

Workforce Development Board

Investing in People

Frederick County Workforce Area
Workforce Innovation and Opportunity Act (WIOA) Plan
Public Comment Period: August 1, 2016 – August 31, 2016



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Background & Executive Summary

The Workforce Innovation and Opportunity Act (**WIOA**), Public Law 128-113, was signed by President Obama on July 22, 2014 after passing Congress with broad bipartisan support. The Opportunity Act reauthorizes and amends the Workforce Investment Act (1998) through important workforce system reforms. The Opportunity Act empowers local areas and private sector-led workforce Boards with the responsibility of developing a strategic, integrated plan that supports economic growth and labor force needs intended to grow the capacity and performance of the workforce system. Local Workforce Development Boards are required to develop a four year plan that describes the strategies, programs, and activities they will carry out to implement WIOA.

The Workforce Development Board (**WDB**) is a volunteer Board whose members are nominated by the Board's Executive Committee and appointed by the Frederick County Executive. The WDB works throughout the community, bringing employers, job seekers, youth, educators, labor groups, training providers and other organizations together to find and fund solutions to workforce challenges.

The vision of the Workforce Development Board is:

“A Frederick County where every person has the opportunity to maximize his or her career potential and all local employers have the human resources they need to grow and prosper. The Board envisions the workforce system in Frederick County as the “go to” for businesses that need skilled employees.”

Workforce development partnerships are the foundation of success for matching workforce skills with employer needs while supporting self-sufficiency for job seeking customers. The WDB sees WIOA as offering the opportunity to engage partners in a meaningful way in order to ensure talent matches industry needs today and in the future. These efforts have a profound impact on the Frederick County community by:

- ✓ Providing business and industry with the skilled workers needed;
- ✓ Increasing family self-sufficiency through skill development and career pathways;
- ✓ Preparing youth and adults for lifelong learning and employment success;
- ✓ Aligning workforce system, employers, educators, and other partners for efficient and effective use of resources and
- ✓ Leveraging local, state, and federal resources for economic and workforce development for our local area.

Guided by the Workforce Innovation and Opportunity Act and following demand-driven models for success, the WDB will work to ensure that the above objectives guide its work over the next four years. This 2016-2020 Frederick County Local WIOA Plan has been developed to reflect goals and objectives of the local Board, in collaboration with the County Executive, and WIOA partners. The local plan also supports the goals reflected in the Maryland State WIOA Strategic Plan.

Public Comment Period

The public is invited to submit comments between August 1, 2016 – August 31, 2016.

To submit comments, please visit: <http://www.frederickworks.com/about/workforce-development-board>

Section 1 – Strategic Planning

(A) An analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of businesses in those industry sectors and occupations. The analysis should identify local priority industries based on employer (and WIOA partner) input.

Frederick County enjoys a favorable and strategic position within the capital region. Its diverse economy and industry base have proven to be strong economic drivers for sustained job growth. It is considered part of the “Capital Region Biotech” cluster, which includes Maryland and northern Virginia. With over 800 life sciences companies and over 70 federal labs and academic and research institutions, the Capitol Region Biotech cluster currently ranks #7 nationally but ranks #1 in talent. The goal is to be in the top 3 by 2023 and to spotlight a world class technology community that has accounted for 1/3 of job growth in Maryland.¹

Frederick County is Maryland’s largest county in size—663 square miles. The City of Frederick, the county seat, is intersected by five interstate and national highways that provide easy access to Baltimore (46 miles), Washington, D.C. (44 miles), Gettysburg, Pa. (32 miles), Harpers Ferry, W.Va. (21 miles), and Leesburg, Va. (25 miles). It is home to the 5,700-acre Catoctin Mountain Park, site of the Camp David Presidential Retreat. Frederick County has the second largest concentration of biotech companies in the state, with over 80 biotech firms calling the county home. There is a strong network of local support for industry and business success, which contributes substantially towards making Frederick a great place to live and work.

Frederick County’s 9,000+ businesses employ 96,944 people.² Nearly 120 of these businesses have 100 or more workers. Major employers represent a diverse industry base, including, bio-pharma, professional, technical and scientific, manufacturing, healthcare, and construction. Recent expansions of anchor businesses in the biopharma and current and projected growth in professional, technical and scientific industries show that the local economy continues to grow³.

