs and innovations will be utilized:

- **Specialized Programs for Underserved Populations:** Establish training and re-entry programs for returning citizens, particularly in high-growth industries like cybersecurity, leveraging partnerships with local employers and training providers. For example, the Justice Empowerment Job Center provides justice-impacted individuals with direct access to training and employment opportunities.
- **Increase outreach and support for women entering traditionally male-dominated fields like IT and manufacturing through mentorship programs, financial assistance for certifications, and partnerships with organizations such as Per Scholas and Maryland Women in Technology.**
- **Bridging Education and Employment:** Develop career pathways for youth, low-income individuals, and English language learners by connecting them to apprenticeships, work-learning experiences, and certifications tailored to in-demand industries such as life sciences and advanced manufacturing.
- *How will you monitor and evaluate the use of resources to ensure they are contributing to the desired outcomes?*

These strategies will be monitored and resources used will be evaluated through a few methods. Performance metrics, for example, will be used to track program outcomes using WIOA performance indicators such as credential attainment and employment retention rate. This data will be

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regularly reviewed. In addition, there will be quarterly forums with partners and customer surveys to measure satisfaction and identify opportunities for continuous improvement. Aligning the budget allocations with strategic priorities will ensure that the funding supports programs that have a measurable impact on the workforce goals.

To ensure accountability in service delivery, there will be enhanced coordination across the American Job Centers (AJCs) using a unified service tracking system. Stakeholder input will be sought out by involving businesses and community leaders. Expanding the use of virtual platforms and mobile units like the Mobile Job Center (MJC) will ensure that underserved areas are reached more effectively.

Part 2: Sector Strategies for Emerging and In-Demand Industries

(A) This section should include an analysis of the knowledge and skills needed to meet the needs of the local businesses, including employment needs in in-demand industry sectors and occupations.

WorkSource Montgomery (WSM) and the Workforce Development Board (WDB) leverage a comprehensive analysis of the regional workforce, incorporating labor force data, employment/unemployment trends, and educational and skill levels. This occupational analysis enables WSM to align workforce development initiatives with the needs of local employers while creating pathways for job seekers to maximize their employment and earning potential.

Montgomery County's diverse industrial landscape features several in-demand industry sectors, each with unique knowledge, skills, and employment needs:

In the Professional, Scientific, and Technical Services sector, there is an occupational need for software developers, management analysts, project management specialists, and IT security professionals. These positions need both technical and soft skills such as computer programming, data analysis, and leadership and communication. For these positions, the necessary qualifications include security clearances, Project Management Professional (PMP) certifications, and advanced degrees in technical disciplines.

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In the Biotechnology and Life Sciences sector, there is an occupational need for medical scientists, biological technicians, and biostatisticians. These roles require both technical and soft skills, including biochemical assays, bioinformatics, laboratory techniques, research, collaboration, and problem-solving. Necessary qualifications for these positions include advanced degrees in life sciences and certifications in laboratory practices.

In the Healthcare and Social Assistance sector, there is high demand for registered nurses, nursing assistants, and home health aides. These roles require technical skills such as clinical procedures, patient care, and health technology use, alongside soft skills like empathy, adaptability, and communication. Qualifications for these positions include Registered Nurse (RN) licenses, Basic Life Support (BLS) certifications, and vocational training.

In the Hospitality and Tourism sector, there is a need for customer service representatives, hospitality managers, and food service workers. These roles demand technical skills such as event management and culinary expertise, as well as soft skills like customer service, teamwork, and adaptability. Certifications in hospitality management or culinary arts are key qualifications for these positions.

In the Construction and Manufacturing sectors, there is a demand for skilled tradespeople, project managers, and logistics specialists. These roles require technical skills such as construction techniques, CAD software proficiency, and logistics planning, coupled with soft skills like problem-solving and project management. Necessary qualifications include trade certifications, OSHA training, and degrees in engineering.

WSM's strategic plan enhances the effectiveness of the Maryland workforce system through targeted programs and initiatives designed to meet the needs of these key industries:

- Sector Connector Programs: Providing industry-aligned training in IT, healthcare, biotechnology, and other high-demand fields.
- Skill Development Initiatives:
 - The LYFE program offers youth career exploration and job readiness training.
 - Online learning platforms, such as SkillUp® Montgomery, provide access to thousands of training courses.
- Employer Partnerships: Engaging businesses to co-design training programs that produce industry-ready talent.
- Equity and Inclusion: Prioritizing access for underrepresented groups, including justice-impacted individuals and low-income residents

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Economic Trends and Implications

- The county's largest sectors—government, professional services, and healthcare—are projected to grow steadily, with healthcare expected to increase by 7% due to aging populations.
- Emerging industries like biotechnology and cybersecurity offer high-wage opportunities, requiring specialized training.
- Declines in retail and administrative services highlight the need for upskilling displaced workers into growing sectors.

This targeted approach ensures Montgomery County's workforce development system aligns with employer needs, aligning training and resources to creating pathways for sustainable employment while addressing economic challenges and opportunities.

(B) This section should include an analysis of the workforce in your Area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in your Area, including individuals with barriers to employment.

Current Labor Force Employment And Unemployment Data

Montgomery County is home to a diverse and highly educated labor force. According to recent data, the employment rate has shown resilience with the job recovery expected to be steady over the next five years. Although there are challenges, the unemployment levels are lower than the national average, which shows that the workforce environment is competitive and stable.

Labor Market Trends

The county's economy is influenced by the following key sectors:

- Government remains the largest employer, with 102,480 jobs in 2022, projected to grow by 6% by 2027.

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- Professional, Scientific, and Technical Services is a high-growth sector, driven by demand for IT and cybersecurity professionals, with 82,347 jobs in 2022 and a projected 5% growth.
- Healthcare and Social Assistance continues to expand, fueled by an aging population, adding 9% more jobs by 2027.
- Emerging industries, such as biotechnology and life sciences, are bolstered by the county's proximity to federal institutions like the NIH and FDA.

Conversely, there are declines in the industries of retail trade and administrative services, showing the need to upskill displaced workers.

Educational and Skill Levels

The workforce in Montgomery County is notably well educated. Approximately 60% of the population holds a bachelor's degree or higher, supporting the high-skill requirements of the county's major industries. Targeted training programs, such as WSM's SkillUp® Montgomery, provide access to thousands of online courses, addressing skill gaps in IT, healthcare, and professional services.

Barriers to Employment

Several groups face challenges in accessing sustainable employment. These include low-income residents, English language learners, and justice-impacted individuals. These groups often require additional support, such as language training, re-entry programs, and wraparound services. Programs like the LYFE initiative and Justice Empowerment Job Center have been instrumental in addressing these barriers, providing targeted support for youth and re-entry populations.

Strategic Approaches to Workforce Development

WorkSource Montgomery is actively aligning workforce strategies with the needs of local businesses by:

- Engaging Employers: Partnerships with industry leaders to co-design training initiatives ensure relevance to market needs.
- Developing Career Pathways: Sector Connector programs create targeted opportunities in IT, biotechnology, and healthcare.
- Fostering Equity: A commitment to diversity, equity, and inclusion ensures that underserved populations gain equitable access to workforce services.

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- Montgomery County's workforce system continues to evolve, leveraging labor market insights and community feedback to address economic challenges and build a resilient, skilled labor force.

(C) This section should include an analysis of the workforce development activities (including education and training) in your Area, including an analysis of the strengths and weaknesses of such services and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in your Area.

Montgomery County's workforce development system, led by WorkSource Montgomery (WSM) and the Workforce Development Board (WDB), supports a comprehensive range of services aimed at addressing the education and skill needs of the workforce and meeting the employment demands of local employers.

Its strengths include alignment with key industries, robust training and education services, targeted support for diverse populations, integrated service delivery, and business engagement.

Montgomery County's workforce system is strongly aligned with priority industries such as government, professional services, healthcare, IT, and biotechnology. The strategic focus on these industries enhances the system's relevance and ability to meet employer demands. Programs like SkillUp Montgomery offer over 7,000 online courses and certifications; this provides flexible learning for job seekers. Initiatives like Individual Training Accounts (ITAs), On-the-Job Training (OJT), and apprenticeships also strengthen the workforce skills and address gaps in high-demand sectors.

Diverse populations receive targeted support through programs like the LYFE initiative and Dual Track Re-Entry Program; these address the unique needs of justice-impacted individuals, minorities, and youth. The Justice Empowerment Job Center and Financial Empowerment Center also provide comprehensive support for marginalized communities.

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WSM's American Job Centers (AJCs) serve as hubs for coordinated services, offering job search assistance, career counseling, occupational skills training, and employer connections.

Despite these strengths, there are some weaknesses and challenges that Montgomery County is addressing. These include:

- **Industry-Specific Challenges:**

- Declining sectors, such as retail and administrative services, highlight the need for targeted upskilling and reskilling programs for displaced workers.

- **Service Capacity Gaps:**

- Despite a well-documented service structure, bottlenecks in inter-agency coordination and service delivery processes may limit efficiency.
- Surveys and customer feedback indicate opportunities for improvement in addressing service flow inefficiencies and resource allocation.

- **Barriers to Accessibility:**

- Certain populations, including those with language barriers, disabilities, or limited digital literacy, face challenges in accessing available workforce services. Enhanced outreach and tailored services are necessary to address these gaps.

WorkSource Montgomery (WSM) has showcased a strong capacity to address the needs of both the workforce and employers through several key initiatives. Innovative training models, such as the Mobile Job Center and the Metrix Learning platform, have expanded access to essential training and career development resources, enabling more individuals to gain the skills needed for sustainable employment. Scalable programs, including the Dual Track Re-Entry program and the Grant Relief for Onboarding Workers (GROW) initiative, demonstrate WSM's ability to adapt to emerging workforce challenges and meet the demands of evolving industries. Additionally, strategic collaborations with partners like Montgomery College, United Way, and the Latino Economic Development Center have significantly increased WSM's reach and impact, fostering a more inclusive and comprehensive workforce development system.

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(D) This section should describe how your area will align workforce programs, services, and resources to a career pathways model.

- How will you identify and focus on sectors such as cybersecurity, healthcare, clean energy, infrastructure, and manufacturing?
- How will you engage with employers to understand their workforce needs and priorities?
- What strategies will you use to collaborate with partners to recruit successful training and apprenticeship program training providers to the ETPL?
- What strategies will you use to encourage employers to participate in workforce development initiatives?
- How will you support employers in developing and implementing on-the-job training programs?

Montgomery County's workforce development initiatives are centered around aligning programs, services, and resources to a career pathway that addresses local employer needs and provides sustainable employment opportunities for residents. WorkSource Montgomery (WSM) targets high-demand sectors such as cybersecurity, healthcare, clean energy, infrastructure, and manufacturing by utilizing labor market analysis and industry-led partnerships. WSM utilizes labor market data to identify emerging job trends and skills gaps in the county's priority industries. Labor market analysis also ensures training programs are aligned with high-growth industries. Initiatives like the Sector Connector Program also ensure that training programs are industry relevant.

Montgomery County actively engages employers to ensure workforce development initiatives are aligned with their evolving needs. Regular employer feedback is collected through quarterly forums and roundtables, providing a platform for employers to share insights on workforce requirements and industry trends. Additionally, customized employer services are offered through the American Job Centers (AJCs), including tailored solutions like applicant screening, job fair participation, and assistance with job postings.

IN-DEMAND INDUSTRY-SECTOR & KNOWLEDGE & SKILLS ANALYSIS

All Industries			
Top Specialized Skills	Top Common Skills	Top Software Skills	Top Qualifications
Project Management	Communication	Microsoft Office	Valid Driver's License

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Computer Science	Select row	Microsoft Excel Microsoft PowerPoint	Registered Nurse (RN)
Marketing	Select row		Security Clearance Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)
Auditing	Select row	Microsoft Outlook Python (Programming Language)	Basic Life Support (BLS) Certification
Data Analysis	Select row		

Professional, Scientific, & Technical Services

Top Specialized Skills	Top Common Skills	Top Software Skills	Top Qualifications
			Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)
Project Management Computer Science	Communication Management	Microsoft Office Microsoft Excel Python (Programming Language) Microsoft PowerPoint SQL (Programming Language)	Security Clearance Project Management Professional Certification
Agile Methodology	Research		
Data Analysis	Operations		Secret Clearance
Equities	Writing		Top Secret Clearance

Biotechnology/Life Science

Top Specialized Skills	Top Common Skills	Top Software Skills	Top Qualifications
Biology	Research	R (Programming Language) Python (Programming Language)	Security Clearance
Data Analysis	Communication		Valid Driver's License American Society For Clinical Pathology (ASCP) Certification
Biochemical Assays Molecular Biology	Presentations Management	Microsoft Office Microsoft Excel	Secret Clearance American Medical Technologists (AMT) Certification
Immunology	Writing	Microsoft PowerPoint	

Health Care and Social Assistance

Top Specialized Skills	Top Common Skills	Top Software Skills	Top Qualifications
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Nursing	Communication	Microsoft Office	Registered Nurse (RN)
Medical Records	Management	Microsoft Excel	Basic Life Support (BLS)
Billing	Customer	Microsoft Outlook	Certification
Treatment	Service	Microsoft	Cardiopulmonary
Planning	Leadership	PowerPoint	Resuscitation (CPR)
Electronic	Writing	Microsoft Word	Certification
Medical Record			Valid Driver's License
			Certified Nursing
			Assistant (CNA)
Hospitality			
Top Specialized Skills	Top Common Skills	Top Software Skills	Top Qualifications
Marketing	Management	Microsoft	Master Of Business
Project		PowerPoint	Administration (MBA)
Management	Communication	Microsoft Excel	Valid Driver's License
	Customer		Certified Information
Auditing	Service	Microsoft Office	Systems Security
			Professional
Finance	Operations	Web Browsers	Cardiopulmonary
Housekeeping	Leadership	Microsoft Outlook	Resuscitation (CPR)
			Certification
			First Aid Certification

Data from Lightcast, 2024

Collaboration with partners is essential to expand training opportunities and enhance workforce programs. Expanding the Eligible Training Provider List (ETPL) involves actively recruiting training providers and promoting partnerships with WSM on initiatives such as the EARN Maryland grant. Furthermore, strategic partnerships with institutions like Montgomery College, the United Way, and the Latino Economic Development Center amplify access to high-quality training programs.

To encourage employer participation in workforce development initiatives, WSM implements various strategies. Incentive programs, such as the GROW initiative, offer wage subsidies to employers for hiring and training new employees. Targeted promotion of workforce benefits highlights advantages like access to pre-screened candidates and subsidized training opportunities, effectively fostering employer engagement.

Support for employers extends to the development and implementation of on-the-job training (OJT) programs. These programs include customized OJT plans tailored to specific employer needs and financial support in the form of wage reimbursements of up to 90% for training new hires, ensuring mutually beneficial outcomes for employers and employees.

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Building on a comprehensive understanding of labor force data, Montgomery County addresses key barriers to employment to create inclusive workforce opportunities.

LABOR FORCE ANALYSIS

ANNUAL HOUSEHOLD INCOME DISTRIBUTION

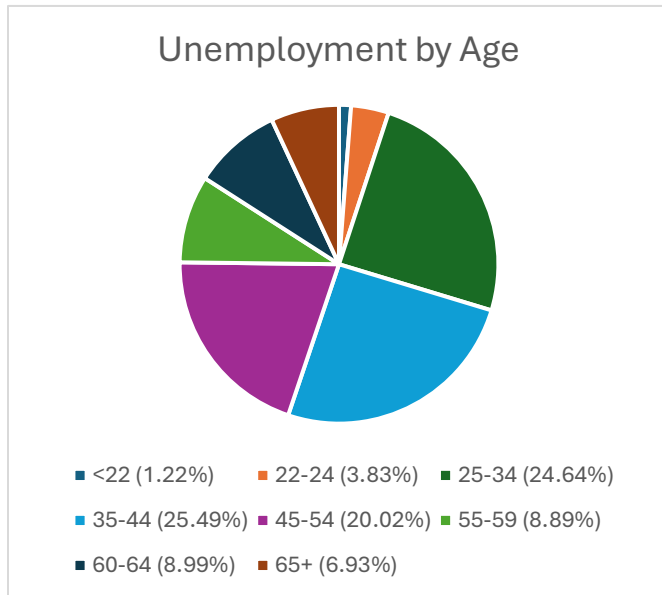
Annual Household Income	% of Households
Less than \$10,000	4.1%
\$10,000 to \$14,999	1.7%
\$15,000 to \$24,999	2.8%
\$25,000 to \$34,999	2.9%
\$35,000 to \$49,999	6.7%
\$50,000 to \$74,999	11.4%
\$75,000 to \$99,999	10.5%
\$100,000 to \$149,999	17.1%
\$150,000 to \$199,999	12.8%
\$200,000 or more	30.0%

Data from Lightcast, 2024

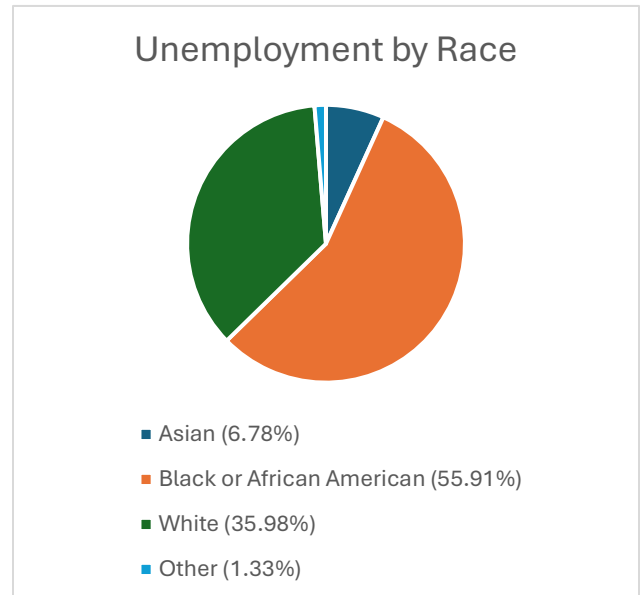
The Annual Household Income Distribution in Montgomery County reflects a predominantly affluent community, with 30% of households earning \$200,000 or more annually. However, income disparity is evident, as approximately 7.7% of households earn less than \$35,000 annually, highlighting the need for targeted workforce development initiatives to support low-income families. The largest proportion of households falls within the \$100,000 to \$149,999 income range, representing 17.1% of the population. This data underscores the importance of aligning workforce programs to address the needs of both high-earning professionals and those facing economic challenges, ensuring equitable access to career pathways and sustainable employment opportunities.