In addition to the abovementioned industries, Frederick County has long been recognized for its strong agricultural base which remains influential in the area and offers emerging opportunities that connect restaurant and retail businesses that are capitalizing on the “farm to glass” and “farm to table” trends. Frederick County is #1 in dairy sales, and is home of the 1st cidery and meadery, and farm brewery in Maryland. The County is also Maryland’s largest dairy producer which, along with agri-business, remain strong drivers of the local economy.⁴

¹ <http://www.discoverfrederickmd.com/news/welc>

² As of 1st Quarter 2016 <https://www.dllr.state.md.us/lmi/emppay/tab4/fred12016.shtml>

³ <http://commerce.maryland.gov/Documents/ResearchDocument/FrederickBef.pdf>

⁴ Frederick County Office of Economic Development

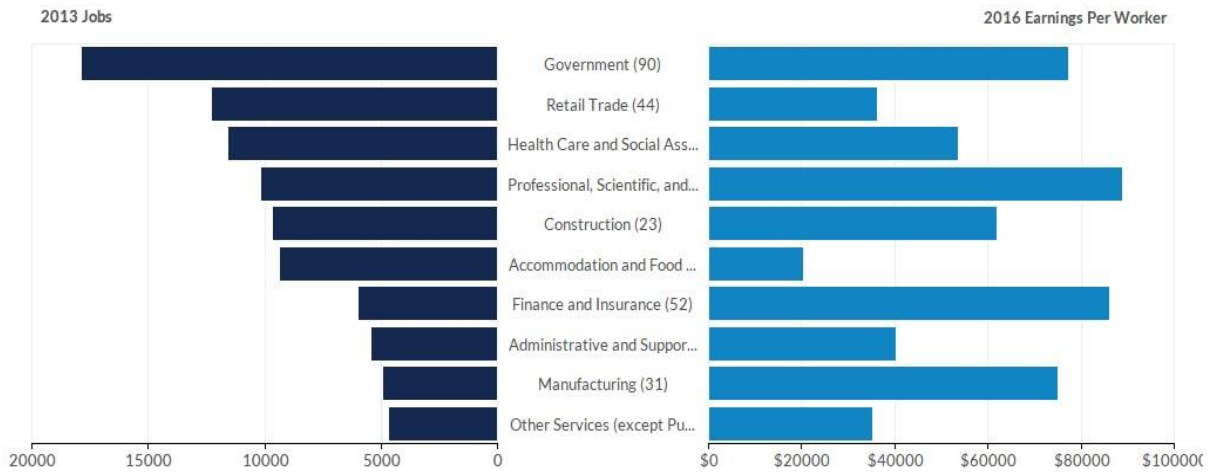
Approach

In order to have a more complete understanding of the needs of business and industry, in addition to the data and statistics provided in the labor market analysis sections of this plan, several methods of surveying were conducted and feedback sessions secured input from the Workforce Development Board, County Executive's Business and Industry Cabinet, Frederick County Chamber of Commerce, the Frederick County Builders Association, and from businesses who regularly work with Frederick County Workforce Services Business staff.

Qualitative and quantitative approaches to understanding our local labor market are key in identifying opportunities for effective workforce solutions. The local Board and WIOA partners will rely on labor market data and "on the ground" information that comes directly from businesses in order to respond to industry needs.

Decisions about talent development approaches, including which training programs to fund, are based on these analyses. Good workforce intelligence is critical to periodic evaluations of the workforce system as a whole, often serving as the basis for continuous improvement opportunities. The Board and WIOA partners have used, and will continue to use data from multiple sources, including economic development agencies, the Department of Labor, Licensing and Regulation and EMSI-Economic Modeling Specialists, Inc.

Industry Data-Economic Modeling Specialists, Inc. (EMSI) Largest Industries for Frederick County



Industry	2013 Jobs	2020 Jobs	Change in Jobs (2013-2020)	% Change	2016 Earnings Per Worker
Government	17,865	18,598	733	4%	\$77,310
Retail Trade	12,284	13,474	1,190	10%	\$36,340
Health Care and Social Assistance	11,596	14,015	2,419	21%	\$53,726
Professional, Scientific, and Technical Services	10,195	10,945	751	7%	\$88,824
Construction	9,667	10,626	959	10%	\$61,987
Accommodation and Food Services	9,359	10,856	1,497	16%	\$20,344
Finance and Insurance	6,015	6,188	173	3%	\$86,036
Administrative and Support and Waste Management and Remediation Services	5,430	6,447	1,017	19%	\$40,327
Manufacturing	4,922	5,717	795	16%	\$75,056

Employer Needs⁵

Employers by Number of Job Openings

The table below shows the employers with the highest number of job openings advertised online in Frederick County, Maryland July, 2016.

Rank	Employer Name	Job Openings
1	Frederick Community College	116
2	Frederick Memorial Hospital	109
3	FMH Campus	98
4	Leidos, Inc.	130
5	Keaki Technologies	85
6	CRST Expedited	64
7	Laulima Government Solutions	55
8	Engility Corporation	50
9	C.R. England	45

⁵ Advertised job openings via <https://mwejobs.maryland.gov>

Job Openings Advertised

The table below shows the number of job openings advertised online and advertised salary data for Major Occupation Groups in Frederick County, MD in June, 2016.

Occupation	Job Openings	Mean (Average) Wage
Healthcare Practitioners and Technical Occupations	804	\$72,388
Management Occupations	766	\$75,004
Sales and Related Occupations	762	\$38,937
Office and Administrative Support Occupations	730	\$29,598
Transportation and Material Moving Occupations	624	\$29,025
Computer and Mathematical Occupations	456	\$66,531
Food Preparation and Serving Related Occupations	454	\$25,109
Business and Financial Operations Occupations	399	\$51,754
Life, Physical, and Social Science Occupations	342	\$89,844
Installation, Maintenance, and Repair Occupations	246	\$40,197
Healthcare Support Occupations	208	\$39,138
Architecture and Engineering Occupations	200	\$69,653
Personal Care and Service Occupations	180	\$21,242
Production Occupations	176	\$28,823
Arts, Design, Entertainment, Sports, and Media Occupations	151	\$48,417
Construction and Extraction Occupations	140	\$35,940
Education, Training, and Library Occupations	128	\$35,760

The information in the previous tables are examples of data that is used by the Board to target businesses and industry leaders for engagement to facilitate workforce solutions that meet their demand. Ideally, businesses will be invited to attend focus groups about an industry or business needs, serve on the Board and/or or hire the customers of the Frederick County workforce system. A member of the Frederick Memorial Hospital system serves on the local Board, for example.

In order to address the needs of high demand occupations, during the program year 2015-2016, the Board supported training and career development for over 200 eligible WIOA customers in the top following industry and occupational areas:

1. Healthcare and Social Assistance
2. Professional, Scientific and Technical (includes Information Technology, Bioprocessing, Business/Accounting, Human Resource Management)
3. Project Management
4. Transportation & Material Moving (CDL)

From 2015-2016, the Board and FCWS also supported several training cohorts to assist the construction trades and manufacturing industries address talent and skill shortage issues.

Qualitative Data and Industry Input

To substantiate and to supplement the information on the labor statistics and data, a number of methods were used to solicit additional qualitative information on industry needs. The local Board (including WIOA partners), the County Executive's Business and Industry Cabinet, County and City Offices of Economic Development, the Frederick County Chamber of Commerce, Frederick County Builders Association, Frederick Community College, and business customers of Frederick County Workforce Services all provided important insight into the current and projected needs of industry.

Therefore, based on data, stakeholder feedback, and keeping economic self-sufficiency in mind, the local area's priority industries for workforce development, training, and career pathway planning for 2016-2020 will include:

1. Professional, Technical and Scientific
2. Healthcare and Social Assistance
3. Manufacturing/Advanced Manufacturing
4. Construction/Trades
5. Administrative and Support and Waste Management and Remediation Services⁶
6. Warehouse, Transportation and Logistics (*emerging*)

⁶ Includes office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

As additional up to date labor market data and trends emerge, or local economic conditions change, the Board may adjust its industry priorities to ensure resources are used to meet industry demands and support the economic self-sufficiency of the local workforce system customers.