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UNEMPLOYMENT



Data from Lightcast, 2024



Data from Lightcast, 2024

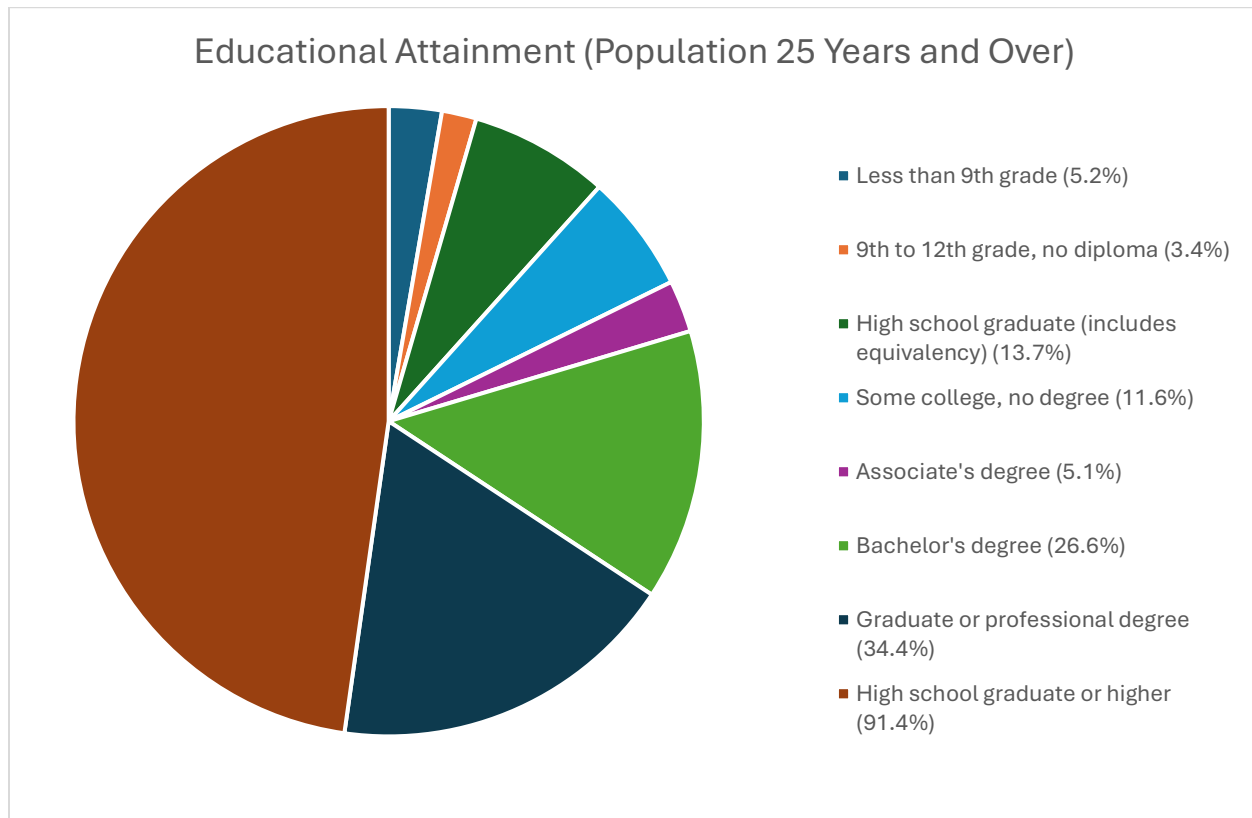
The Unemployment by Age and Race charts provide valuable insights into workforce disparities in Montgomery County.

- **Unemployment by Age:** The highest unemployment rate is observed among the 25-34 age group (24.64%), followed by the 35-44 age group (25.48%), indicating a need for career development opportunities and support tailored to younger and mid-career professionals. The 60-64 and 65+ age groups show lower unemployment rates, suggesting a stable employment status among older populations.
- **Unemployment by Race:** The data reveals disparities among racial groups, with Black or African American individuals experiencing the highest unemployment rate (5.91%), followed by Asian individuals (6.78%). These figures emphasize the need for targeted workforce initiatives that address racial equity and ensure that opportunities are accessible to underrepresented groups.

These insights should guide workforce development strategies to prioritize equity and inclusivity while addressing age and racial disparities in employment.

EDUCATIONAL ATTAINMENT

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Data from 2023 American Community Survey

The Educational Attainment data for Montgomery County highlights a well-educated population, with 91.4% of individuals aged 25 and over having completed high school or higher levels of education. Notably, 34.4% have achieved a graduate or professional degree, and 26.6% hold a bachelor's degree, indicating a workforce with advanced qualifications.

However, gaps remain, as 5.2% of the population has less than a 9th-grade education, and 3.4% did not complete high school, which may limit their employment opportunities. Addressing these disparities through targeted educational programs and workforce training initiatives could help bridge skill gaps and enhance career pathways for underrepresented populations, fostering greater economic inclusivity in the region.

A holistic career pathways model underpins WSM's approach, addressing barriers to employment such as transportation and childcare challenges. Programs like SkillUp® Montgomery and the LYFE initiative equip participants with foundational skills for entry-level roles while providing pathways to advanced certifications and sustainable careers.

These targeted strategies ensure that workforce services in Montgomery County are well-aligned with employer needs, creating robust pathways to

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quality employment opportunities for residents and fostering economic growth in the region.

INDIVIDUALS WITH BARRIERS TO EMPLOYMENT

Veterans

Multiple populations in Montgomery County face barriers to employment beyond unemployment and low educational attainment. In 2023, over 36,000 veterans resided in Montgomery County, totaling 4.5% of the adult population (25 years of age and older). In general, Montgomery County's veterans achieved higher levels of education than the nonveteran population, with 22.4% completing some college or an associate's degree and 63.7% earning a bachelor's degree or higher, compared to 16.7% and 61% for the nonveteran population. Veterans had a significantly higher rate of disability (24.2%) than non-veteran adults (11.3%). As of 2023, a smaller percentage of veterans reported income levels below the poverty line (4.1%) than did nonveterans (7.2%), and the veteran unemployment rate (2.8%) was below that of nonveterans (3.9%).

Speakers of Non-English Language

According to Census Bureau 2023 estimates, English is the only language spoken in 56.6% of Montgomery County homes, compared to 77.5% nationwide. Of the households in which English is not the only spoken language, 40.8% speak Spanish, 24.9% speak other Indo-European languages, 21.7% speak Asian and Pacific Island languages and 12.6% speak another language¹. While these numbers do not necessarily suggest a higher-than average number of English language learners in the county or a substantial number of individuals facing substantial cultural barriers, they may suggest some need to identify programs and make resources available to assist these populations.

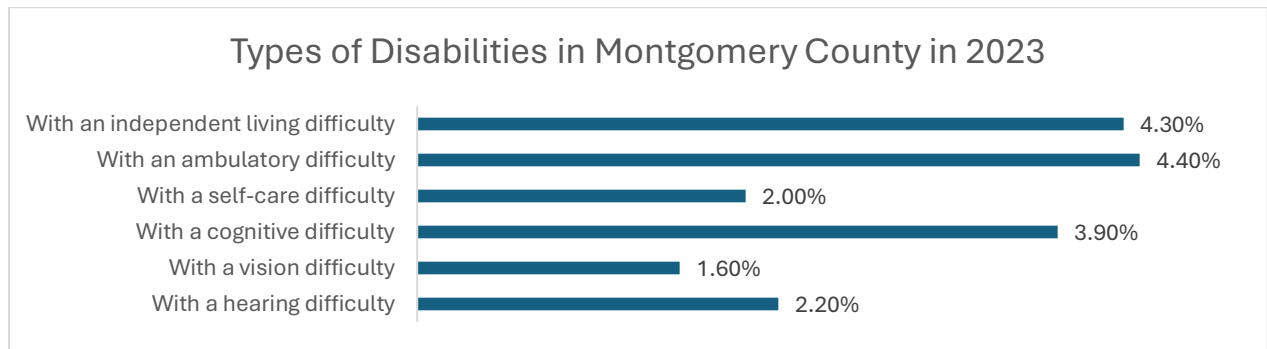
Individuals with Disabilities

According to 2023 Census data, 9.4% of Montgomery County residents lived with a disability. This compares to 11.6% of the state of Maryland and 13.6% of the nation².

¹ American Community Survey 2023 1-Year Estimates

² American Community Survey 2023 1-Year Estimates

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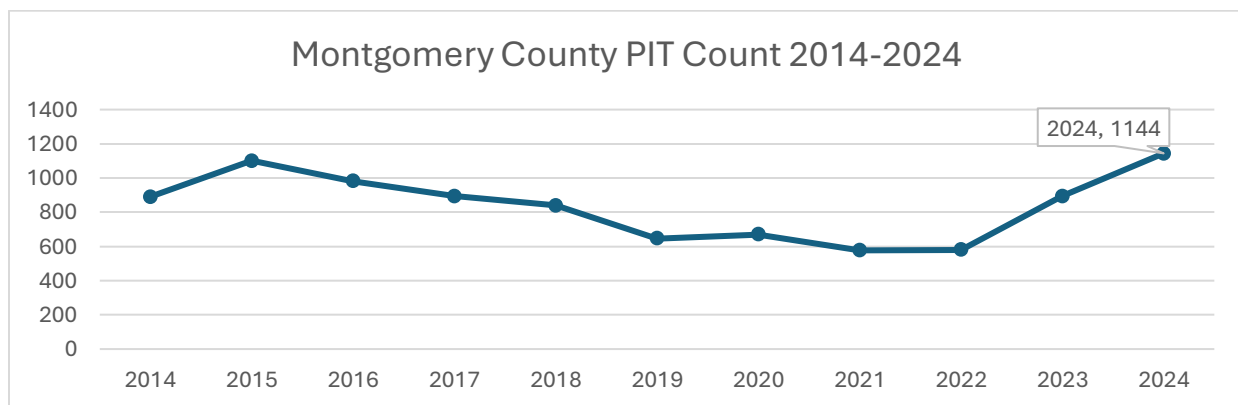


Data from Montgomery Planning, 2023³

Ex-Offenders

Between FY 2019 and FY 2024, 655 Montgomery County residents were released from Maryland Department of Corrections custody, an average of 109 individuals per year.⁴ Montgomery County is one of six Maryland counties with a local reentry agreement with the Maryland Department of Public Safety and Correctional Services (DPSCS) under which the counties take custody of state-sentenced inmates for the final year of their incarceration. This allows inmates the opportunity to better connect with their families and reentry resources and workforce development opportunities in their local communities.

Homeless Individuals & Families



Data from Washington Area COG 2024 "Homelessness in Metropolitan Washington"

³ Data collected from Montgomery Planning: <https://montgomeryplanning.org/wp-content/uploads/2023/11/People-with-Disabilities-Profile-ID-FINAL-UPDATE-web.pdf>

⁴ Data collected from Maryland Department of Public Safety and Correctional Services and from Maryland Department of Offender Case Management System. https://www.dpscs.state.md.us/community_releases/DPSCS-Community-Releases.shtml . These data reflect only releases from State custody and do not include data regarding releases from local detention centers

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The Point-in-Time count in January 2024 showed an increase of 28% from 2023. This number includes 153 unsheltered individuals, or approximately 31% of single adults experiencing homelessness. This is also an increase of 23% in unsheltered homelessness from 2023. The increase in these numbers is consistent with both regional and national increases in homelessness, though Montgomery County had the second greatest increase in the number of persons experiencing homelessness from 2023-2024 in the DC region, after the District of Columbia itself⁵.

Low-Income Individuals & Families

Although Montgomery County is among the most affluent counties in the country, many residents and families still face low-income, poverty, and resulting difficult living and working conditions. About 7.0% of Montgomery County residents are considered to be in poverty. Of those living below the poverty level, 20.2% are children, 61.1% are between the ages of 18 and 64, and 18.6% are 65 years of age or older.

Section III. American Job Center Delivery System

(A) List the AJCs in your area, including address and phone numbers. Provide the One-Stop Operator for each site and whether it is a comprehensive or satellite center.

AREA AMERICAN JOB CENTERS

WorkSource Montgomery (WSM) employment services specified under the Workforce Innovation and Opportunity Act (WIOA) are available to Adults and Dislocated Workers either directly at the American Job Centers (AJCs) or through collaboration with core partners. Training services are offered in partnership with an extensive network of public and private training institutions, including school districts, vocational-technical centers, community colleges, private proprietary schools, and four-year public and private educational institutions. The Workforce Development Board (WDB)

⁵ Washington Area COG 2024 “Homelessness in Metropolitan Washington”

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ensures the delivery of employment and training services that encompass basic services, individual services, and training services.

As outlined in the Training and Employment Guidance Letter (TEGL) 4-15, WSM's Comprehensive AJC exemplifies the characteristics of a high-quality AJC. Montgomery County's Workforce Development System is currently undergoing transformative changes. These changes necessitate a paradigm shift in workforce service delivery, emphasizing collaboration, service alignment, and customer-centric strategic design.

Montgomery County has a longstanding history of leveraging both government and community programs to assist employers, unemployed individuals, and underemployed residents. WSM's vision is to convene and facilitate coordination of existing workforce services while augmenting service delivery to address any identified gaps. By fostering a robust and coordinated workforce ecosystem, employers and job seekers will have enhanced access to the resources they need to contribute to and sustain a strong economy driven by quality talent.

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

Wheaton—Comprehensive

Operator: Eckerd Connects
Location: 11510 Georgia Ave., First Floor
Wheaton, MD 20902
Phone: 301.929.6880
TTY: 301.962.4083
wheaton@worksourcemontgomery.com
Hours of Operation:
Monday – Thursday: 8:30 am – 5pm
Friday: 8:30 a – 3pm

Germantown—Affiliate

Operator: Eckerd Connects
Location: Up-County Regional Services Center, 12900 Middlebrook Road, First Floor, Germantown, MD 20874
Phone: 240.406.5485
germantown@worksourcemontgomery.com
Hours of Operation:
Monday – Thursday: 8:30 am – 5pm
Friday: 8:30 am – 3pm

East County H.I.R.E. Center—Affiliate

Operator: WSM (not WIOA-funded)

Location: 3300 Briggs Chaney Road,
Silver Spring, MD 20904
Phone: 240.777.8412
Fax: 301.685.5569
eastcounty@worksourcemontgomery.com
Hours of Operation:
Monday – Thursday: 9am – 5pm
Friday: 9am – 3pm

Montgomery County Correctional Facility (MCCF) Job Center—Affiliate

Operator: WSM (not WIOA-funded)
Location: 22880 Whelan Ln, Boyds, MD 20841
Phone: 240.242.9181
Hours of Operation:
Monday – Friday: 9am – 5pm

Financial Empowerment Center

Operator: WSM (not WIOA-funded)
Location: 11510 Georgia Ave, Wheaton, MD 20904
Phone: 202.655.4957
Hours of Operation:

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Tuesday, Wednesday, and Thursday –
9am – 5pm
By appointment only:
Mondays – 9am to 5pm
Fridays – 9am to 3pm

Justice Empowerment Center

Operator: WSM (not WIOA-funded)
Location: 11510 Georgia Ave, Wheaton,
MD 20904
Phone: 240.283.1500
Hours of Operation:
Monday – Thursday: 9am – 5pm
Friday: 9am – 3pm

Virtual Job Center

Operator: N/A
Location:
<https://wsm.skillupamerica.org/>
Phone: N/A
Hours of Operation: N/A

Mobile Job Center

Operator: N/A
Location: Varies
Phone: N/A
Hours of Operation:
Calendar:
<https://worksourcemontgomery.com/home/community-impact/mobile-job-center/#calendar>
Request Form:
<https://worksourcemontgomery.com/home/community-impact/mobile-job-center/#MJCRequestForm>

Out of School Youth Services: L.Y.F.E. Empowerment Center

Operator: N/A
Location: 2221 Broadbirch Drive, Office
#148, Silver Spring, MD 20904
Phone: N/A
Hours of Operation:
Monday – Friday 8:30am – 5pm

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

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 provides a warm welcome. Front desk staff are 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 the MD Labor's Qualifying Employment

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Barriers (QEB) Checklist to determine whether the veteran qualifies as having one or more QEBs.

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

1. If the customer qualifies as QEB and requires intensive services to overcome a to employment, AJC staff assists in setting up an appointment for him/her to meet with a 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 resource, an AJC Job Service Specialist, or another resource as determined appropriate, based on the Personalized Needs Assessment.

Currently, WSM and the core have multiple points of access. This includes walk-in services, call-in services, and referrals from partner agencies. WSM has embedded and online referral forms to be utilized by partners to submit referrals for career center services. Additionally, the Mobile Job Center provides services within the community to expand the access of services throughout Montgomery County for customers requiring special accommodation or those who do not have access to reliable transportation to a local job center.

The new intake process provides 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 customers' needs and desired services. WorkSource Montgomery completed a redesign of the intake process that includes 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, and job opportunity e-blasts.
2. Work Ready, Needs Training—WIOA Training Services through blended service offerings. Services include workshops and occupational training services. The WDB will explore expedited service delivery for this category.
3. Needs Intensive Support—WIOA Individualized Career Services through Title I services. Services include skill development (to include both

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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. Eckerd Connects 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 MD Labor and the adult subcontractor 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. The Department of Health and Human Services refers to Temporary Assistance to Needy Families (TANF) customers that need additional employment or occupational training support to the Montgomery County Job Center.

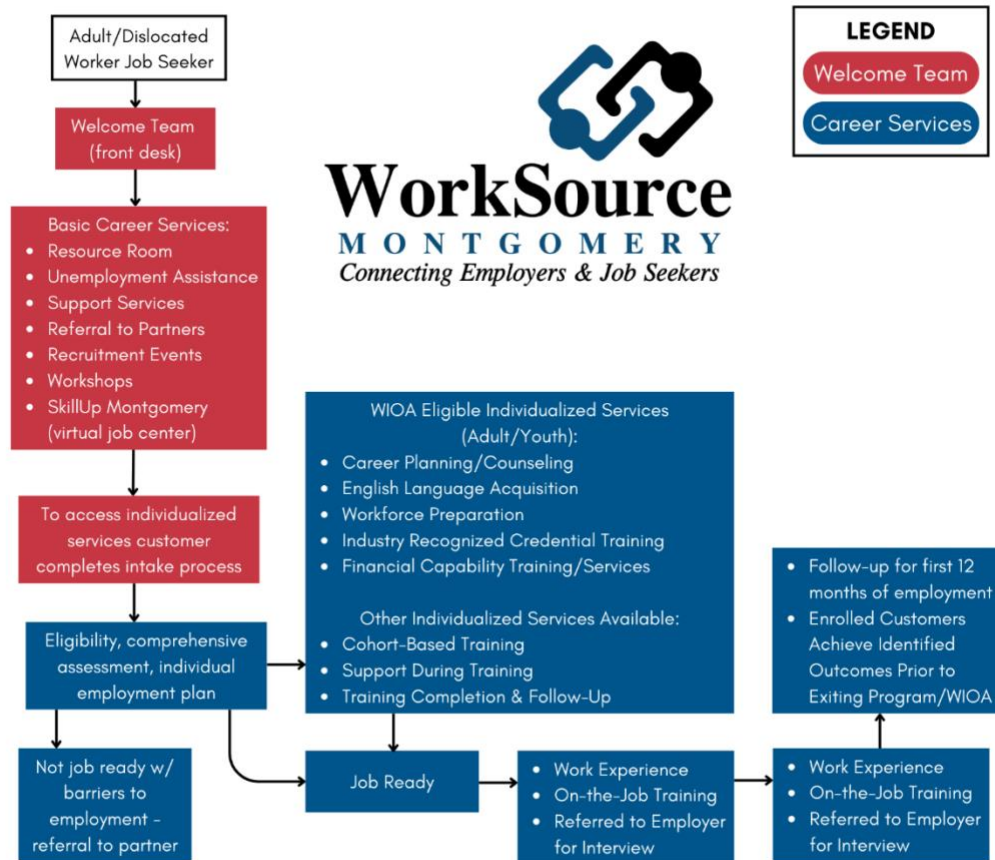
WSM is committed to ensuring meaningful access to services in the Montgomery County Job Centers and affiliate sites for all customers. WSM will be utilizing technologies such as electronic meeting software and online services/trainings to enhance remote services. WSM has invested in the ATLAS system that will automate, streamline, and connect all referrals to better serve our county residents. ATLAS is an Automated, Tracking Linking, and Archiving Solution. It allows for customization of collecting essential information during registration, while identifying and connecting services.