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

Considering Frederick County's diverse industry base and demonstrated occupation needs, the knowledge, skills and abilities required for economic sustainability and growth vary. Frederick County is home to one of the most highly educated and talented workforces in the nation. 39% of the Frederick County's population age 25 years+ has a bachelor's degree or higher – that's the 3rd highest among counties in Maryland. Maryland claims the top spot in the country for the percentage of technical and professional workers in the workplace (28%) and professional and business employment dominates Frederick County's workforce. There is a dedicated labor pool of approximately 130,000.⁷

Since 2011, Frederick County has experienced an average of 1,500 new jobs per year and unemployment is consistently lower than the state and national averages. To remain demand-driven, the local Board will develop and refine methods used to foster business engagement and monitor the workforce needs of businesses, job seekers and workers throughout the duration covered in this plan.

⁷ Department of Labor, Licensing and Regulation, Labor Force, Demographic, and Jobs Overview – January 2015 edition

Local businesses and industry leaders have expressed workforce needs in the following areas:⁸

Pre-Employment/Workforce Preparation Skills	Workplace Professional Skills	Technical and Industry Related Skills	Other Education, License and Certifications Needs
Dependability	Judgment	Microsoft Office Suite	Advanced Degrees – Science, Biotech, Engineering, CyberSecurity, Nursing (BSN)
Basic Math	Leadership & Management	Operating Software Systems	ALS, BLS, CPR
Communication-Verbal & Written	Teamwork & Interpersonal	Forklift Operator Certification	OSHA
Problem Identification	Problem-Solving	Web Platform Development	CDL
Planning	Customer Service	Building Trade Skills	Licensed: Plumbers, Electricians, HVAC Technicians, Automotive/Diesel Technicians
Work Ethic	Flexibility	Project Management	RN, CNA, CMA, Community Health Workers
Critical Thinking	Decision Making	Lean Management Principles	Social Media Tech Skills
Digital Literacy	Creativity	Agricultural Technology/GPS Field Monitoring	PMP, CISSP, ITIL, COBIT

⁸ Chart based on advertised detailed job skills found in job openings advertised online via the Maryland Workforce Exchange in Frederick County, Maryland April 2016 – June 2016; It also reflects information gathered via survey and meetings with industry groups, including feedback from the County Executive’s Business and Industry Cabinet.

Education Requirements on Advertised Jobs⁹

The table below shows the minimum required education level on job openings advertised online in Frederick County Workforce Region, Maryland in July, 2016.

Rank	Minimum Education Level	Job Openings	Percent
1	No Minimum Education Requirement	114	12.51%
2	High School Diploma or Equivalent	359	39.41%
3	1 Year of College or a Technical or Vocational School	1	0.11%
4	2 Years of College or a Technical or Vocational School	5	0.55%
5	3 Years of College or a Technical or Vocational School	1	0.11%
6	Vocational School Certificate	9	0.99%
7	Associate's Degree	42	4.61%
8	Bachelor's Degree	299	32.82%
9	Master's Degree	38	4.17%
10	Doctorate Degree	42	4.61%

⁹ www.mwejobs.com

Education Level of Available Candidates¹⁰

The table below shows the education levels of potential candidates in Frederick County, Maryland on July, 2016.

Rank	Minimum Education Level	Potential Candidates	Percent
1	Less than High School	167	1.50%
2	High School Diploma or Equivalent	2,751	24.69%
3	1 to 3 Years at College or a Technical or Vocational School	1,988	17.84%
4	Vocational School Certificate	1,080	9.69%
5	Associates Degree	970	8.71%
6	Bachelors Degree	2,551	22.90%
7	Masters Degree	1,295	11.62%
8	Doctorate Degree	234	2.10%

Based on this data, there appears to be availability of a labor force with the education to meet advertised job openings, but we know through business and industry feedback that skilled workers are still needed in key occupations and that there are industries, such as construction and trades, concerned about the availability of a talent pipeline.

¹⁰ www.mwejobs.com / Candidate Source: Individuals with active resumes in the workforce system

Work Experience Requirements on Advertised Jobs

The table below shows the minimum required work experience on job openings advertised online in Frederick County, Maryland in July 2016.

Rank	Minimum Experience	Job Openings	Percent
1	Entry Level	189	33.93%
2	Less than 1 Year	40	7.18%
3	1 Year to 2 Years	145	26.03%
4	2 Years to 5 Years	138	24.78%
5	5 Years to 10 Years	37	6.64%
6	More than 10 Years	8	1.44%

Work Experience Levels of Available Candidates

The table below shows the experience levels of potential candidates (who have resumes in the workforce system) in Frederick County, Maryland July, 2016.