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.

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.

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American Job Center Customer Flow



(C) Describe the process your Board intends to use for the solicitation and selection of a One Stop Operator. (Section 107 of WIOA)

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

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services on-site, effective collaboration is essential. WSM has engaged a contractor, Eckerd Connects, to fulfill the role of One Stop Operator.

(D) Describe how your Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local businesses, workers, and jobseekers. DWDAL's policy on the Eligible Training Provider List can be found here: <https://labor.maryland.gov/employment/mpi/mpi11-21.pdf>.

CONTINUOUS IMPROVEMENT

The WDB has several systems in place to ensure continuous improvement. Eckerd Connects ensures that all facilities, technology, services, employment placement, and outreach 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 by 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 with an AJC Operations Manual that includes all relevant policies, recommended practices,

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and procedures. This manual was developed by the WDB and approved by Eckerd Connects and by the Board.

The WDB engages in monthly monitoring reviews for compliance with performance goals, customer service survey reviews, and customer flow. Additionally, the WDB utilizes an external monitoring support service through independent subject matter experts (SMEs) who have no ties to partner agencies.

These SMEs have and will continue to review the operations of the AJC. Observations include compliance with policies and rules but also suggestions for improvement of services to support alignment and leveraging of resources.

The process of creating the local list of approved training providers in Montgomery County involves several key steps to ensure that programs meet the specified levels of performance and eligibility criteria. The comprehensive process is as follows:

Eligibility Criteria Determination:

The Local Board defines specific levels of performance and eligibility criteria for training programs seeking approval to provide services in Montgomery County. These criteria are established to meet the unique needs and standards set by the local community.

Utilization of Local List:

Montgomery County utilizes a local list that is a subset of the State's Eligible Training Provider List (ETPL). In accordance with Maryland POLICY ISSUANCE 2023-03, the local list incorporates additional, more restrictive criteria determined by the Local Board, ensuring that approved training programs align with the specific requirements of the county. The local list is published on WorkSource Montgomery's website

(<https://mwejobs.maryland.gov/vosnet/drills/program/ApprovedPrograms.aspx?qlink=1>), providing transparency and accessibility to the community regarding the approved training providers in Montgomery County.

Authorization on State ETPL:

Training providers seeking inclusion on the local list must first be authorized on the State ETPL. This initial step ensures that providers meet the baseline requirements set by the state before undergoing the more detailed evaluation for Montgomery County's local list.

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Provider Training Workshops:

Providers are required to attend a virtual training course and participate in scheduled workshops, which are offered twice a year by WorkSource Montgomery. These workshops outline expectations and performance standards for both cohort and individual training, ensuring that providers are well-informed about the specific requirements of the county.

Memorandum of Understanding (MOU):

Providers must complete a Memorandum of Understanding (MOU). The MOU outlines the terms, expectations, and performance standards that providers must adhere to during the provision of training services in Montgomery County.

SAM.gov Authorization:

Training providers must be able and authorized in SAM.gov, demonstrating compliance with federal regulations and confirming that they are eligible to receive federal funds for their training programs.

Renewal Process:

For providers seeking renewal on the local list, a consistent track record of meeting the expectations outlined in the MOU is essential. Providers must also maintain eligibility on the State ETPL, demonstrating ongoing compliance with both state and county criteria.

Performance Review:

WorkSource Montgomery's Performance & Compliance Department conducts regular reviews of training providers' performance, ensuring ongoing adherence to the established criteria. This includes monitoring outcomes, participant success rates, fiscal accountability and program effectiveness.

Continuous Improvement:

The process emphasizes continuous improvement, encouraging providers to address any identified areas for enhancement. This iterative approach ensures that training programs stay responsive to the evolving needs of the Montgomery County community and consistently meet or exceed performance expectations. Montgomery County's Local Board is committed to a robust and accountable process for creating and maintaining a local list of approved training providers. This process ensures that training programs align with the county's unique criteria, fostering effective workforce development initiatives within the community.

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(E) Describe how you will facilitate access to services provided through the AJC delivery system, including in remote areas, through the use of technology and through other means.

ACCESS TO SERVICES

WSM is committed to increasing access to all employers and job seekers, including those in remote areas. Engaging career seekers directly in the communities where they live to facilitate access and create stronger customer experience is a critical responsibility of local WDBs. WSM has implemented a Memorandum of Understanding (MOU) process to establish “pop-up” job centers under the HIRE (Helping Individuals Reach Employment) Program. These centers are in multiple libraries and community centers. Additionally, WSM enhanced its virtual and remote access to services with a new and improved website, adding the Career Edge Virtual Service Portal, and operating the Mobile Job Center (MJC).

In 2023, WSM deployed the Mobile Job Center (MJC) to enhance service delivery at community events and local institutions. This mobile unit enables WSM to extend its reach to customers who may face barriers to accessing traditional AJC locations. In 2024, the MJC was deployed 120 times. Led by the Community Impact Advisory Committee, the MJC engaged over 1,500 residents in various communities.

WSM launched the SkillUp® Montgomery virtual platform in February 2022. The platform is available for all Montgomery County residents through the Metrix Learning® platform. SkillUp® Montgomery offers FREE and UNLIMITED access to more than 5,000 high-quality online training courses for 180 days (6 months). Key Features include Integrated assessments; 5,000+ Workplace Skills/Business/IT courses; 10 Career Pathways, 200 Occupations; 300+ Skill Tracks; 100+ Certification Training Tracks; FREE digital badges & certificates of completion. Additionally, the platform will offer paid certification tracks for job seekers upskilling for careers in I.T., Project Management, and Human Resources. As such, once training modules are complete, job seekers will be able to access funds for credentialing exams directly through the SkillUp Montgomery virtual platform.

WSM has made some of the features of the Metrix Learning® System available to local employers. Employers will have cost-free access to assessments, online skill training, and cost-effective programs for 130+ industry-recognized certifications from anywhere with internet access, 24/7. As a result, the platform will add value to employers looking to upskill incumbent staff, find

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skilled candidates, or enhance new hire training. Custom curricula can be developed for a particular employer or industry. Employers can also list job openings, descriptions, and the skills they are looking for.

WSM has also begun utilizing remote meeting technologies such as Zoom and Microsoft Teams to further improve access for those unable to meet in person and is using the DeliverySlip system for better encryption and security for virtual documents. Additionally, WSM utilizes the Mobile Job Center to provide access of services to customers throughout Montgomery County.

Since the launch of the Community Workforce Network (CWN) in 2021, it has supported more than 4,500 residents, many of whom have qualifying employment barriers (QEB) including immigrants, young adults, and returning citizens. There are currently over 100 organizations in the CWN. A recent achievement of the CWN was the creation of the Montgomery County Community Asset Map, an innovative tool that helps residents and businesses identify nearby service providers. This map was developed to assess services offered by community-based organizations across the county.

(F) Describe the roles and resource contributions of the AJC partners. (See DWDAL’s policy on Memoranda of Understanding and Resource Sharing Agreements) <https://labor.maryland.gov/employment/mpi/mpi4-21.pdf>.

ROLES OF PARTNERS

As codified through agreements, partners commit to coordination and alignment by focusing 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 the engagement of all the key partners. Partners will address coordination around customer flow, reduction of duplication of

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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 Eckerd Connects-led training in areas such as case management strategies, integrated service delivery models, county assets, and customer service.

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 MD Labor and the adult subcontractor 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.

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 who 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.

The objectives of the Adult and Dislocated Worker WIOA programs include:

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1. To increase employment, as measured by entry of Job Seekers into unsubsidized employment
2. To increase job retention in unsubsidized employment at least six months following the start of employment
3. To increase the earnings received in unsubsidized employment as a result of the assistance/training provided by the WIOA program,
4. To ensure customer satisfaction with the public workforce system by both users: the Job Seeker and the Employer
5. To increase enrollment in training programs that lead to recognized postsecondary credentials or employment and achieving measurable skill gains

WIOA YOUTH

The Board will focus services on out-of-school youth and serve in-school youth who are not on a post-secondary education path. The Workforce Innovation & Opportunity Act legislation created an opportunity for local workforce development boards to deliver comprehensive services focusing on low-income young professionals, ages 16 to 24, with one or more barriers to employment. WIOA Youth funds assist participants in securing meaningful employment, preparing for post-secondary education, and attaining skills/training credentials. 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 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 young people 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).

The objectives of the Youth WIOA programs include:

1. Increasing the number of Youth in the workforce with meaningful employment and earned wages

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2. Increase retention of participants in education, training activities or unsubsidized employment
3. Increasing the number of Youth who earn a high school degree equivalent or skills certification to increase opportunities for long-term success
4. Increasing individual participants' literacy and numeracy skills and capabilities as measured by standardized tests
5. To ensure customer satisfaction with the public workforce system by both users: the Job Seeker and the Employer.

WAGNER-PEYSER

Board staff meet regularly with Wagner-Peyser staff to discuss client needs, new resources in the community, and ongoing education regarding targeted populations. Individuals seeking assistance with updating their resume and connection to employment is the focus of Wagner-Peyser. WSM 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 and Classroom 2 Community (C2C) 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 their needs. Working with DORS staff, the Board will ensure that workshops, assessments, and other activities consider 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

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ensure eligible clients can 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 several 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 Maryland Labor, local workforce areas, and the Unemployment Insurance Division.

JOBS FOR VETERANS STATE GRANT PROGRAM

Through collaboration with Veterans Employment and Training Service (VETS), MD Labor administers the Jobs for Veterans State Grant (JSVG) Program, which allows for veterans with qualifying employment 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

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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 in 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.

WSM has partnered with the Montgomery County Department of Corrections and Rehabilitation (DOCR) to create a dual-track reentry program. Track I is located in the Montgomery County Correctional Facility (MCCF), operating as a satellite American Job Center and equipping incarcerated individuals with work readiness skills, career planning, and job search strategies. The program also offers soft skill development and personalized support. In 2024, Track I served 1,675 individuals and held over 200 program sessions. Returning citizens who need continued services after release, such as training and job placement services, will be referred to the reentry team based at the Wheaton AJC.

Track II supports the continuation of services from Track I and provides comprehensive services for any justice-impacted community members in Montgomery County. The new Justice Empowerment Center in Wheaton and the pre-release center in Rockville are staffed with team members offering training and employment services, including work experience, transitional employment, work readiness programs, job search assistance, career exploration, and soft skills development. In 2024, WSM launched a transitional employment program, offering clients paid work experience to help fill resume gaps and gain relevant work experience as a part of Track II. During this period, staff also support clients with work readiness, soft skills development, and job search assistance.

Employers who hire ex-offenders may be eligible for the Federal Bonding Program. WSM ensures its community employers are briefed on the Federal Bonding Program.

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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.

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

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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.

ROLES AND RESPONSIBILITIES

Partner	Role
WorkSource Montgomery Inc (WSM)	Adult, Dislocated Workers, Youth services
Maryland Department of Labor	Wagner-Peyser, Trade Adjustment Assistance, Jobs for Veterans State Grants, Unemployment Insurance
Maryland Department of Rehabilitation Services	Vocational Rehabilitation
Jewish Council for the Aging	The Senior Community Service Employment Program (SCEP)
Montgomery County Public Schools	K-12, Technical education at the secondary level, National External Diploma, Carl Perkins program
Montgomery College	Carl Perkins program; Adult Education and Literacy activities; training provider; Career and technical education programs at the post-secondary level
JobCorps	Job readiness services for youth
Montgomery County Community Action Agency	Community Service Block Grant, employment and training activities
Montgomery County Department of Housing	HUD development and training activities
Montgomery County Department of Human Services	Temporary Assistance for Needy Families (TANF)
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

(G) Describe how your Board will use Individualized Training Accounts based on high demand, difficult to fill positions identified within local priority industries identified in (Section 1(A)).

Individualized Training Accounts (ITAs) are one of the primary methods for financing and providing training for adults and dislocated workers in

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Montgomery County. The Board limits individual training to those industries and occupations that the Local Workforce Development Board deems in-demand (which can be reviewed in Section 1A). Those industries and occupations are identified on the documentation that clients receive at intake. Additionally, federal, state, and local policies and guidance emphasize 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 MD Eligible Training Service Providers to make an informed choice. Approval of training requests is made on a case-by-case basis. It includes a thorough evaluation of the related marketability of skills gained and credentials earned upon successful completion of training.

More information about the policies and procedures for ITAs is available for review in the Job Center Operational Manual. ITAs will be available to eligible individuals subject to the availability of funds to support priority occupations (in-demand jobs) identified by industry. The Board has set a spending cap on all ITA's of \$3,500.00; the cap is reviewed annually. 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.

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

The Montgomery County Workforce Development Board (WDB) is committed to ensuring that participants in the WIOA Adult program meet federal, state, and local priority of service guidelines. This commitment ensures that targeted adult populations can access the WIOA system on a priority basis. The WDB has established an eligibility policy aligned with the Maryland Department of Labor's (MDOL) priority of service guidance, which is available on the WorkSource Montgomery (WSM) website.

MARYLAND PRIORITY OF SERVICE POPULATIONS

The MDOL has identified the following populations as priorities for WIOA Adult funding:

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- 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 Act
- English language learners
- Unemployed individuals, including long-term unemployed
- Individuals with 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 in or who have aged out of the foster care system
- Federal workers/contractors (reduction in force)

The local board retains the flexibility to add additional populations to this list based on changes in the local economy or demographic data, subject to a vote by the WDB.

PRIORITY OF SERVICE IMPLEMENTATION

Priority of service under WIOA Adult funding will be given in the following order:

- 1. Veterans and eligible persons** who are also low-income, recipients of public assistance, or basic skills deficient.
- 2. Non-veterans** included in the groups given priority for WIOA adult formula funds.
- 3. Veterans and eligible persons** who are not included in WIOA's priority groups.
- 4. Any additional populations** identified by the Governor or the Local Board.

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5. Individuals outside priority groups specified under WIOA.

Priority status is determined at the time of eligibility assessment and remains unchanged during the program participation period.

IMPLEMENTATION AND DOCUMENTATION

- **Priority of Intake:** Program operators must prioritize intake processing based on the priority groups outlined above. Individuals in the highest priority group must be processed and served first, followed by those in subsequent groups.
- **Targeted Programs:** Where feasible, initiatives funded through WIOA Adult resources will focus on priority populations.
- **Barrier Identification:** Program operators are encouraged to identify and document customer barriers for local performance measure purposes. Documentation must meet the requirements outlined in local policy.
- **File Management and Tracking:** Participant files must clearly indicate priority status, and WSM will oversee the tracking of priority service implementation in partnership with program operators.

Through these efforts, the WDB aims to ensure that the most vulnerable populations in Montgomery County receive the support and services necessary to achieve meaningful employment and self-sufficiency.

(I) Describe how your Board will utilize funding to create incumbent worker training opportunities.

INCUMBENT WORKER TRAINING

WSM is committed to incumbent worker training, which provides a key training option for the local workforce. It allows workers to gain skills, retain employment, and advance in a career ladder while businesses remain competitive. When implemented, incumbent worker training will utilize a cohort model, prioritize stackable credentialing, and provide 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.

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- 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 and 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's share of the training costs.

(J) Describe how your Board will train and equip staff to provide excellent, WIOA-compliant customer service

SERVICE PROVIDER TRAINING

Excellence in Service is a core WSM principle, and as such, the 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.

Staff are trained to assess eligibility for WIOA Title I services, including adult, youth, and dislocated worker programs, and to provide individualized career services such as comprehensive assessments and the development of individual employment plans. The staff are able to use a customer flow process map, allowing them to understand where a customer should be directed in order to have efficient, seamless, and consistent experience in the workforce system. Staff receive training to properly apply the Priority of Service Policy, which ensures that veterans, eligible persons, and other targeted populations receive precedence in accessing WIOA services. They are familiar with the Customer Complaint Policy so that grievances are addressed effectively, and complaints are documented accurately in accordance with WIOA regulations. As needed, staff are also trained in best practices for safeguarding client data and maintaining confidentiality as mandated by WIOA and organizational policies.

WIOA vendors also provide internal customer service training. 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.

Section IV. Title I – Adult, Youth, and Dislocated Worker Functions

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

WorkSource Montgomery provides a comprehensive range of employment and training activities designed to support adult and dislocated workers in achieving meaningful and sustainable employment. These services are aligned with the Workforce Innovation and Opportunity Act (WIOA) priorities and cater to the unique economic and demographic landscape of the local area. Below is a description and assessment of these services:

1. EMPLOYMENT SERVICES

- **Career Exploration and Counseling:** Career assessments, one-on-one counseling, and career navigation services help individuals identify suitable career paths based on their skills, interests, and local labor market demand.
- **Job Search Assistance:** Workshops on resume writing, interview preparation, and job search strategies equip individuals with essential skills. The Maryland Workforce Exchange also serves as a digital platform connecting job seekers with employers.
- **Job Placement Support:** Local workforce partners, including WorkSource Montgomery, host job fairs and hiring events, providing direct access to employers.

2. TRAINING ACTIVITIES

- **Occupational Skills Training:** Partnerships with local community colleges, technical schools, and industry-specific training providers offer certifications in high-demand sectors such as healthcare, IT, construction, and biotechnology.

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- On-the-Job Training (OJT): Employers receive incentives to train workers on-site, ensuring skill alignment with specific job requirements.
- Incumbent Worker Training: Programs that upskill currently employed individuals to meet evolving industry standards, increasing workforce competitiveness.
- Apprenticeships and Pre-Apprenticeships: Registered apprenticeship programs in collaboration with industry leaders provide structured learning and paid work opportunities.

3. SUPPORTIVE SERVICES

Supportive services address barriers to employment and training through the provision of transportation assistance, childcare subsidies, work attire, and financial literacy workshops.

4. ACCESSIBILITY AND INTEGRATION

WorkSource Montgomery operates American Job Centers (AJCs) across the county, serving as central hubs for workforce services. These centers offer integrated service delivery through collaboration with partners like the Department of Rehabilitation Services (DORS), community-based organizations, and local employers.

(B) Describe how your Board will coordinate workforce development activities in the Local Area with statewide rapid response activities. (Section 134(a)(2)(A).

RAPID RESPONSE SERVICES

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

The Rapid Response Team provides a customized approach with varied services to affected companies, accommodates work schedules, and assists

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companies and workers through the challenging transitions when downsizing or closures occur. 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 WDB 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 can be negotiated. On-site registration service and linkage to other community resources can be provided.

(C) Provide a description and assessment of the type and availability of youth workforce development activities in your area, including activities for youth who are individuals with disabilities. Include successful models of such youth workforce development

YOUNG ADULT SERVICES

To better implement the State's Youth Policy and WIOA sections 129(a)(1)(B)9111)9VII) and (a)(1)(c) (iv)(vii), 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 all eligible youth. The WDB has a standing youth committee including member(s) of the Local Board, a member who 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 brings its expertise to help address the employment, training, education, human and supportive service needs of eligible youth, including out-of-school youth and youth with disabilities.

WSM demonstrates its commitment to In School Youth with key investments and partnerships. Montgomery County Public Schools (MCPS) is a prominent partner and stakeholder. Our leadership regularly coordinates with MCPS to promote quality programming available from both organizations. WSM supports MCPS 5-week Summer RISE program by contributing funding for

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students' stipends and hosting regular information sessions regarding apprenticeship opportunities available to students. Additionally, WSM uses separate MD Labor funding to deliver Summer Youth Programming targeting in-school youth.

MoCo CAP (Montgomery County Career Advising Program) is a partnership between WSM, Montgomery County Public Schools (MCPS), and Montgomery College, with support from The Universities at Shady Grove. The program addresses the mandate in Pillar 3 of the Blueprint for Maryland's Future for career counseling to be offered to all students grades 6-12. MoCo CAP includes more than 50 Career Coaches stationed in middle schools and high schools serving approximately 90,000 students. The first cohort of Coaches began working in MCPS schools in January 2024, with a second cohort starting in mid-April. In the first half of the year, Coaches reached 45,929 students through various events and activities, focusing primarily, but not exclusively, on sixth and ninth graders during this time. All Career Coaches also enroll in a unique Career Advising Registered Apprenticeship Program, offering a certification from Montgomery College and a national credential from the U.S. Department of Labor.

Additionally, to better serve young residents, WSM developed a new program — LYFE (Launch Your Future Employment) — with dedicated staff at the Montgomery College East County Education Center. This program supports out-of-school youth in a post-secondary environment with a 16-week paid work experience that embeds career exploration and job readiness training by experienced career advisors along with supportive services.

(M) Describe how your board will provide access to the 14 required program elements for the WIOA Youth program design and whether the Local Board has contracted with youth services provider.

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:

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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. Adult Mentoring;
8. Follow-up services;
9. Comprehensive Guidance and 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 & training.

For that, the Board will support a model that includes career exploration, essential skills training, occupational training that leads 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.

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

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The WDB will ensure that subcontractors conduct assessments of each participant to include academic level, skill level, and service need. The assessment, per federal guidelines, will include a 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.

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 post-secondary 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:

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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 the usage of standardized tests to determine basic skill levels, pre-testing and post-testing, tutoring, and developmental activities to include individual or group academic activities, and specialized instructions to include integrated learning models.

WSM entered into an agreement with Eckerd Youth Alternatives (EYA) in October 2021 to expand employment and training services for out-of-school youth and young adults.

In addition to serving those adversely affected by the public health crisis, the program is intentionally designed to reach individuals who are one or more of the following: low-income, homeless, pregnant and/or single parent, disabled, ex-offenders, English learners, public assistance recipients, or basic skills deficient. The provision of services includes but is not limited to case management & barrier remediation, career coaching & counseling, occupational skills training, paid work experience, job placement assistance, and post-employment support.

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 youth and offer work-based learning opportunities.

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(D) Describe how your local area will coordinate education and workforce development activities carried out in your area with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

SECONDARY AND POST-SECONDARY EDUCATION COORDINATION

The WDB has 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 post-secondary education programs in the county that lead to local in-demand jobs. WSM 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.

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

- A High School Diploma equivalent.
- 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.

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- Opportunities for work-readiness training
- Connection to practical, hands-on skill training.

To better serve our young residents and avoid duplication of services, WSM developed a new program — LYFE (Launch Your Future Employment) — with dedicated staff at the Montgomery College East County Education Center. This program supports out-of-school youth in a post-secondary environment with a 16-week paid work experience that embeds career exploration and job readiness training by experienced career advisors along with supportive services.

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

TRANSPORTATION AND SUPPORTIVE SERVICES

WorkSource Montgomery is an advocate for customers and employers regarding various barriers to employment, including transportation challenges. 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 provides supportive services consistent with all applicable federal, state, and local laws and regulations.

Common barriers to employment, training, and other activities supporting employment and training often include lack of transportation, lack of available childcare, and, in extreme cases, lack of safe and affordable housing. Staff identify potential barriers during the development of an Individual Employment Plan (IEP). Staff are encouraged to spend time with customers, asking questions to determine what referrals, services, or other supports will help individuals meet their goals. These questions often include:

- Language
 - What is your native language?
 - What other languages do you speak?

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- Transportation
 - What transportation will you most likely use to get to work and/or training?
 - Do you have a valid driver's license?
- Child/Elder Care
 - Do you have children that require childcare?
 - Do you have an alternate childcare plan?
- Housing
 - What is your current housing situation?
 - Are you receiving housing assistance?
 - Do you expect to remain in your current residence?
 - Are you facing any type of housing/financial crisis at this time?
- Criminal History
 - Have you ever been convicted of a criminal charge? If yes, is this a barrier to employment?
- Employment Portfolio Documents
 - Do you need assistance in obtaining documents that may be necessary to reach your employment goals? This may include your Birth Certificate, Social Security Card, ID Card, and more.

Supportive services should only be provided when necessary to enable the participants to continue in Title I activities. Supportive Services are not guaranteed; if available, they are cost reimbursable only. Customers seeking supportive services should be referred to a partnering agency. Customers with substantial need are not deemed “job ready” but after referral and resolution, are welcome to continue with their job strategy. The Montgomery County Job Centers have partnerships with the public transportation system and other non-profit organizations to address these issues. Through these partnerships, the centers can obtain monthly bus passes distributed to clients to assist with transportation issues. Eligible clients can also receive childcare vouchers that can be used to pay for daycare services and in cases of extreme hardship.

WSM uses a combination of formal and informal processes for referrals and accessibility to supportive services. Center staff members receive regular training on referral processes. WSM's CWN and Community Asset Map are essential parts of this work. This includes ensuring the resources for supportive services offered by community partners included in the asset map are fully understood by staff and CWN members, as well as jobseekers and employers.

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(F) Describe how your Board will utilize Local Adult Funding, based on adult priority groups as specified in the State Plan.

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 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, including but not 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 the 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 learning 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.

(G) Describe how the Local Board will utilize Local Dislocated Worker Funding.

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

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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.

(H) Describe how your Board will define “self-sufficiency” for employed Adult and employed Dislocated Worker participants.

SELF-SUFFICIENCY

The WSM policy requires all programs receiving WIOA funding for Adult, Dislocated Worker or Youth programs to 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.

2024 Federal Poverty Guidelines		2024 Montgomery County LLSIL (Lower Living Standard Income Level) – 70%, by Family Size	
1	\$15,060	1	\$14,150
2	\$20,440	2	\$23,189
3	\$25,820	3	\$31,830
4	\$31,200	4	\$39,289
5	\$36,580	5	\$46,370

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6	\$41,960	6	\$54,229
7	\$47,340	For family units of 7+	Add \$7,859 for each additional person
8	\$52,720		
For family units of 8+	Add \$5,380 for each additional person		

Addressing the definition of self-sufficiency guides WSM's internal performance measurements, therefore the WDB utilizes the Self-Sufficiency Standard for Montgomery County prepared by the Montgomery County Community Action Agency, The Self-Sufficiency Standard for Montgomery County, Maryland 2023 (montgomerycountymd.gov). 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 \$91,674 or \$43.41 per hour to meet the families' basic needs. While Montgomery County has a higher minimum wage than Maryland, at \$16.70 an hour, a parent with one preschooler would need to work 105 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 following table.

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The Self-Sufficiency Standard for Select Family Types* Montgomery County, MD 2023

	1 Adult	1 Adult 1 Preschooler	1 Adult 1 Preschooler 1 School-age	2 Adults 1 Preschooler 1 School-age
Monthly Costs				
Housing	\$1,699	\$1,934	\$1,934	\$1,934
Child Care	\$0	\$1,677	\$2,698	\$2,698
Food	\$413	\$610	\$905	\$1,207
Transportation	\$189	\$189	\$189	\$378
Health Care	\$238	\$667	\$697	\$790
Miscellaneous	\$365	\$619	\$753	\$856
Broadband & Cell Phone	\$111	\$111	\$111	\$155
Other Necessities	\$254	\$508	\$642	\$701
Taxes	\$1,038	\$2,160	\$2,996	\$2,816
Earned Income Tax Credit (-)	\$0	\$0	\$0	\$0
Child Care Tax Credit (-)	\$0	(\$50)	(\$100)	(\$100)
Child Tax Credit (-)	\$0	(\$167)	(\$333)	(\$333)
Self-Sufficiency Wage				
Hourly (per adult) **	\$22.39	\$43.41	\$55.33	\$29.11
Monthly	\$3,941	\$7,639	\$9,739	\$10,245
Annual	\$47,294	\$91,674	\$116,864	\$122,943
Emergency Savings Fund (Monthly)	\$122	\$519	\$742	\$280

* The Standard is calculated by adding expenses and taxes and subtracting tax credits.

** The hourly wage is calculated by dividing the monthly wage by 176 hours (8 hours per day times 22 days per month). The hourly wage for families with two adults represents the hourly wage that each adult would need to earn, while the monthly and annual wages represent both parents' wages combined.

Note: Totals may not add exactly due to rounding.

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.

(I) Describe your Board's definition of "unlikely to return to previous industry or occupation" when required for eligibility for Dislocated Worker services.

UNLIKELY TO RETURN TO OCCUPATION

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

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- The 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;
- 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.

WSM supports the above criteria to define “unlikely to return to work.” AJC staff determines that an individual is unlikely to return to his/ her previous industry or occupation due to circumstances that cause qualifying employment barriers.

(J) Describe how your Board will interpret and document eligibility criteria for in-school youth. (Maryland Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII).

WSM is deeply committed to supporting in-school youth by appropriately documenting eligibility criteria that align with Maryland's Youth Policy and the requirements outlined in WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII). Our efforts are designed to ensure that youth in Montgomery County have access to high-quality programming, resources, and opportunities that will enhance their educational and career outcomes.

To ensure eligibility is determined accurately and transparently, WSM follows a comprehensive, standardized process for documenting eligibility following state and federal guidelines. This process includes carefully reviewing each youth's educational enrollment status, age, and any specific barriers they may face.

(K) Describe how your Board will interpret and document eligibility criteria for out of school youth. (Maryland Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII)).

WSM is committed to interpreting and documenting eligibility criteria for **out-of-school youth** in accordance with Maryland's Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII). We will ensure eligibility through a structured process, including age verification, low-income status, and barriers to employment, with documentation from academic records, assessments, and community partners.

Eligibility Determination and Documentation:

1. **Verification:** Eligibility will be verified through academic records, youth interviews, and other supporting documents (e.g., disability status, foster youth, or school dropout).
2. **Assessment:** Youth will undergo a personalized **individualized assessment** to identify career interests, barriers, and training needs, which will inform their **Individual Service Strategy (ISS)**.
3. **Collaboration:** WSM will collaborate with educational institutions and community organizations to confirm eligibility and ensure youth are connected to relevant resources.

Service Delivery Model:

1. **Career Exploration:** Youth will engage in career exploration to identify potential pathways in high-demand sectors.
2. **Essential Skills Training:** Training will cover soft skills and basic workplace readiness to prepare youth for success.
3. **Occupational Training and Credentials:** Sector-based job training will lead to industry-recognized certifications in high-demand fields.
4. **Work Experience and Apprenticeships:** WSM will offer work-based learning opportunities to help youth gain real-world experience and job skills.
5. **Placement and Follow-Up:** WSM will assist with job placement and provide follow-up services for at least 12 months post-placement.

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Individual Service Strategy (ISS) Review:

Each youth will have a personalized **ISS** with goals, milestones, and services outlined. This plan will be reviewed every **90 days** to track progress and make adjustments as needed.

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

NEED FOR TRAINING (ITA/COHORT)

Each participant is required to conduct research and prepare a training plan prior to submitting a written request for training funds. The following must be documented in the request:

- The occupations for which the training will prepare the participant
- The local employment projections for specific occupations(s)
- The entry-level salaries of these positions
- Evidence that the position is on the High Priority Occupation list
- A statement regarding how the remaining tuition balance, if any, will be satisfied if the course amount exceeds the allowable funding
- For ITAs, a comparison of (2) training providers from the state-approved Eligible Training Provider List (ETPL).

Participants seeking training must apply for financial aid (if appropriate) during their career research and before requesting access to WIOA funds. In addition to the list above and financial aid applications, individuals seeking WIOA funding support also need to demonstrate a “need for training” which is a collaborative decision made with input from the interested customer 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-funded occupational training. Those who proctor the assessment must go through 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 necessarily need to take CASAS. The assessment must be taken for those with only a high school diploma or

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equivalent, 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.

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 are aware that an assessment is required as part of the IEP and any ITAs and cohort training.

(M) Describe how your board will provide access to the 14 required program elements for the WIOA Youth program design and whether the Local Board has contracted with youth services provider.

WSM is committed to delivering comprehensive services for youth, especially those facing qualifying barriers to education and employment. Our program integrates career exploration, essential skills training, occupational credentials, and work experience opportunities. With a focus on individualized assessments, sector-based training, and work-based learning, we will prepare youth for careers in high-growth industries, ensuring alignment with local labor market needs.

Our approach prioritizes older, out-of-school, and disconnected youth, including those facing barriers such as foster care, justice involvement, disabilities, and basic skills deficiencies. Our five-step process includes individualized assessment, sector-based job training, work-based learning, placement, and follow-up services, with continuous support to ensure successful transitions into sustainable employment and education.

1. Tutoring, Study Skills Training, and High School Diploma/GED

We will provide academic support and tutoring, helping youth obtain their high school diploma or GED. WSM will also focus on youth with basic skills deficiencies, offering pre- and post-testing, tutoring, and specialized instruction to ensure academic success.

2. Alternative Secondary School Services

In collaboration with local K-12 schools and educational stakeholders, we will provide alternative education options, particularly for disconnected youth.

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Programs will include GED preparation, tutoring, and strategies to reduce dropout rates, ensuring that youth complete their education and transition to post-secondary pathways.

3. Summer Employment Opportunities

We will offer paid summer employment opportunities, emphasizing work readiness and career exploration. Youth will gain valuable work experience through internships, job shadowing, and work-based learning in high-demand sectors such as healthcare, IT, construction, and hospitality. These opportunities will be integrated into the WSM Summer Youth Connection programs.

4. Paid and Unpaid Work Experiences

Our program will facilitate year-round paid and unpaid work experiences, such as apprenticeships and internships, to connect youth with employers in key industries. These work experiences will help youth develop essential work maturity skills, prepare for careers in high-growth sectors, and ensure alignment with local labor market demands.

5. Occupational Skills Training

Youth will participate in targeted occupational skills training aligned with the needs of local employers. Focus will be on industries such as construction, healthcare, IT, and hospitality. Youth will gain industry-recognized credentials that enhance their employability and career progression, with an emphasis on high-growth sectors.

6. Leadership Development Opportunities

Youth will engage in leadership development activities, including mentoring, peer-led projects, and community service. These activities will help youth develop decision-making, communication, and teamwork skills, providing them with essential tools for long-term success.

7. Supportive Services

To address barriers to success, we will offer supportive services, including transportation assistance, childcare, mental health support, and case management. For youth with specific needs, such as those aging out of foster care or involved in the justice system, we will provide tailored services like social service referrals, employability training, and barrier remediation.

8. Adult Mentoring

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Each youth will be paired with an adult mentor who will offer career guidance, academic support, and emotional encouragement. Mentors will work with youth to create Individual Service Strategies (ISS) that align with their career goals, and relationships will be sustained for at least 12 months to ensure ongoing support.

9. Follow-up Services

Youth will receive follow-up services for a minimum of 12 months after program completion. These services include job placement assistance, career coaching, referrals for further education or training, and help in overcoming barriers to long-term employment and educational success.

10. Comprehensive Guidance and Counseling

We will provide individualized career guidance and counseling to help youth explore career pathways and develop the skills necessary for success. After an objective assessment of academic, occupational, and service needs, staff will create an ISS tailored to each youth's goals. The ISS will be reviewed every 90 days to track progress and ensure alignment with employment goals.

11. Financial Literacy Education

Financial literacy workshops will teach youth essential money management skills, including budgeting, saving, and understanding credit. This education is crucial for helping youth transition to financial independence and manage their finances effectively in adulthood.

12. Entrepreneurship Skills Training

We will offer entrepreneurship training to youth interested in starting their own businesses. Training will cover key business skills such as writing business plans, securing funding, and marketing, empowering youth to create their own career opportunities.

13. Labor Market and Employment Information

Youth will have access to up-to-date labor market data to help them make informed decisions about their careers. Our program will provide resources on in-demand occupations, wage trends, and the skills required for various job roles, ensuring that youth are prepared for sustainable careers in growing industries.

14. Post-secondary Preparation

We will provide support for youth pursuing post-secondary education, including college and vocational training. Services will include assistance with

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applications, financial aid, scholarships, and test preparation, ensuring that youth have the resources to succeed in higher education and training programs.

KEY WSM INITIATIVES AND TARGETED SERVICES

Objective Assessments: WSM will conduct objective assessments to evaluate academic, occupational skill levels, and career pathways. These assessments will guide the development of each youth's Individual Service Strategy (ISS), ensuring personalized support.

Sector-Based Job Training and Work-Based Learning: WSM will focus on sector-based job training in high-growth industries, offering youth direct access to employers and work-based learning opportunities in construction, healthcare, IT, and hospitality.

Targeting Disconnected Youth: Services will prioritize older, out-of-school, and disconnected youth, with specific strategies for re-engaging youth through partnerships with local schools and post-secondary institutions.

Partnerships with Employers: WSM will collaborate with employers to create work-based learning opportunities, connecting youth with meaningful internships and apprenticeships that lead to employment in key industries.

Co-location and Technology Integration: Youth services will be co-located in Montgomery County Job Centers to facilitate co-enrollment and increase access to resources for the highest-need populations. We will also leverage technology to expand service delivery and enhance program accessibility.

Serving Youth with Barriers: Special services will be provided to youth with barriers such as foster care, justice involvement, disabilities, and basic skills deficiencies. This includes customized work readiness skills, job referrals, and connections to community partners for mental health, medical, and other services.

Eckerd Youth Alternatives (EYA) Partnership: Through our agreement with EYA, we will expand services for out-of-school youth, particularly those impacted by the Covid-19 pandemic. EYA will provide case management, career coaching, paid work experience, and post-employment support to youth ages 16-24, with a focus on those facing qualifying barriers.

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

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 expenditure occur at every full Board meeting. The program director and Executive Director will keep budgetary track of the percentage to ensure that the requirement is met.

(O) Describe your board's plan goal to serve out of school youth and identify specific steps that have been taken to meet this goal. If your board's goal is under 75 percent describe how you will implement the waiver and how you will enhance connections to Youth Apprenticeship programming, increase DORS co-enrollment, and make changes for In School-Youth (ISY) services.