Rank	Minimum Experience	Potential Candidates	Percent
1	Less than 1 year	931	8.35%
2	1 Year to 2 Years	358	3.21%
3	2 Years to 5 Years	966	8.66%
4	5 Years to 10 Years	1,625	14.57%
5	More than 10 Years	7,270	65.20%

In sum, as the data shows, and considering historical trends, Frederick County's labor supply is generally well educated and experienced. On the other hand, there is also a labor pool of lower educated candidates with minimal work history or experience who may have barriers to employment. Data on advertised jobs indicates businesses are in need of workers who are educated, experienced, and skilled. At the same time, there is significant demand for workers needing minimum experience as well. This presents opportunity for the local Board to engage businesses and create a system that improves the connectivity of available labor to training that leads to careers in those occupation areas.

The local Board is committed to:

- working with partners to design programs and solutions that meet the needs of job seekers and employers;
- engaging and convene industry and business leaders to continue to analyze workforce needs and provide career pathways approaches to workforce development; and
- leveraging supportive services, partner resources and expertise to provide appropriate and viable workforce solutions that work for both job seekers and businesses.

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

Since 2013, Frederick County's unemployment rate has been fairly stable falling between 3.9% – 4.6 %, a positive comparison to the rest of the United States. Recent trends indicate that the employment outlook is positive. Labor participation has remained at just under 130,000 over that same time frame.¹¹

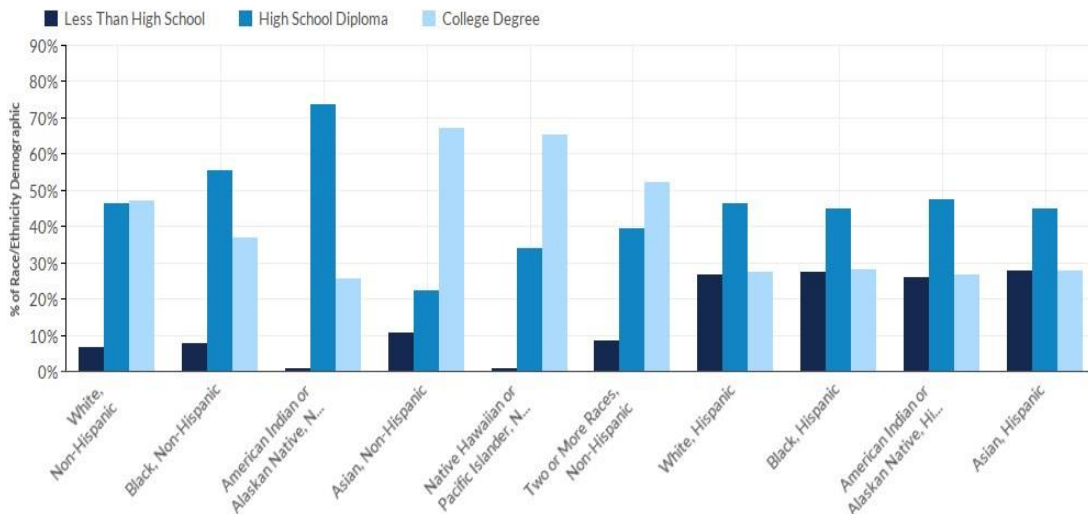
Commuter patterns for the Frederick workforce region indicate that over 50% of Frederick residents also work in Frederick County. The remainder travel regionally to neighboring counties and states with a majority of those commuters working in Montgomery County. A smaller number commute to Washington, Howard and Baltimore Counties. Furthermore, a small percentage (approximately 11%) commutes to neighboring states or Washington, D.C. Because of the expressed need for access to a skilled workforce, it will be important for the local Board to determine strategies to support employment and workforce training to ensure a locally skilled pipeline of talent. Approximately 20% of Frederick Workers commute from Washington (8.9%) Montgomery (7.9%), Carroll (4.3%) or Baltimore County (3.1%).¹² In 2013, Frederick was home to 241,441 people with an expected growth of 5% by 2019, (EMSI). While still predominately white, the county expects to experience significant growth in ethnically diverse groups.

¹¹ DLLR Labor Force, Demographic, and Jobs Overview – January 2015 edition

¹² https://mwejobs.maryland.gov/admin/gsipub/htmlarea/uploads/Frederick_WorkforceRegion_Commuting_Patterns.pdf as of April

Frederick County Population and Educational Attainment Demographics -EMSI¹³

Race/Ethnicity	2016 Population	2020 Population	2016 Less Than High School	2016 High School Diploma	2016 College Degree
White, Non-Hispanic	132,688	136,498	8,714	61,507	62,467
Black, Non-Hispanic	13,665	14,743	1,053	7,587	5,024
American Indian or Alaskan Native, Non-Hispanic	359	368	3	264	92
Asian, Non-Hispanic	7,378	8,286	790	1,650	4,937
Native Hawaiian or Pacific Islander, Non-Hispanic	115	128	1	39	75
Two or More Races, Non-Hispanic	2,016	2,266	168	797	1,052
White, Hispanic	10,229	11,142	2,719	4,729	2,782
Black, Hispanic	659	821	179	296	184
American Indian or Alaskan Native, Hispanic	406	432	105	193	108
Asian, Hispanic	105	106	29	47	29
Native Hawaiian or Pacific Islander, Hispanic	50	57	13	23	13
Two or More Races, Hispanic	361	426	99	161	101
Total	168,032	175,272	13,872	77,294	76,866



¹³ Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.

Frederick County Demographics Data
 2010-2014 American Community Survey 5-Year Estimates

Subject	Frederick County, Maryland		
	Total	Below poverty level	Percent below poverty level
	Estimate	Estimate	Estimate
Population for whom poverty status is determined	234,784	14,540	6.2%
AGE			
Under 18 years	58,014	4,790	8.3%
Related children under 18 years	57,764	4,585	7.9%
18 to 64 years	149,002	8,108	5.4%
65 years and over	27,768	1,642	5.9%
SEX			
Male	115,891	6,462	5.6%
Female	118,893	8,078	6.8%
Unemployed	8,327		
Male	4,540		
Female	3,787		
All Individuals below:			
50 percent of poverty level	7,144		
125 percent of poverty level	20,045		
150 percent of poverty level	27,470		
185 percent of poverty level	37,027		
200 percent of poverty level	41,092		
Disability Status	23,611 with disability		
Veterans	Frederick County, Maryland		
	Total Veterans	Non-Veterans	
	Estimate	Estimate	Estimate
Civilian population 18 years and over	179,854	17,871	161,983
EMPLOYMENT STATUS			
Civilian population 18 to 64 years	151,111	11,138	139,973
Labor force participation rate	83.2%	88.2%	82.8%
Civilian labor force 18 to 64 years	125,754	9,821	115,933
Unemployment rate	6.1%	4.6%	6.3%

The Board and WIOA partners will establish strategies to connect underutilized talent pools in order to provide solutions to local and regional industry workforce and skills shortages. The local Board and its partners are committed to serving the following target populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Indians, Alaska Natives, and Native Hawaiians
- D. Individuals with disabilities, including youth who are individuals with disabilities
- E. Older individuals
- F. Ex-offenders
- G. Homeless individuals or homeless children and youths
- H. Youth who are in or have aged out of the foster care system
- I. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- J. Eligible migrant and seasonal farm workers
- K. Individuals within 2 years of exhausting lifetime eligibility (for TANF)
- L. Single parents (including single pregnant women)
- M. Veterans
- N. Long-term unemployed individuals

Justice Connected Individuals

At its April 8, 2016 meeting, the Board selected individuals who are connected to the justice system as a target population for workforce development services. Maryland's Department of Public Safety and Correctional Services reported that local Frederick County parole and probation staff handle approximately 1,300 cases of individuals who are connected to the justice system. Several programs offered through Frederick County Workforce Services over the last 3 years have brought job search and re-employment strategies out to the justice connected population. In doing outreach and partnering with local community organizations, the Board will ensure continued support and development of services for justice connected individuals. Establishing and maintaining partnerships with local public safety and expungement service organizations in order to address the specialized needs of this population will be key.