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 youths that are reached. Partners such as the public school system, community and faith-based organizations will also be leveraged to reach harder to serve youth. In addition to these methods, the Board will support the 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 learning opportunities, and participation in industry academies.

Partners will address coordination around customer flow, reduction of duplication of services, strategic policy development, data sharing, continuous

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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, the coordination of activities, and the enhancement of communication and cross-customer engagement.

Other basic and intensive services include:

- Assist the client with the development of an Individual Employment Plan (IEP) and job readiness support which addresses potential barriers to employment and how to overcome them.
- Provide pre- and post-employment placement coaching, and update IEP as required.
- Coordinate with other agencies and community-based organizations to assist clients and make appropriate referrals.
- Network with community resources to provide services that address specific barriers customers face in accomplishing their employment goals.
- Consult with other staff to promote customer goals and career-related needs.
- Follow up with customers who are not attending programs and provide intensive support to ensure compliance with training and employment.
- Contact customers about career opportunities as well as job fairs on an ongoing basis.
- Attending community events can be beneficial for our customers' career pathways as well as assist with addressing additional barriers that could hinder customers from gaining subsidized employment opportunities.

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

FOLLOW-UP SERVICES

WorkSource Montgomery's follow-up services are crucial in ensuring WIOA participants, particularly youth, receive the support they need to thrive after program exit. These services are tailored to individual needs and are closely

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monitored to ensure compliance with DOL requirements. By maintaining consistent contact and providing appropriate assistance, WorkSource Montgomery helps participants succeed in their employment and educational endeavors, contributing to long-term workforce development in the region.

Follow-up services are offered for a 12-month period, aligned with the minimum requirement. Retention coordinators are responsible for follow-up services for program participants, with exited individuals receiving communication monthly. Programmatically, WSM 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 data input in the state's record system. From a fiscal standpoint, the WDB ensures subcontractors follow all procedures indicated in federal, state, and local policies and WIOA regulations and that costs are allowable. Expenditures are tracked monthly to ensure the correct cost categories and that expenses are within contracted cost limitations. Frequent desk reviews are conducted on each WIOA contract.

Adult and Dislocated Worker Follow-Up Services

Participants served with WIOA funds are required to receive twelve (12) months of follow-up services following the first day of employment. When it is discovered that a participant has obtained employment, participants are exited from the program and documented in in both the Maryland Workforce Exchange (MWE) and the participant's Case Notes. The exit date reflects the last day a service was provided.

These services include, but are not limited to, the following contact methods: telephone, e-mail, social media, and/or face-to-face communication. Follow-up services are offered monthly throughout the 12-month follow-up period and may vary in scope and intensity depending on the participant's specific needs.

Youth Follow-Up Services

Youth participants benefit from targeted follow-up services designed to support their transition to adulthood and ensure continued success in employment and education. All youth participants must receive some form of follow-up services for at least twelve (12) months following program exit. The services are customized to address each youth's unique circumstances and goals. The scope of these follow-up services may be less intensive for youth who have only participated in summer youth employment opportunities.

Key youth follow-up services include:

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- Leadership development and supportive service activities.
- Regular contact with the youth's employer, assisting in resolving work-related issues.
- Career development and education assistance, including helping youth secure better-paying jobs and further education opportunities.
- Work-related peer support groups to foster collaboration and mentorship among peers.
- Adult mentoring to provide guidance and career advice.
- Tracking employment progress, ensuring youth are maintaining employment post-training.

These services include, but are not limited to, the following contact methods: telephone, e-mail, social media, and/or face-to-face communication.

Follow-Up Schedule for Adults, Dislocated Workers, and Youth

To meet compliance, the appropriate Counselor must document follow-up activities in the MWE and Case Notes at the following intervals after a participant exits the program.

- 1st month after termination
- 3rd month after termination
- 5th month after termination
- 8th month after termination
- 12th month after termination

The career advisor is responsible for entering the dates in MWE and the Case Notes to demonstrate that follow-up services were completed and to maintain accurate records for auditing purposes.

Section V. Title II Adult Education and Family Literacy Functions

(A) Describe how your Board will coordinate workforce development activities in your Area integrating the provision of adult education and literacy activities under Title II of WIOA, including, but not limited to, the implementation of the career pathways model.

INTEGRATING & ALIGNING TITLE II 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. Since 2020 and the COVID-19 pandemic, Montgomery County's Workforce Development System has undergone 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 utilize and leverage the system to grow and maintain a strong economy based on quality talent more effectively.

The WDB has a formal agreement and strong partnerships with both Title II funded programs at Montgomery College and Classroom 2 Community (C2C) the current provider of Adult Education and Literacy programs. The Adult Education programs at Montgomery College and C2C 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

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bringing the “classroom into the community and community into the classroom,” to increase relevancy in learning. C2C employs a community-based approach with an emphasis on getting all students, regardless of academic skills, online to better serve students who are not able to get to a physical class. Because of this commitment, C2C is able to serve some of the hardest-to-reach students in Montgomery County.

WSM, Montgomery College, C2C, 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).

(B) Describe how your Board will coordinate efforts with Title II providers to align basic skills and English language assessments and include the following:

- An outline of the steps to align basic education skills and English language assessments within you Area, including, but not limited to, any MOU entered into by the workforce development and adult learning partners;

To align assessments, the WDB has encouraged the use of CASAS for its providers, 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. Similarly, C2C assesses all learners using CASAS for academic skill and the Northstar assessment to ascertain basic digital literacy for all of its learners before they enter classes.

WSM’s contracted WIOA service providers have agreed through their scope of services to administer the CASAS consistently. 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

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Federal regulations, state guidance, and WDB preference to participants in need of English language proficiency.

- **How assessment scores will be shared among WIOA Title I areas and Title II providers (Consideration must be given to the Federal Education Rights and Privacy Act (FERPA));**

Assessment scores will be shared among WIOA Title I areas and Title II providers through identified contact persons within each organization as needed. The use of CASAS helps facilitate a common standardized assessment for basic academic skills and ensure accurate information sharing.

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

The WDB will maintain the integrity of tests and assessments and follow regulations and guidelines. Trained staff will administer the CASAS, the TABE or other National Reporting System (NRS) assessments that are approved by Federal regulations and state guidance to all participants interested in entering a workforce program.

- **How will your area coordinate testing between workforce development and adult education providers; and**

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. WSM expects Title II providers and partners to adhere to MD Labor policies and procedures regarding assessments, regardless of which is being used.

- **How will your will ensure that test administrators are trained? (See MD Labor's policy and applicable testing guidelines) (DWDAL's policy on assessments)**

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

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conversations will explore further coordination of testing to reduce duplication of services and enhance service delivery across entities.

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

The 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 in all OSO and WSM monthly partnership meetings to coordinate partner services throughout the workforce ecosystem. In addition, the WSM Executive Director and the President of Montgomery College have scheduled meetings across topics, including Title II service delivery. Through board discussions, 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.

(D) Describe how adult education services will be provided in the AJC system within the Local Area.

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 Eckerd Connects (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.

(E) Describe how adult education providers in your Area will use the Integrated English Literacy and Civics Education (IELCE) program to prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. If there are no IELCE providers in your area, the response should note how the area refers to job seekers looking for IELCE services.

(See WIOA Section 243(a))

C2C's Integrated English Language and Civics Education/Integrated Education Training (known as IELCE/IET) has been designed to prepare adults who are English Language Learners to place such learners in unsubsidized employment in the IT and tech-adjacent work sectors. For students who seek employment in other fields, such as healthcare, childcare, hospitality, and construction, C2C works with partners to ensure that learners are getting the services they need to achieve their employment goals.

The Integrated English Language and Civics Education (IELCE) part of the program integrates English literacy and civics education activities to help English language learners achieve competence in English through contextualized instruction on the rights and responsibilities of citizenship. C2C partners with Casa de Maryland to help connect learners from the IELCE program who are seeking naturalization to access Casa's legal staff.

C2C's IELCE classes are offered throughout the year to meet the demand. The classes meet twice a week for eight weeks for a total of 48 contact hours. Every student who participates in this class takes a pre-and post-test for tracking student outcomes.

For the Integrated Education Training (IET) part of C2C's rigorous and results-based IELCE/IET program, learners participate in adult education and literacy activities while additionally participating in workforce preparation activities,

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workforce training, and a specific in-demand job training that leads to a national certification in either IT or Agile Scrum Master classes that could help learners qualify for tech or tech-adjacent careers.

Currently, Agile Scrum Master training is not funded by IET, but C2C's IT program is funded to take learners through IT Fundamentals and then onto A+—both are nationally recognized certifications awarded by CompTIA.

C2C's IET program employs its own curricula that was designed by linguists on staff to match the language skill of Advanced ESL learners. That said, C2C has developed a learning path for lower-level eESL learners who can build their IT skills as they increase their English fluency. This learning path, which is not funded by the IET funding line, includes classes in Computers for the Workplace, Microsoft Office, and Google Suite classes that help get English language learners ready for 21st century careers.

To that end, it is C2C's plan to add Agile Scrum Master preparation classes to the IET funded offerings in FY26.

To keep up with the needs of the 5,000 applicants for services, C2C provides most classes as either online or hybrid (in-person and remote). Over 1,700 students, and 85 nationalities are served annually.

With Montgomery College leading the in-person learning opportunities, C2C attempts to fill gaps in services through its online offerings combined with 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 whereas those who attend C2C's classes, on average, have no higher-ed experience. 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.

English Language learners often need more than English or even basic computer classes in order to qualify for a living wage in Montgomery County. This means that Title II program instructors/educators are having to become vocational trainers as much as they are academic instructors.

The Montgomery Coalition for Adult English Literacy (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.

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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 C2C 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 Eckerd Connects' efforts to improve understanding of each partner.
- **Stronger Referral Processes**—WSM, the Title I subcontractors, and the Title II providers will adjust 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.
- **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 C2C 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.

As with other partner programs detailed earlier in this plan, monthly coordination meetings with all partners revisit how each of the program services are delivered to ensure there is no duplication of services.

WSM and 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 all partners to enhance communication and cross-customer engagement.

The Adult Education and Family Literacy Act provides funding for a variety of services to help adults develop basic skills, such as reading, writing, math, and English language learning resulting in the transition to post-secondary education/training and gainful employment. Services include:

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- ABE - Adult Basic Education
- GED Classes - General Educational Development
- GED Ready - Official Practice Test
- NEDP Site - National External Diploma Program
- GED Test Center - Official GED Testing Site
- ESL - English as a Second Language
- EL Civics - English Language Civics/Citizenship
- Family Literacy

As a convener, WSM is responsible for ensuring that all Title II partners, along with all other partners, are fully compliant and that test administrators are fully trained in accordance with MD Labor's policy and applicable testing guidelines as set forth by the application test publisher. All Title II partners are subject to these terms per agreement with WSM.

Section VI. Wagner Peyser Functions

(A) Describe your plans and strategies for maximizing the 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 your Area through the AJC delivery system to improve service delivery and avoid duplication of services.

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. MD Labor 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. Eckerd Connects 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-

WORKSOURCE MONTGOMERY

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.

Montgomery County Job Center partners will also develop workshops that will prepare customers to be job ready. Other available sessions will include resume critiques and mock interviews. Job search assistance will be provided in Montgomery County Job Centers along with job listings and job-related events such as Career Fairs.

(B) Describe how your Board will coordinate with the Wagner-Peyser program to provide migrant and seasonal farm workers in its Local Area will be provided employment services.

MIGRANT & SEASONAL FARM WORKERS

There are currently no identified migrant or seasonal farm workers in Montgomery County. However, anecdotal evidence collected by MD Labor 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. MD Labor 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.

WORKSOURCE MONTGOMERY

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. When serving MSFWs, MD Labor will conduct any and all housing inspections.

A description of who is responsible for conducting migrant and seasonal farmworker housing inspections. DWDAL's policy on migrant and seasonal farmworker services can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi4-18.pdf>.

(C) Explain who is responsible for conducting migrant and seasonal farmworker housing inspections.

DWDAL's policy on migrant and seasonal farmworker services can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi4-18.pdf>.

When serving MSFWs, MD Labor will conduct any and all housing inspections.

Section VII. Title IV — Vocational Rehabilitation Functions

(A) Describe the cooperative agreements that have been replicated between your Board or other local entities and the local office of a designated State agency or unit administering programs under Title I of the Act. Explain your efforts to improve services may include cross-training of staff, technical assistance, information sharing, cooperative work with employers, and other collaborative and coordinated initiatives

(Rehabilitation Act, 29 U.S.C. 721(a)(11)(B), 29 U.S.C. 720 et seq., 29 U.S.C. 732, 741).

The Maryland State Department of Education/ Division of Rehabilitation Services, in accordance with 29 U.S.C. 721(a) (11) will provide the following services to individuals with disabilities:

WORKSOURCE MONTGOMERY

- Provide intake and orientation for jobseekers.
- Provide comprehensive assessments and an Individualized Employment Plan;
- Provide guidance and counseling, physical restoration, and training to eligible persons with disabilities;
- Provide follow-up services to enhance job retention;
- Provide other vocational rehabilitation services as may be available and appropriate;
- Provide Pre-Employment Transition Services for students with disabilities, as defined by WIOA;
- Provide Supported Employment Services for youth and adults with disabilities as defined by WIOA;
- Provide independent living services to enhance the capacity of persons with disabilities to live unaided in the community;
- Provide performance information as required by WIOA;
- Provide cross training to AJC workforce staff on disability related issues;
- Provide training and technical assistance on disability-related issues and on assistive technology;
- Engage employers through the Division's Business Services Representatives;
- Work in a collaborative manner to coordinate services among the Workforce Partners for youth and adults with disabilities.

WDB has a strategic partnership with the Division of Rehabilitation Services (DORS) and has defined roles and functions in the MOU and RSAB. DORS provides information and assistance to AJC partners and places 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 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 is available to individuals with disabilities by:

- Working with the Vocational Rehabilitation partners with expertise in serving individuals with disabilities to seek advice on improving service access and service delivery in AJC and all workforce programs.

WORKSOURCE MONTGOMERY

- Utilizing technical assistance through 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.

(B) Describe how individuals with disabilities will be served through the AJC system in the Local Area.

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 the 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.

WORKSOURCE MONTGOMERY

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 Category II (Significant Disabilities) and Category III (Non- Severe Disabilities) to WDB contracted staff.

Section VIII. Temporary Assistance for Needy Families Functions

Montgomery County

TCA Caseload, SFY 2023

Case Characteristics

1,805
cases in SFY 2023

12%
decrease from
SFY 2022

Number of Recipients per Case

● Zero ● One ● Two ● Three +



Age of Children

Cases with children 5 years old or younger

54%

Cases with school-aged children (6-18 years)

74%

New Families

1 in **4** families were new to TCA

&

Many received SNAP in the previous year

73%

Average Months of Receipt

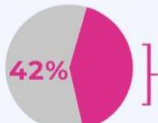
7 of 12
months

SFY 2023

19 of 60
months

Previous 5 years

Child Support Pass-Through



Received Pass-Through

5 months

Average months of pass-through

\$549

Average pass-through total

Adult Recipients

(n=1,804)

Race



Gender

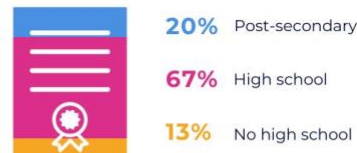


Marital Status



Median age: **35**

Highest Education Level



Employment in Maryland

Year before TCA



21% of all employed adults in this jurisdiction worked out of state in 2022. TCA recipients' employment does not include out of state employment and may be underestimated.

Montgomery County

TCA Case Closures, July 2016–December 2022

Previous TCA Receipt

In the five years before exit

81% of cases received **two years or less**
12% of cases received **four or more years**

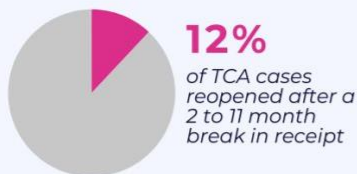
Top Case Closure Reasons



- Income above limit
- Work sanction
- Did not maintain eligibility

Beginning in January 2022, instances of work sanctions no longer result in a case closure.

Program Participation in Year after Exit



28% of exiting cases received **Transitional Support Services (TSS)**



Received **SNAP**



Received **Medical Assistance**



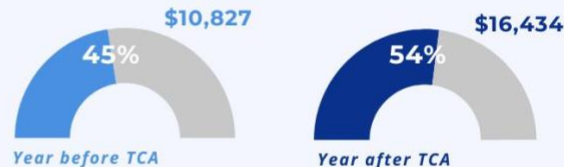
Received a **child support** payment

3,503
Cases

Employment and earnings are limited to recipients with certain civilian employment in Maryland. Please see the Data Sources section for more information. Valid percentages are reported. Percentages may not add up to 100% due to rounding.

Employment among Adult Recipients

Annual Employment and Median Earnings



Year before TCA

Year after TCA



Economic Stability



Pandemic



Pandemic Recovery

*Follow-up data not available for the pandemic recovery cohort at time of analysis.

Annual Median Earnings

Five Years after Exit

\$22,029 All employed recipients
\$36,785 Recipients employed a full year

\$23,030

Poverty threshold
Family of three

Top Sectors after Exit

23% Health Care and Social Assistance

19% Retail Trade

14% Administrative & Support and Waste Management & Remediation Services

23% of all employed adults in the state worked out of state in 2021. TCA recipients' employment does not include out-of-state employment and may be underestimated.

3,483
Adult Recipients

WORKSOURCE MONTGOMERY

(A) Describe how TANF is integrated in the AJC system (e.g., customer intake, service coordination, client monitoring and tracking, targeting employment services to low-skill, low-wage workers, etc.)

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 longstanding Montgomery County Job Center partner. Staff members work to ensure that public assistance recipients are enrolled in programs and are receiving services they need. The TANF staff is integrated in the One-Stop to provide information on services and assists with screening customers for benefits. TANF participants have access to a broad range of AJC services that include partner services, career counseling, occupational skills training opportunities and job placement services. In addition to TANF, due to House Resolution 1 (H.R.1) requirements, the following also applies to work mandatory residents receiving support through Supplemental Nutrition Assistance Program and Medicaid programs. WSM also intends to add a navigator to support referrals from the Department of Health & Human Services. Additionally, enhancements will be made to WSM's virtual career center to better support work participation requirements.

As referenced throughout this Plan, the WIOA partners including TANF agreed to a common intake that includes an informal assessment and orientation session, Maryland Workforce Exchange registration and referral to career services. In addition, TANF staff participates in orientation/ information sessions, coordination meetings to facilitate co-enrollments, career pathway strategies, supportive services, and staff development training. WIOA provides an opportunity to enhance this partnership and explore additional coordination of services to better serve individuals receiving TANF.

WSM and the board continued to 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 One Stop Operator, Eckerd Connections continues to engage in a conversation about how to further 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 Scholarship program.

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

WORKSOURCE MONTGOMERY

- **Customer Intake**—The TANF workforce subcontractor 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

(B) Describe your implementation and coordination process to enhance the provision of services to individuals on TANF that includes:

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

Currently, Neighborhood Opportunity Network staff provide customers at the Wheaton Job Center with TANF, SNAP and other Health and Human Services screening and referrals once per 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 existing financial and in-kind contributions to the WIOA system to ensure coordination of services provided by multiple programs, creating a seamless approach to delivering services;

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

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

Staff development and training is key to successful delivery of service. Health and Human Services is committed to attending OSO 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.

WORKSOURCE MONTGOMERY

Ensure that activities are countable and tracked for the TANF Work Participation Rate;

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.

Access to business services and employer initiatives to attract and better serve employers by marketing joint services, minimizing the burden on employers who use the centers, and provide employer-focused services through a single point of entry rather than through all partnering programs

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 WSM, the OSO, and partners are 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.

WORKSOURCE MONTGOMERY

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

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. WSM is seeking out new avenues for technology to streamline the process for data collection by population. They will soon initiate the use of a new CRM platform that will allow for better tracking of data in real time. WSM is also committed to allowing more “read only” access to their databases for partners to see who is registered. Core partners are currently reviewing opportunities to share data more effectively across programs.

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

The 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 with all AJC partners in Montgomery County that evaluate and continuously improve access and services for all individuals at the centers.

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

TANF recipients can access basic employment resources via the Comprehensive American Job Center which is co-located with a Financial Empowerment Center. Additionally, SkillUp Montgomery (a virtual job center and training platform) is available to all residents free of cost.

Section IX. Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)

(A) Describe the process the local WIOA partners utilize, or plan to utilize, to support SNAP work registrants in accessing available support and workforce development programs and how many SNAP work registrants currently exist in your area

SNAP Employment and Training (E&T) is a federally funded and mandated program to provide Supplemental Nutrition Assistance Program (SNAP) participant's opportunities to gain skills, training, work, or experience that will increase their ability to obtain regular employment that leads to self-sufficiency and meet state or local workforce needs. The program offers

WORKSOURCE MONTGOMERY

funding to States to provide a package of case management along with employment and training and related supportive services to SNAP participants.

While Maryland is a “voluntary” SNAP E&T state, capturing work registrants is a federal requirement. The codes entered into MDTHINK Eligibility & Enrollment (E & E) system are transmitted to the WORKS System to create the FNS-583 Report to capture the number of SNAP recipients who are eligible for employment and training services in the state. FNS uses this report to determine how much funding to allocate to each state for training programs.

Local Department Social Services (LDSS) and Government Assistance Eligibility Specialist (GAES) must screen all SNAP recipients between the ages of 16 - 59 yrs. who are unemployed or underemployed to determine if an individual should be referred to a SNAP E&T program. The Local Department Social Services (LDSS) and Government Assistance Eligibility Specialist (GAES) must complete the referral screen in WORKS for all SNAP participants who wish to participate. SNAP recipients with exemptions may still volunteer to participate in SNAP E&T programs and must also have their referral screens completed in WORKS.

At the application and recertification interview the GAES must:

- Provide a comprehensive oral explanation of the SNAP work requirements, types of training programs available and those programs offer participants reimbursement options to help them overcome barriers.
- Assess each household member to identify any applicable exemptions.
- Update the system with any statutory and individual exemptions.
- Complete the direct referral process in the E&E Worker Portal
- Complete the SNAP E&T Referral form for those who are interested in participating in SNAP E & T program.
- Enter data on the SNAP E&T Tracking log for volunteer registrants.
- Narrate and scan SNAP E&T Referral forms into the E&E Worker Portal

Once the SNAP case has been finalized, the work registration information will be sent to the WORKS system by capturing the information that the GAES enters in E&E Worker Portal.

However, WORKS does not capture customers who volunteer. That is why those who volunteer and are referred should be recorded/entered on SNAP E & T

WORKSOURCE MONTGOMERY

tracking log. The GAES must complete the SNAP E&T referral by writing "VOLUNTEER" on the form.

GAES is to scan and upload a copy of the email and referral form to E&E Worker Portal.

Employment Services will complete the Electronic Referral in WORKS. The GAES will provide the program contact information to the registrant. Equus Workforce Solutions will act including contacting the client within a specific time after receiving the Electronic Referral.

Recipients who are deemed temporarily unsuitable for SNAP E&T due to an individual exemption must be registered for work in E&E Worker Portal but granted good cause for not participating in a SNAP E&T program at the GAES's discretion. The GAES must narrate in the E&E System noting the work registrants' status. A recipient's work registration exemption status must be redetermined at least annually and must be coded in the E&E system.

Recipients who are not participating in a SNAP E&T program because they meet a statutory exemption, should not be registered for work but must be entered by the GAES in the E&E Worker Portal exemption screen.

Equus Workforce Solutions will invite SNAP E&T participants to attend one of the sessions.

A reverse referral is required when a SNAP participant enrolls in a training program on their own, without the knowledge of the local DSS office. Equus Workforce Solutions will complete the "Reverse Referral Form," and send it to the Employment Services email at: employment.services@montgomerycountymd.gov. Employment Services will determine the case status (Active, Denied, Pending) and alert the GAES about customers who are identified through the Reverse Referral. Employment Services will scan and upload the reverse referral form to E&E.

The GAES will determine if the customer is eligible to receive SNAP E&T services, provide a comprehensive explanation of the SNAP work requirements, determine exemption, good cause, volunteer, ABAWD, update the enrollment in E&E Worker Portal, make corrections to demographic information on the form if necessary and complete the bottom portion of the reverse referral form. For SNAP customers who are not ABAWD, GAES will confirm they are manually registered in WORKS in addition to completing any required paper forms. Additionally, each SNAP E&T vendor has vendor-specific codes that must be accurately captured in case notes, entries, and other updates in the WORKS system.

The work registration information will be sent to the WORKS system by capturing the information that the GAES enters in E&E Worker Portal. However,

WORKSOURCE MONTGOMERY

WORKS does not capture customers who volunteer. That is why those who volunteer & referred should be recorded/entered on SNAP E & T tracking log. If the customer has chosen to volunteer, write VOLUNTEER in the additional comments section, upload the form to E&E, return the form to Equus Workforce Solutions email at: snap@equusworks.com, and CC: employment services at: employment.services@montgomerycountymd.gov.

Montgomery County

SNAP Caseload, SFY 2023

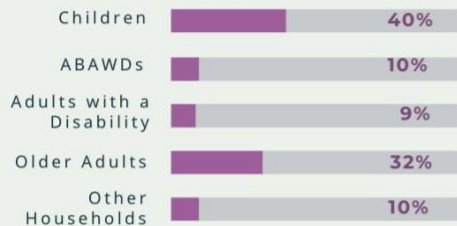
Households

44,339 **3% decrease**
since SFY 2022

Households in
SFY 2023 -1,241 households

Household Type

Percent of households with...



Number of Household Recipients



13% of households
were new to SNAP
in SFY 2023

Average months
of SNAP receipt: **41 months**
in the past 10 years



Please see the Methods section for
household definitions.

Adult Recipients

N = 44,729

Average Age: **51** years

Race/Ethnicity



^ Non-Hispanic/Latinx.

Gender

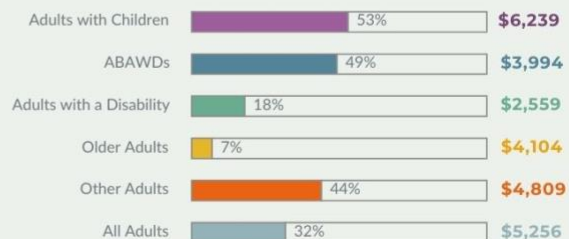


79% of adult recipients
completed high school



Percent Employed while Receiving SNAP

Median Quarterly
Earnings



21% of all employed adults in Montgomery County work out of state. SNAP recipients' employment does not include out-of-state employment and may be underestimated.

Analyses are based on a unique count of all cases and adult recipients who received SNAP in state fiscal year (SFY) 2023. Gender, race, and ethnicity categories come from predetermined fields in the state administrative database. High school completion rates include General Education Development (GED) certificates. Employment and earnings are limited to recipients with certain civilian employment in Maryland. Please see the Methods section of this report for more information. Valid percentages are reported. Percentages may not add up to 100% due to rounding.

WORKSOURCE MONTGOMERY

(B) List the available SNAP E&T third party partners in your local area and describe how the third-party partners are being engaged to ensure they are aware of all workforce development programs available in the WIOA system, streamline resources, and prevent duplication of services.

The Department of Health and Human Services serves as a member of the WSM Board and other subcommittees. This is the initial line of engagement with the third-party partners. Additionally, WSM's Community Impact department engages with many of the organizations listed below frequently to leverage program services through resource-sharing and referrals.

SNAP E&T Third Party Partners:

- Baltimore City Community College (BCCC)
- Center for Urban Families (CFUF)
- Civic Works
- Community College of Baltimore County (CCBC)
- Goodwill Industries of the Chesapeake
- Humanim
- International Rescue Committee (IRC)
- Jane Adams Resource Center (JARC)
- Jewish Council for Aging (JCA)
- Job Opportunities Task Force (JOTF)
- The Light House, Inc. Annapolis
- Maryland Food Bank
- The National Center on Institutions and Alternatives (NCIA)
- Per Scholas
- United Way
- Vehicles For Change
- The Work First/ America Works
- Baltimore Cyber
- Bugg Hardnett Associates
- I'm Still Standing Community Corporation
- It Works Learning
- Living Classrooms Foundation
- Maryland New Directions
- MCVET
- Roca Baltimore
- Union Kitchen

Section X. Community Service Block Grant Functions

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

Public Service Grants Funded by the Community Service Block Grant (CSBG) Program July 1, 2023– June 30, 2024:

- **Horizon Greater Washington, Inc.:** Received \$35,000 for the Horizon Greater Washington Summer Program, estimated to benefit 140 students.
- **Korean Community Service Center of Greater Washington, Inc.:** Allocated \$32,533 for the Strengthening Asian Families through Empowerment and Service (SAFES) program, expected to assist 1,350 clients.
- **Latino Economic Development Corporation:** Granted \$34,920 for Tenant Services and Eviction Prevention, aiming to support 80 Montgomery County tenants.
- **Liberty's Promise, Inc.:** Received \$25,000 for the "Helping the Immigrant Youth of Montgomery County Succeed" initiative, projected to benefit 300 youth.
- **Mobile Medical Care:** Allocated \$36,734 for the "Keeping Focused on Diabetic Eye Health" program, estimated to serve 100 patients.
- **Montgomery Housing Partnership, Inc.:** Granted \$40,000 for the Workforce Development Program, expected to benefit 1,005 clients.
- **United Way of the National Capital Area:** Received \$40,000 for implementing the Community Schools Model, aiming to assist 1,005 clients.

(B) Describe your implementation and coordination process to enhance the provision of workforce development services for individuals receiving CSBG-supported services that includes:

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

The WDB will provide space to the providers in the AJC to meet with clients. They will be encouraged to participate in MOU and RSA to become key partners in the AJC. The CAA is a mandated partner.

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

In fiscal year 2024, the RSA leveraged nearly \$930,000 of cash contributions from partners.

Cross training and providing technical assistance to all WIOA Partners about CSBG.

WSM's Performance and Compliance team provides regular technical assistance trainings to all WIOA partners about CSBG.

Ensuring that activities are countable and tracked for CSBG performance metrics.

There is alignment of CSBG and WIOA performance metrics. These metrics include number of residents served, types of services offered, barriers present, employment and education outcomes, and wage earnings.

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Access to business services and employer initiatives to attract and better serve employers by marketing joint services, minimizing the burden on employers who use the centers, and provide employer-focused services through a single point of entry rather than through all partnering programs.

WSM's Business Services Team promotes their services to the business community so that they are aware of service offerings and resources available free-of-cost.

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

WSM utilizes Clear Impact to track universal data and outcomes with all workforce partners in Montgomery County. A previous challenge amongst WSM and AJC partners was the lack of a tracking and referral system. In 2024, WorkSource Montgomery introduced Atlas, a portal in which partners can efficiently exchange data, coordinate referrals, and integrate case management, ensuring that job seekers receive holistic and streamlined support.

(C) A description of the CAA representation on the Local Board to ensure that CSBG expectations, roles, and responsibilities are addressed in the Local Area. A representative from a CAA is a required partner on the Local Board.

The United Way of the National Capital Area and Montgomery County Community Action Agency have representation on the WDB. This ensures that CSBG expectations, roles, and responsibilities are addressed in the Local Area.

Section XI. Jobs for Veterans State Grants Functions

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

PRIORITY OF SERVICE TO VETERANS AND ELIGIBLE PERSONS

The AJC provides “Priority of Service” to veterans and their eligible persons in accordance with the Jobs for Veterans Act of 2002 and the Veterans’ Benefits, Health Care, and Information Technology Act of 2006. The purpose of Priority of Service is to give first consideration for program participation to covered Veterans and eligible persons who also meet the eligibility criteria of a federal Department of Labor training, employment, or placement service in any workforce preparation program. Local Workforce Development Areas will ensure all vendors follow Priority of Service provisions.

To receive Veterans’ Priority of Service for a specific program, a Veteran or eligible person must meet the statutory definition of a “covered person” and must meet any other statutory eligibility requirement applicable to the program. For all USDOL-funded programs, Priority of Service means access to services or resources earlier than others, or if resources are limited, it may mean access to services and resources instead of general service individuals.

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.

Note: All criteria for veteran and eligible person eligibility will be applied as written in Maryland’s WIOA State Plan, Section 9. (Review for more details on veteran and eligible person eligibility).

In accordance with Maryland’s State Plan, veterans, and eligible persons will continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular

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group of individuals, such as the WIOA priority described below, priority must be provided in the following order: In accordance with Maryland's State Plan, veterans and eligible persons will continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described below, priority must be provided in the following order:

1. First, to veterans and eligible persons who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible persons who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible persons) who are included in the groups given priority for WIOA adult formula funds.
3. Third, to veterans and eligible persons who are not included in WIOA's priority groups.
4. Last, to non-covered persons outside the groups given priority under WIOA.

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

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CUSTOMER SERVICE FLOW FOR VETERANS

AJC staff provides core services and initial assessments to veterans. The receptionist or other AJC staff who work at the front desks are trained to determine whether any customers are veterans. Information can also be gathered on veteran status when the AJC front desk has customers complete their county's "Customer Activity Sheet". Customers who self-attest to veteran status shall receive priority of service from this point forward.

AJC staff conduct the initial Personalized Needs Assessment with all new customers (including veterans). If a customer self-attests to veteran status, AJC staff complete MD Labor's Qualifying Employment Barriers (QEB) Checklist to determine whether the veteran qualifies as having one or more QEB.

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

1. If the customer qualifies as QEB and requires intensive services to overcome a barrier to employment, AJC staff assists in setting up an appointment for them to meet with a Disabled Veteran Outreach Program (DVOP) Specialist.
2. If the customer does not require intensive services, they are then referred to Basic Career Services resources, WIOA Title I resources, an AJC Workforce Development Specialist, or other resource as determined appropriate based on the Personalized Needs Assessment.

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

VERIFYING VETERAN STATUS

Any individual self-identifying as a covered person should be provided with immediate priority in the delivery of employment and training services. It is neither necessary nor appropriate to require an individual self-identifying as a veteran or eligible person to verify their status at the point of entry unless the individual who self-identifies as a covered Veteran or eligible person:

1. Is to immediately undergo eligibility determination and must be registered or enrolled in a program; or,
2. The applicable Federal program rules require verification of covered Veteran or eligible person status at that time.

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Similarly, a covered person should not be denied access on a priority basis to any services provided by program staff in order to verify covered person status. Rather, an individual self-identifying as a Veteran or eligible person should be enrolled and provided immediate priority and then be permitted to follow-up subsequently with any required verification of his or her status as a Veteran or eligible person.

For services that require eligibility verification, such as classroom training, verification only needs to occur at the point at which a decision is made to commit the use of outside resources. For example, to receive training services under WIOA Title I programs, veteran status must be verified. In cases such as these, verification is only necessary where a decision is made to commit outside resources to a covered person over another individual. For all other purposes, covered persons should be enrolled and provided immediate priority before providing verification as a covered person.

To receive Priority of Service for career services, covered persons may self-attest their veteran or eligible person status.

VETERANS & ELIGIBLE PERSONS AS DISLOCATED WORKERS

WIOA Title I Dislocated Worker Funds can help Veterans, separating service members and eligible persons to enter or reenter the civilian labor force. To receive services under the WIOA Title I Dislocated Worker Program, a Veteran or eligible person must be a dislocated worker. According to WIOA, a dislocated worker is an individual who:

1. Has been terminated or laid off, or received a notice of termination or layoff from employment;
2. Is eligible for, or has exhausted, unemployment insurance (UI) benefits;
3. Has demonstrated an appropriate attachment to the workforce, but is not eligible for UI and is unlikely to return to a previous industry or occupation;
4. Has been terminated or laid off, or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff;
5. Is employed at a facility where the employer has made the general announcement that the facility will close within 180 days;
6. Was self-employed, but is unemployed as a result of general economic conditions in the community or because of a natural disaster;
7. Is a displaced homemaker as defined by WIOA 3(16); or,

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8. Is the eligible person of a member of the Armed Forces on active duty (as defined in section 101(d)(1) of Title 10, U.S.C.), and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the eligible person of a member of the Armed Forces on active duty and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

Generally, service members exiting the military, including, but not limited to, recipients of Unemployment Compensation for Ex-Military members (UCX), qualify as dislocated workers. Active-duty service members who separate by retirement may also qualify as dislocated workers. However, an active-duty service member taking early retirement as an incentive must be taken on a case-by-case basis. In some cases, this type of separation may be the only choice a service member may have. Thus, the service member's retirement could be considered a dislocation. However, if the service member's separation is voluntary, then the service member would not qualify as a dislocated worker.

If a Veteran meets the definition of a dislocated worker, then they may also be eligible to receive Priority of Service. For WIOA Title I programs, Priority of Service is available to any Veteran who has served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. AJCs may consider documentation of a service member's release from active duty on a specific date as equivalent to a layoff notice for WIOA Dislocated Worker Program eligibility. However, service members are not eligible for Priority of Service until they leave active duty.

In the case of separating service members, because they may be on a terminal leave from the military, a separating service member may begin to receive career services while the service member may still be part of the Active-Duty military but has an imminent separation date. It is appropriate to provide career services to separating service members who will be imminently separating from the military, provided that their discharge will be anything other than dishonorable.

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

JOBS FOR VETERANS STATE GRANT (JVSG) FUNDS ARE PROVIDED TO FUND TWO STAFF POSITIONS

Disabled Veterans' Outreach Program (DVOP) Specialists –

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Under 38 U.S.C. 4103A(a), a DVOP specialist provides intensive services 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 USDOL 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.

MONITORING PRIORITY OF SERVICE

To ensure priority of service is implemented and operating correctly it will be monitored by the Regional Local Veterans Employment Representative (RLVER) and by the Labor Exchange Administrator or whomever they designate.

ENGAGING LVERS

Local Veterans Employment Representatives (LVER) conduct outreach to employers and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans and encourage the hiring of veterans. The Local Board will promote LVER services through social media, job fairs and email blasts based on information provided to the Local Board by the LVER. The Local Board will include the LVER in employer meetings convened in support of determining employer needs related to Career Services, Training Services, or Educational Services. The LVER will be included in meetings and efforts convened by and on behalf of the AJC Partners, including meetings and efforts convened by the One Stop Operator.

Section XII. Trade Adjustment Assistance for Workers Program Functions

(A) Describe how Trade Adjustment Assistance (TAA) services will be provided in the AJC system within your Area.

TAA SERVICES PROVIDED IN THE AJC SYSTEM

Trade affected workers will be co-enrolled with the WIOA dislocated worker program or other appropriate program to ensure the availability of a comprehensive array of services and the integration of workforce development programs. Trade staff and WIOA partners will coordinate efforts to provide opportunities for Trade affected workers to obtain skills, services, resources and support in a quick and effective manner to return the trade affected worker back to suitable employment.

(B) Describe how Title I staff will provide the TAA services listed above in an integrated manner

TITLE I PROVISION OF TAA SERVICES

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

(C) Describe how Trade participants will be co-enrolled in other programs.

CO-ENROLLMENT

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

Section XIII. Unemployment Insurance Function

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

UNEMPLOYMENT INSURANCE FUNCTION

WIOA staff work side-by-side with Wagner-Peyser staff, particularly in the job center's resource area. The One Stop Operator and AJC partners have 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. Wagner-Peyser staff also provide information to individuals requiring assistance with filing claims for unemployment compensation and offer True-Identity, a screening method to help prevent unemployment insurance fraud. A customer's identity must be verified by staff before proceeding with their claim. Staff also assist customers with creating a profile in BEACON, Maryland Department of Labor's unemployment benefits system, and with filing their weekly certification for required job search activity. The Wagner Peyser program and Reemployment Services and Eligibility Assessment (RESEA) and Reemployment Opportunity Workshops (ROW) programs provide claimants access to the full menu of services of the AJC through RESEA, ROW, and WIOA programs. An AJC staff member presents information during two weekly workshops about services, resources, and job opportunities – and at the conclusion of the workshop, the Wagner Peyser staff meets one-on-one with each RESEA customer to identify their needs and refer them to other services e.g. WIOA, employment opportunities, one-on-one appointments, workshops and/ or to other workforce partners in the One-Stop.

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

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. The Wagner Peyser program and Reemployment Services and Eligibility Assessment (RESEA) and Reemployment Opportunity Workshops (ROW) programs provide claimants access to the full menu of services of the AJC through RESEA, ROW, and WIOA programs. An AJC staff member presents information during two weekly workshops about services, resources, and job opportunities – and at the conclusion of the workshop, the Wagner Peyser staff meets one-on-one with each RESEA customer to identify their needs and refer them to other services e.g., WIOA, employment opportunities, one-on-one appointments, workshops, and/ or to other workforce partners in the One-Stop.

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 to provide better access to the services in the AJC and introduce and invite the customers to workshops and hiring events at the AJC. Additionally, WSM staff have access to the Beacon Database system to monitor any issues that UI claimants have reported and determine if they are able to provide additional guidance.

Section XIV. SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM FUNCTION

(A) List the Senior Community Service Employment Program (SCSEP) providers in your Area and how SCSEP is administered, including grantee and subgrantee information, if applicable.

SCSEP PROVIDER

The SCSEP Director is currently part of the local Strategic Partnership workgroup to promote services for Older Jobseekers (55+) 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.

WSM and the WDB partner with JCA’s Senior Community Service Employment Program (SCSEP), which places older adult (55+) job seekers in paid training to refresh skills and provide hands- on work 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 midlevel managers and other professionals.

(B) A description of how SCSEP services will be provided in the AJC system within the Local Area. Include the components of the SCSEP program that are offered in the Local Area.

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 seekers.

Understanding the unique needs of the 50+ job seekers, WSM maintains a dedicated page on its website listing available resources: [Job Seekers- 50+ | Who We Serve | Worksource Montgomery](#)

Finally, as previously noted, WSM partners with the Jewish Council on Aging in hosting the annual 50+ Employment Expos via Zoom. Each of the six virtual expos brings a dozen employers and organizations that support older workers. There are two workshops included in each expo that cover a variety of topics to help the 50+ Job Seeker. There is no fee to attend as a job seeker, but advanced registration is required.

Job seekers over age 50 also can participate in “pop-up” outreach activities. WDB and SCSEP collaborate on several activities such as 50+ club, Older Adults Technology Training, Upskill to Age- Friendly Positions, and the Virtual 50+ Employment Expos.

Section XV WIOA Section 188 and Equal Opportunity Functions

MD Labor's Nondiscrimination Plan can be found here:
<http://www.labor.maryland.gov/employment/ndp/>.

MD Labor's Language Access Plan can be found here:
<http://www.labor.maryland.gov/employment/wioa-access.pdf>

It is against the law for this recipient of federal financial assistance to discriminate on the following bases: Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth,

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and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

(A) Provide the designation of the local Equal Opportunity Officer, including their name, location, email, phone number, and TTY (or equivalent)

Deborah Greco, Director of People & Culture

1801 Rockville Pike, Suite 320, Rockville, MD 20852

Email: dgreco@worksourcemontgomery.com

(240)641-6730

TTY: (301)929-6888

(B) Explain how AJC operators and partners will ensure physical and programmatic accessibility for individuals with disabilities and Limited English Proficiency. Include plans for staff training and support to address these needs. (See WIOA Section 188, 29 CFR Part 38, and the Americans with Disabilities Act)

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

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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.
- 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)
- WSM also features several other resources to increase access, including a [virtual services portal](#), [Metrix Learning](#) with significant content available to all county residents, the [Mobile AJC](#), and the creation of the [Community Impact Team](#) which is tasked with developing relationships with community and faith-based groups across the county to promote WSM services.

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Staff are trained and supported with quarterly training sessions and a leadership development program twice per year. While topics in these trainings vary, they often include information and competencies for ensuring physical and programmatic accessibility for individuals with disabilities and Limited English Proficiency. Partnerships with Maryland Works and DORS also help provide training specific to working with individuals with disabilities, best practices, and state-level Title IV updates.

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 accessibility for individuals with Limited English Proficiency (LEP) through a range of supports and practices. Staff members collectively speak 11 different languages, allowing for direct, culturally competent communication in many of the most prominent languages spoken in Montgomery County. In addition, most printed materials are available in both English and Spanish. Staff also use TranslateLive devices during service delivery to support real-time translation, ensuring that LEP individuals can fully access and engage with available programs and resources.

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

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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. WorkSource Montgomery will be the entity responsible for ensuring the American Job Centers in Montgomery County meet accessibility requirements. Maryland Department of Labor will support accessibility compliance at the Wheaton Job Center. The Division of Rehabilitation will provide technical assistance around accessibility and accommodations.

WorkSource Montgomery considers individuals with disabilities an important element of diversity and ability within the AJCs. Individuals with disabilities must be treated with respect and give customer-centric services within both the universal AJC offerings, as well as within WIOA and other WorkSource Montgomery programmatic offerings.

No individual is to be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in any program or activity, funded in whole or in part under WIOA, due to race, color, religion, sex, gender identity, national origin, age, disability, or political affiliation or belief.

Program operators must use the same processes for all customers, including individuals with disabilities. The program operator will also make reasonable modifications in practices and procedures when the modifications are necessary to avoid discrimination on the basis of disability, unless making the modifications would fundamentally alter the nature of the service, program, or activity. The need for an accommodation/modification shall not adversely affect the consideration of a qualified individual with a disability for aid, benefits, services, and training.

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](#).

Individuals, specific classes of individuals, or authorized representatives may file complaints/ allegations of discrimination regarding WorkSource Montgomery under the following policy guidelines

WorkSource Montgomery (WSM) will make every effort to provide a professional and positive environment focused on providing career services to customers. Whenever possible, we will address complaints or grievances within 14 days of submission.

Participants, sub-recipients, and contractor employees are encouraged to communicate program issues first to the staff who can assist in the area of

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concern. Issues that need to be escalated should be referred to the WSM Career Services Manager.

You may file a formal written grievance as follows:

You have up to 180 days to file an EEO- or non-EEO grievance. Your grievance must be in writing and must contain the following information:

- your name;
- mailing address, or other means by which you can be contacted;
- identification of individual(s) responsible for alleged issue;
- a description of the allegation(s), which must include enough details to determine the jurisdiction of the complaint;
- the date(s) the alleged incident(s) took place; and
- the complainant's signature or the signature of his/her authorized representative and the date of signature.

You may file your grievance with the WSM Director of Performance & Compliance:

Leydi Solano, WorkSource Montgomery, Inc. 11510 Georgia Avenue, Wheaton, MD 20902

Email: lsolano@worksourcemontgomery.com

You may also file a grievance with the WSM Vice President of Workforce Development:

Melissa Cunningham, WorkSource Montgomery, Inc. 11510 Georgia Ave., Wheaton, MD 20902

Email: mcunningham@worksourcemontgomery.com

Or, the EEO Officer:

Deborah Greco, WorkSource Montgomery, Inc. 1801 Rockville Pike #320, Rockville, MD 20852

Email: dgreco@worksourcemontgomery.com

Grievance Procedure Timeline

1. Within 2 days from the receipt of a grievance, the WSM Career Services Manager will contact the customer.

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2. Within 14 days of receiving a grievance, the WSM Career Services Manager will attempt to resolve the matter informally.
3. If a resolution cannot be reached within the initial 14-day period, then a formal hearing will be scheduled. The formal hearing provides customers with an opportunity to present any evidence.
4. Within 30 days from the date that the original grievance was received, and or upon conclusion of the hearing process (whichever is sooner), the WSM Executive Director will issue a decision. The final decision will be issued within 10 days from the date of the hearing and not more than 60 days from the date of the initial submission of the formal grievance.

Appeal

If the EEO-complaint grieving party does not receive a decision within 60 days of filing the formal grievance, or receives an unsatisfactory decision, the aggrieved has a right to request a review by the Civil Rights Center at the US Department of Labor.

(C) Provide an acknowledgment that the Local Board understands that, while Section 188 of WIOA and 29 CFR Part 38 ensures equal opportunity for individuals with disabilities, subrecipients 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 5 Md. STATE GOVERNMENT Code Ann. §10-1101, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

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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.

(D) A description of how the Local Board will ensure meaningful access to all customers.

The Local Board ensures meaningful access for all customers by maintaining a zero-tolerance policy for discrimination, requiring ADA compliance across all American Job Centers (AJCs), and providing assistive technology, auxiliary aids, and reasonable accommodations for individuals with disabilities. Staff receive regular training on accessibility, and centers prominently display information on rights and available services in multiple formats. WorkSource Montgomery also supports access through virtual platforms, a Mobile AJC, and partnerships with community organizations to reach underserved populations.

(E) A description of the Local Board's procedures for handling grievances and complaints from participants and other interested parties affected by the local AJC system, including partners and service providers. Federal regulation on grievances and complaints can be found at: 29 CFR 38.69-97. Provide a separate description for the:

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

The policy to address all grievances is included in the Job Center Operational Manual (<https://worksourcemontgomery.com/wp-content/uploads/2018/10/AJC-Procedures-Manual-3.22.18.pdf>) 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 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

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aggrieved, the deciding official shall refer the grievance to the Executive Director for his/her consideration and final decision.

The deciding official, or the Executive 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 non-WIOA programs funded through MD Labor, 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.

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

(F) A description of how an individual can request accommodation.

Under the ADA, an individual with a disability can request accommodation and assistance in order to understand, use and benefit from the services in the One-Stop Center and youth providers. During the initial visit to the Center, or through virtual or other correspondence, an individual can ask for assistance to understand and/or access the range of services the programs offer.

Some accommodations may include:

- An individual meeting rather than group orientation
- Help with filling out any registration forms
- Brochures, flyers, and other information in an alternative format such as a different language, Braille, or large print ;
- Sign language interpretation
- Using a tape recorder to remember information
- Adaptive equipment to use computers and phones

(G) A description of the Local Board's policy and procedures with regard to aid, benefits, services, training, and employment; include a statement of assurance that you will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.

The WDB is dedicated to providing equitable access to all aid, benefits, services, training, and employment opportunities, ensuring no individual is excluded or discriminated against based on race, color, religion, sex, gender identity, national origin, age, disability, or political affiliation or belief. In alignment with the Accessibility and Reasonable Accommodations Policy, reasonable accommodations are provided to qualified individuals with disabilities unless such accommodations would impose an undue hardship. American Job Centers (AJCs) are maintained in compliance with the Americans with Disabilities Act (ADA) and are equipped with auxiliary aids and assistive technology to serve individuals with disabilities effectively.

Information about the availability of reasonable accommodations and individuals' rights is prominently displayed within the centers, including the "Equal Opportunity is the Law" notice, which is also available in alternative formats upon request. The WDB also ensures the use of consistent processes for all customers, making necessary reasonable accommodations to avoid discrimination based on disability. Additionally, the ITA & Cohort Training Policy mandates that participants seeking training must apply for financial aid during their career research and before requesting access to Workforce Innovation and Opportunity Act (WIOA) funds, with staff assistance provided as needed. These policies and procedures underscore the Local Board's commitment to fostering an inclusive environment that supports the diverse needs of all individuals.

(H) Describe how your Board will comply with the Americans with Disabilities Act, including providing reasonable accommodation for materials, technology, and facility accessibility. Also, outline how staff will be trained and supported in addressing the needs of individuals with disabilities.

Assistive technology is available in all centers and affiliate sites. This technology ensures effective methods for individuals with disabilities to access all services. Additional accommodation, equipment, and interpreters can be accessed as needed. Furthermore, the WDB and its partners have the Centers and affiliate sites assessed annually for compliance, as well as provide ADA professional development training to all new staff as part of the onboarding process.

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.
- 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

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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).
- WSM also features several other resources to increase access, including a [virtual services portal](#), [Metrix Learning](#) with significant content available to all county residents, the [Mobile AJC](#), and the creation of the [Community Impact Team](#) which is tasked with developing relationships with community and faith-based groups across the county to promote WSM services.

Staff are trained and supported with quarterly training sessions and a leadership development program twice per year. While topics in these trainings vary, they often include information and competencies for providing reasonable accommodations to individuals with disabilities and Limited English Proficiency, as well as meeting the needs of other job seekers. Partnerships with Maryland Works and DORS also help provide training specific to working with individuals with disabilities, best practices, and state-level Title IV updates.

(I) A description of the Local Board's policy and procedures in place to ensure that communication with individuals with disabilities, including individuals with visual or hearing impairments, are as effective as communications with others.

WSM and the WDB will take reasonable steps to provide auxiliary aids and materials to ensure that communications with individuals with disabilities, including individuals with visual or hearing impairments are assisted.

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Examples include but are not limited to: large print, Braille, interpreting services, allowing people with visual or learning disabilities or who have limited use of their hands access to tape recorders or a computer. Furthermore the WDB and its partners have the Centers and affiliate sites assessed annually for compliance as well as provide ADA professional development training to all new staff as part of the onboarding process.

(J) Describe how your Board will meet the language needs of individuals with Limited English Proficiency who seek services or information. Include how your Board will disseminate information to individuals with Limited English Proficiency, including using oral interpretation and written translation services. (See the Maryland Anti-Discrimination law, including 5 MD. STATE GOVERNMENT Code Ann. §10-1101)

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 Antidiscrimination laws, including MD Ann. Code, State Government, §10-1101 et seq., which stipulates that oral language services must be delivered onsite 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 a member that is bilingual in English and Spanish. Many of the WSM staff are bilingual and can 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.

The WDB has and continues to expanding access to services for all Montgomery County residents and now has real-time translation available via Translate Live devices used by sixty WSM staff members. WDB staff members

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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 XVI. Fiscal Performance and Other Functions

(A) Provide an identification of the entity responsible for the disbursement of grant funds as determined by the chief elected official or the Governor.

(WIOA Section 107(d)(12)(B)(i)(III) and Section 107(d)(12)(B)(i))

DISPERSAL OF GRANT FUNDS

WorkSource Montgomery (WSM) is the entity responsible for the dispersal of grant funds and has developed a financial handbook that outlines policies, procedures and internal controls designed to record and report all financial transactions in accordance with Generally Accepted Accounting Principles (GAAP). The fiscal management systems include QuickBooks Online and Bill.com, an online electronic distribution system, a third-party payroll processing service, supported by Excel for analysis purposes. Each source of revenue (i.e., grant or award) is accounted for using a specific "Class" assigned in QuickBooks. All costs expended with the source of funds are recorded to the specific, assigned Class.

All financial results by Class are compared to approved budgets. Program expenditures are processed through Bill.com and assigned to specific Classes and accounts within the Chart of Accounts.

All expenditures are routed through the Program Manager of the specific program for approval, review by the Financial Consultants, and reviewed and approved by the Executive Director prior to release for payment. Bill.com and QuickBooks are synchronized and updated electronically.

Summary reports of expenses by grant are reviewed by the fiscal agent, Executive Director 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 MD Labor 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

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days after the request and non-formula funds are received from MD Labor 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.

(B) A description of financial sustainability of the AJC services with current funding levels, and a description of the ability to adjust should funding levels change.

DESCRIPTION OF FISCAL SUSTAINABILITY OF THE AJC SERVICES

All fiscal procedures are guided by MD Labor 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 Executive Director 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.

(C) Describe the competitive process used to award the subgrants and contracts in your Area for activities carried out under this title, including risk assessment of potential subgrantees and contractors.

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. Procurements shall be made using one of the following methods and shall be minimally made in accordance with procedures set forth by OMB:

- (a) small purchase procedures
- (b) solicitation of proposals or quotes from at least three vendors
- (c) competitive negotiations

Efforts will be taken to solicit participation of locally owned, disabled or minority-owned, female-owned, veteran owned and/or operated businesses and small businesses.

Competitive bids are required for purchases over \$50,000. For purchases below this amount, comparative quotes are typically required for purchases between \$5,000 and \$49,000. These are approved by the Executive Director. For purchases requiring a competitive bid, either the Executive Committee or Board of Directors must approve.

Services are announced for bid or proposal and evaluated by an independent team of either staff, board members and/or community 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 career pathways system; and

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- 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 WBD 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 prescribed for preparation of the Request of Proposal (RFPs) include Board advisement. A Board review subcommittee selects and recommends to the full Board as to the vendor. WSM contracts with the vendor.

WSM understands that it is incumbent on the organization to be good stewards of taxpayer funding. This includes ensuring that the entities with which we contract are fiscally sound. Along with application of the current Procurement Policy, WSM vet's prospective vendors in the following manner:

1. WSM RFPs require that vendors supply a Maryland Certificate of Good Standing (or equivalent from the home state), Audits from the last 2 years, and verification of Minority Business Status, if applicable. WSM's Fiscal Team verifies the information and reviews Audits for general financial stability.
2. When WSM checks prospective vendor references, our representative also inquiries about timeliness and accuracy of fiscal reporting and invoicing.
3. During contract negotiations, WSM verifies and documents that the prospective vendor has necessary cash reserves.

(D) Describe your strategy to become or remain a high-performing board. Describe the process used by your Board to review and evaluate performance of the local AJC(s) and the One-Stop Operator.

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 11-19. As a response to the proposed state outcomes, the Local Board analyzed historical participant level data and estimated the

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outcomes based on the WIOA definitions for performance metrics. The Board considered current employment trends and economic conditions in the county. The tools used to come up with the suggested measures were suggested by MD Labor. These factors were considered when suggesting new performance levels which were accepted by the state. The negotiated performances are below.

WIOA Performance Metrics	LWDA PY2021 Goal	PY24		PY25		Labor Proposed LWDA PY24 Goal	Labor Proposed LWDA PY25 Goal
		Goals	State	Goals	State		
Adult Measures							
<i>Employment Rate 2nd Quarter after exit</i>	76.0%	80.0%		81.0%		88.0%	81.0%
<i>Employment Rate 4th Quarter after exit</i>	73.5.0%	77.0%		78%		77.0%	78%
<i>Median Earnings 2nd Quarter after exit</i>	\$7,000.00	\$8,400.00		\$8,500.00		\$9000.00	\$9,500.00
<i>Credential Attainment within 4 Quarters after exit</i>	62.0%	62.0%		62%		62.0%	62.0%
MSG	60.0%	65.5%		66.0%		65.5%	66.0%
Dislocated Worker							

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<i>Employment Rate 2nd Quarter after exit</i>	80.0%	80.0%	81.0%	80.0%	81.0%
<i>Employment Rate 4th Quarter after exit</i>	77.5.0%	79.5%	80.5%	77.0%	77.5%
<i>Median Earnings 2nd Quarter after exit</i>	\$12,000.00	\$9,700.00	\$9,900.00	\$12,500.00	\$13,000.00
<i>Credential Attainment within 4 Quarters after exit</i>	57.0%	63.0%	64.0%	63.0%	64.0%
<i>MSG</i>	64.0%	65.0%	65%	66.0%	66.5%
<i>Youth</i>					
<i>Employment or Placement Rate 2nd Quarter after exit</i>	71.0%	78%	79.0%	79.0%	79.0%
<i>Employment or Placement Rate 4th Quarter after exit</i>	66.0%	671.0%	72.0%	72.0%	73.0%
<i>Median Earnings</i>	\$3,700.0	\$4,600.00	\$4,800.00	\$5,000.0	\$5,500.0

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<i>2nd Quarter after exit</i>					
<i>Credential Attainment within 4 Quarters after exit</i>	64.0%	63.5%	64%	65.0%	66.0%
<i>MSG</i>	64.0%	57.0%	59.0%	65.0%	66.0%
<i>WP</i>					
<i>Employment Rate 2nd Quarter after exit</i>	60.0%	61.5%	62.0%	61.5%	62.0%
<i>Employment Rate 4th Quarter after exit</i>	60.0%	61.5%	62.0%	61.5%	62.0%
<i>Median Earnings 2nd Quarter after exit</i>	\$8,500.00	\$7,500.00	\$7,700.00	\$9,000.00	\$9,500.00

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 conducts 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 an 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 regarding the

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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 and the U.S. Department of Labor that relate to meeting performance standards. Staff may also attend other professional development training courses 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 training on performance standards and strategies.

(E) Describe you Area's Individual Training Account policy. Include information such as selection process, dollar limits, duration.

(WIOA Section 101(d)(6))

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.

The Workforce Development System established under WIOA legislation emphasizes informed customer choice, system performance and continuous improvement. After receiving services and 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

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intake. The Board has set a spending cap on all ITAs of \$5,000.00. This cap is reviewed on an annual basis.

In all cases, the Board seeks to provide high-value training solutions by operating cohort training 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 be likely to provide family sustaining wages, and (3) are targeted to locally have 75 or more openings each year for the next five years. Generally, WSM prefers to limit training duration to six months or less. Only training that leads to an industry-recognized credential is approved.

Funding is based on appropriateness and funds availability. The individual funding for ITAs cap is \$5,000. AJC customers should never be guaranteed funds or training. No payments are made directly to an individual.

(F) Describe how training services will be provided, including the coordination of training contracts with individual training accounts, and how your Board ensures informed customer choice in selecting training programs, regardless of the service delivery method.

(Chapter 3 of Subtitle B, Section 134(c)(3)(G))

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.

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 it to the Director for budgetary and programmatic approval before training begins.

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

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through MD Labor 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 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.

(G) Describe how the AJCs is utilizing the Maryland Workforce Exchange as the integrated, technology enabled intake and case management information system for programs carried out under WIOA and programs carried out by AJC partners.

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 in real-time by adult and youth sub-contractors. Subcontractor 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.

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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 to support job matching activities within the Maryland Workforce Exchange.

(H) Describe your Board's process for conducting oversight and monitoring of its WIOA activities and those of its subgrantee and contractors.

OVERSIGHT AND MONITORING OF WIOA ACTIVITIES

WSM staff will provide overall oversight and monitoring for WIOA activities. WSM Policy 2017-17 Subrecipient Monitoring Policy provides guidance in making informed decisions about subrecipient monitoring ensuring the proper use of federal funds authorized under the Workforce Innovation Act. The purpose of oversight and monitoring is to ensure that workforce development programs within WorkSource Montgomery are operating in accordance with all applicable federal, state, local regulations and policies associated with all WIOA funded sub-recipient agreements, and all appropriate administrative directives. Monitoring will be scheduled twice a year, or anytime at the discretion of WorkSource Montgomery, Inc. to ensure that all services and programs are designed and operating to achieve expected results, to ensure funds are being spent for authorized purposes, to ensure reliable and timely information is captured, reported, and utilized to improve decision-making, and to aid in corrective action prior to oversight by grantors. Each contractor 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 MD Labor 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.

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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, 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 meet. Additionally, frequent desk reviews are conducted on each WIOA contract.

The WDB Executive Committee and Eckerd Connects both review any findings. Eckerd Connects staff 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. WSM's Compliance & Performance Department, in consultation with the Executive Committee, monitors and reviews OSO performance quarterly to ensure compliance with State Policy 2019-04.

Training on policies and reporting requirements will be held for all partner agencies and contractors at a 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 MD Labor issuances, or internal needs. The WDB established a Policy Development Procedure based on MD Labor'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 Eckerd Connects
5. Review and Comment Period

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(I) A description of the Local Board's policy and procedures regarding the safeguarding and handling of personally identifiable and confidential information (ex., physical and electronic files), including the incident response plan for loss of records.

DESCRIPTION FOR SAFEGUARDING PERSONALLY IDENTIFIABLE AND CONFIDENTIAL INFORMATION

In accordance with TEGL 39-11 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. The Montgomery County Workforce Development Board (WDB) and WorkSource Montgomery (WSM) are committed to ensuring client confidentiality and appropriate handling of sensitive information. The purpose of board policy 2016- 05 is to specify the requirements for the use, storage, and security of sensitive and confidential information as outlined within said policy.

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 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 the 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

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customer information electronically and in the Montgomery County Job Centers.

(J) Describe your Board's procurement system, and how you will assure you're your procedures meet the standards in USDOL regulations Include details on how your Board would award emergency contracts when current contracts have been eliminated for just cause.

(See 29 CFR Part 95, Part 97 and 2 CFR 200)

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 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, as identified in the federal procurement guidance 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.

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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 the Uniform Guidance
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 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.

11. Conflict of interest standards covers 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 is being considered for an award.

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

WDB has established procurement policies and procedures which have been approved by the board. Procurements shall be made using one of the following methods and shall be minimally made in accordance with procedures set forth by OMB:

(d) small purchase procedures

(e) solicitation of proposals or quotes from at least three vendors

(f) competitive negotiations

Efforts will be taken to solicit participation of locally owned, disabled or minority-owned, female-owned, veteran owned and/or operated businesses and small businesses.

Competitive bids are required for purchases over \$50,000. For purchases below this amount, comparative quotes are typically required for purchases between \$5,000 and \$49,000. These are approved by the Executive Director. For purchases requiring a competitive bid, either the Executive Committee or Board of Directors must approve.

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;

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- 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.

(K) Describe your process to document and demonstrate that the acquisition, management, and disposition of property adhere to the Property Management Procedures.

(USDOL regulations 29 CFR Part 97 and 29 CFR Part 95)

PROPERTY MANAGEMENT PROCEDURES

A procedure for all property management has been developed to adhere with MD Labor 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.

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Equipment that is not working, fully depreciated, and/or no longer needed is disposed of according to federal regulations and removed from inventory. As a practical matter, WSM has not extended any federal funds subject to Property Management Procedures.

(L) Describe your policies and procedures for avoiding conflicts of interest or the appearance of such conflicts in the exercise of their responsibilities, particularly those related to the awarding of contracts.

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.

(M) Describe your Board or fiscal agent's accounting procedures, including the procedures used in preparing reports to the State.

WIOA ACCOUNTING PROCEDURES (GAAP)

The fiscal management systems include QuickBooks Online, Bill.com, an online electronic disbursement system, a third-party payroll processing service, supported by Excel for analysis purposes.

Each source of revenue (i.e., grant or award) are accounted for using a specific "Class" assigned in QuickBooks. All costs expended with the source of funds are recorded to the specific assigned Class.

All financial results by Class are compared to approved budgets.

Program expenditures are processed through Bill. com and assigned to specific Classes and accounts within the Chart of Accounts.

All expenditures are routed through the Program Manager of the specific program for approval, review by the Financial Consultants and reviewed and

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approved by the Executive Director prior to release for payment. Bill.com and QuickBooks are synchronized and updated electronically.

Internal financial reports are prepared monthly, not less than quarterly, for review by the Executive Director and Board.

The Staff Accountant, Financial Consultant and Executive Director discuss financial matters on a weekly basis to confirm all information is shared.

Capitalized assets are recorded in QuickBooks separately and depreciation is calculated and recorded on a monthly basis.

Cash reimbursement requests are prepared and submitted to MD DOL not less than quarterly, with payment received from MD DOL within 30 days. Outstanding reimbursement requests are monitored on a monthly basis and pursued for payment if outstanding for more than 30 days.

WIOA grants allow requests for advance funds for costs to be incurred within 20 days (e.g., rent and personnel costs) of the request. As a practical matter, WDB does not request funds in advance.

The Financial Consultant and Executive Director monitor the WDB cash resources to confirm adequate resources are available to meet all obligations when they become due.

WSM 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.

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.

(N) List the key staff who will be working with WIOA funds.

WSM STAFF WORKING WITH WIOA FUNDS

- Anthony Featherstone, President & CEO
- Melissa Cunningham, Vice President of Workforce Development
- Janine Jackson, Director of Finance

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- Bruno Kiganda, Director of Talent Solutions
- James LeBlanc, Director of Community Impact
- Leydi Solano, Director of Performance & Compliance
- Sarah Van De Weert, Director of Government & Board Relations

(O) Describe how your Board's (or fiscal agent's) financial system will permit tracing of funds to a level adequate to establish that funds have not been used in violation of WIOA standards or USDOL regulations.

WorkSource Montgomery (WSM) has implemented a robust, multi-tier financial system within the Local Board to ensure meticulous tracking of funds. Our primary objective is to establish a high level of transparency and accountability, guaranteeing that funds allocated under the Workforce Innovation and Opportunity Act (WIOA) standards or U.S. Department of Labor (USDOL) regulations are utilized appropriately and in strict adherence to established guidelines.

WSM employs a comprehensive accounting system, leveraging tools such as QuickBooks and Bill.com, capable of generating detailed reports and maintaining a transparent audit trail. We prioritize open communication with stakeholders, including regulatory bodies, addressing any inquiries or concerns related to fund utilization and financial management.

In the budgeting process, WSM develops a detailed budget aligned with WIOA standards and USDOL regulations. This budget clearly delineates the allocation of funds across various activities, programs, or initiatives. Prior to implementation, the budget undergoes review, voting, and approval by the local board. Any proposed changes exceeding \$99,999 require re-approval by the local board.

To fortify our financial documentation practices, WSM maintains thorough records for all financial transactions, encompassing invoices, receipts, contracts, and other pertinent documents. Over the years, we have strengthened this process by expanding our fiscal and administrative department, enhancing capacity, and adding additional oversight. Our internal controls, inclusive of segregation of duties, regular reconciliations, and approval processes for expenditures, ensure the accuracy and reliability of financial information. The tiered approval process in our Bill.com system

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further adds a layer of scrutiny for payments based on the amount issued. Contracts exceeding \$50,000 undergo approval by the local board.

In terms of compliance monitoring, WSM has established a systematic approach, regularly reviewing activities, services, and expenditures to confirm alignment with approved budgets and guidelines. We maintain a reporting mechanism that facilitates the generation of detailed financial reports, ensuring easy accessibility and providing a transparent view of fund utilization. This robust reporting structure aids in our preparation for periodic audits.

WSM is committed to fostering a culture of financial responsibility and transparency. We provide training to staff engaged in financial management to ensure a clear understanding of compliance requirements. Regular assessments and improvements to our financial processes are conducted based on feedback, audit findings, and changes in regulations. We remain vigilant in staying informed about updates to WIOA standards and USDOL regulations.

(P) A brief description of the following:

FISCAL REPORTING SYSTEM

WorkSource Montgomery utilizes the QuickBooks Advanced accounting system which is a cloud-based, multiuser with permissions, accounting software designed for growing businesses with complex needs, offering features like workflow automation, batch invoicing, customizable user permissions, and deeper business analytics. The accounting system is used for revenue recognition, general ledger accounting, management and oversight of program and organization expenses, and customized report preparation. QuickBooks integrates with the Bill.com and Spend and Expense (Divvy). The system allows for automation tasks like bill and invoice approvals, reducing errors and streamlining processes. To ensure the data's safety the system has automatic backups.

OBLIGATION CONTROL SYSTEM

Obligations for training and participant costs are tracked and reported by the adult and youth subcontractors. Sub-contract obligations are tracked by internal staff and Job Services who oversee the WIOA contracts. An internal contract tracking document matches expenses to the 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 WSM Executive Director. 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. Reports are provided to the Program Manager for review monthly 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's chart of accounts, supported by a unique Class ID for each source of revenue provides an appropriate amount of detail to produce timely and accurate financial reports to all funders.

The system allows WSM to track funding type, funding amounts, obligations, expenditures, and assets. The system permits the tracking of program income, stand-in costs, and leveraged funds.

ACCOUNTS PAYABLE SYSTEM

WSM uses Bill.com to facilitate electronic accounts payable procedures and ensure timely payments. The online system allows for receipt of invoices, validation, and sharing of information directly with QuickBooks.

A hierarchy of approval levels are passed to the Executive Director approving all payments.

WSM is implementing a Purchase Order system to improve the management of the service(s) performed or materials purchased. The appropriate grant and chart of accounts line is charged according to the budget. The Staff Accountant enters the invoice for review and approval by the program manager, Financial Consultant and Executive Director prior to the initiating payment.

Check Writing—WSM rarely writes checks, as the organization tends to utilize an electronic system.

Credit Card Payments—WSM has one corporate credit card that is held by the WSM Executive Director. It is used for online purchases, registrations, and point-of-sale purchases. Documentation includes a receipt and normally, as

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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 WSM Executive Director 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 Bill.com system maintains electronic copies of documentation for each transaction.

STAFF PAYROLL SYSTEM

Personnel costs are managed and disbursed through Payroll Network, Inc., a third-party payroll processor. 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 directly deposited to a financial institution of staff choice. Times of attendance, hours worked, and grant/program served are submitted biweekly into the Payroll Network online system. Hours are approved by the supervisor and reviewed by the Staff Accountant for accuracy and completeness.

PARTICIPANTS PAYROLL SYSTEM AND STIPEND PAYMENT SYSTEM

All participant payroll and stipends under WIOA funding are managed by WDB program operators. Each services provider serves as the employer of record, including those programs through WorkSource Montgomery. Participant payroll and stipends are processed through NetSpend, a third-party vendor. WDB reviews participant payroll and stipends in its fiscal monitoring to ensure sound financial processes.

(Q) Describe your Board's (or fiscal agent's) cash management system and how you will assure that no excess cash will be kept on hand, and that procedures are in place to monitor cash.

CASH MANAGEMENT

All WDB funds are held in Eagle Bank in either an operating account for payment of recurring transactions or an interest-bearing money market account with funds not immediately required for operating or program

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expenditures. Interest earned on all funds are reported appropriately to federal and state authorities in financial reporting. It is understood that interest earned on WIOA funds is considered program income and must be used for allowable program activities. WDB adheres to this guidance.

The Executive Director, Vice President & Chief Operating Officer (COO), Director of Finance, and the Financial Consultant have online access to Eagle Bank or managing and monitoring cash resources.

The Executive Director and Director Finance are authorized account signers. The WDB does not hold or accept cash for payment of expenditures.

(R) A description of the Local Board's cost allocation procedures including:

- **Identification of different cost pools,**
- **Procedures for distribution of staff costs between cost categories (Administrative cost, program cost and indirect cost),**
- **Procedures used for distribution of funds from each cost pool,**
- **Description of funds included in each cost pool, and**
- **Description of cost allocation plans for AJCs**

COST POOLS

All direct program costs are recorded to specific Classes.

Certain Personnel, Occupancy and Indirect Costs are pooled and allocated pursuant to written procedures not less frequently than quarterly.

Program cost pools are allocated not less than quarterly to the WIOA Youth, Adult and Dislocated Worker grant Classes.

The Occupancy and Indirect Cost Pools are allocated based on the relative use by all programs, to the limit of the lesser of the grant approved rate or our Federal approved indirect rate.

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WSM does not have a federally approved indirect rate and uses the 10% de minimis rate allowed by MD Labor.

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.

- **Program Cost Pool**—The operations of the WIOA Youth, 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.
- **Occupancy and Indirect Cost Pools**—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.

(S) Describe your Board's (or fiscal agent's) procedure for collecting debts involving WIOA funds

DEBT COLLECTION

WDB functions on a reimbursement basis. All invoices are reviewed prior to payment to confirm allowable costs. Requisitions for reimbursement are prepared not less than quarterly for submission to MD Labor.

WDB is permitted to request funds in advance from MD Labor however as a practical matter does not. MD Labor's cycle for funding requisitions is within 30 days. In the event a payment is not received within the 30-day cycle, WDB staff contact the MD Labor fiscal office for resolution.

Local Plan Assurances

- Consistent with WIOA Section 108(d), for the 2020-2024 Plan, the Local Board has held at least one public comment period of no less than 30 days to obtain input into the development of the Local Plan and to provide the opportunity for comment by representative of business, labor organizations, education, other key stakeholders, and the general public.
- The final Local Plan is available and accessible to the general public.

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- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the Chief Local Elected Official and Local Board to determine that the center conforms to the definition therein.

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- 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.
- The Local Board ensures that outreach is provided to populations and subpopulations who can benefit from American Job Center services.
- 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.
- The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.
- The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.
- 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.
- 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 MD Labor policy.
- 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.
- 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.
- 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.

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- The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local subrecipient.
- 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.
- 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.
- The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.
- 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.
- 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.
- 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.
- 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 persons 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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- 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.
- The Local Board will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.

Signatures

The Local Workforce Development Board for Montgomery County certifies that it complies with all required components and assurances of the Workforce Innovation and Opportunity Act plan development guidelines issued by the state of Maryland. The Local Board also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws, regulations, and policies.



Michelle Bell, Board Chair

09/29/2026

Date



Marc Elrich, County Executive

09/25/2026

Date