Mature Workforce

It is expected that the county's growth in the population over 55 years of age continue to be significant. According to the Frederick County Department of Aging's 2013 Needs Assessment Report, it is estimated that by 2030 the senior population (60+) will more than double from about 37,000 to over 77,000.¹⁴ Many seniors need access to employment information and are interested in contributing to the local labor market. The Board will explore strategies that will assist in connecting seniors interested in employment opportunities to jobs.

¹⁴ Frederick County Department of Aging <https://frederickcountymd.gov/DocumentCenter/View/265185>

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

Frederick County is home to 3 institutions of higher learning, including one community college. Programs offered through these providers prepare people for careers in business, science, healthcare and much more. There are plans to further advance the local area's capacity to meet the post-baccalaureate level needs of STEM related disciplines through the establishment of the Frederick Center for Research and Education in Science and Technology, or CREST. Frederick Community College offers a large variety of career training programs leading certificates and credentials.

There are currently 4 eligible training providers available in the local area. The providers offer a variety of training programs that WIOA participants have completed. They include:

Accounting	Healthcare Practice Management
Addictions Counseling	Hospitality Management Certificate
Bioprocessing Technology Certificate	Information Technology
Building Trades Technology-Electrical	Medical Assistant
Building Trades Technology-HVAC	Medical Billing
Building Trades Technology-Welding	Medical Billing and Coding
Business Management	Personal Computer Support Specialist
Business Management Certificate	Pharmacy Technician
CERTIFIED NURSING ASSISTANT (CNA)	Phlebotomy
CompTIA A+ Exam Prep	Project Management Professional Exam Prep
CompTIA Network+ Exam Prep	QuickBooks Levels 1-2
CompTIA Security+ Exam Prep	Surgical Technology Certificate
Dental Assisting	Veterinary Assistant

Because WIOA requires customer choice in selecting training options, the Board will continue to work with providers, even outside the local area, in order to maximize customer choice. The Board seeks to align WIOA funded training with in-demand occupations with careers that lead to economic self-sufficiency.

Due in part to the continued local recovery and relatively low unemployment rate in Frederick County, employers in many industries face challenges finding well-qualified and skilled employees. In response, the Board plans to implement a diverse array of services and activities to better meet employers' needs and to support and prepare a skilled and job-ready workforce.

Planned activities and solutions include:

- Internship, work based learning, transitional employment, and on-the-job training (OJT) programs designed to facilitate movement from experience-based opportunities to secure employment;

- Incumbent worker programs and/or referrals to state-funded training programs such as Maryland Business Works and EARN (Employment Advancement Right Now)
- Career navigation and other supports for individuals who possess barriers to employment
- Business communication and outreach strategies that result in the creation of direct pipelines between job seekers and employers
- Strategies to use contract training and cohort training program models to build pipelines of workers who have skills and credentials required by our local businesses
- Individual Training Accounts (ITA) for eligible and suitable individuals that maximize choices of programs and vendors
- Collaborative efforts with training, education, and economic development partners to share information on industry needs, develop strategies and training for specific career pathways and/or that lead to industry skills and credentials.
- Collaborate with training providers to facilitate quicker access to employment opportunities.¹⁵

Strengths of Frederick County's Workforce System

1. Consistent and long standing history of programmatic compliance, fiscal integrity, and meeting or exceeding federal performance standards.
2. Strong linkages with economic development and WIOA partners.
3. In-depth knowledge of local and regional labor markets.
4. Key contributor to statewide workforce development through various program, operational, business services and fiscal workgroups.
5. Award winning customer service and recognition of Frederick County Workforce Services as the 2015 "Best Employment Agency" (nominated and voted by members of the public through local newspaper nomination process).
6. Highly qualified and certified workforce development practitioners possessing the following credentials:

<ul style="list-style-type: none"> ✓ Certified Professional Resume Writer (CPRW) ✓ Global Career Development Facilitator (GCDF) ✓ Professional, Human Resources (PHR) ✓ Certified Social Media Career Strategist (CSMC) ✓ Certified Administrator of Tests of Adult Basic Education (TABE) 	<ul style="list-style-type: none"> ✓ Certified Federal Jobs Coach ✓ Certified EMSI Labor Market Analyst (Economic Modeling Specialists, Inc.) ✓ Society for Human Resource Management – Certified Professional (SHRM-CP) ✓ Offender Workforce Development Specialist (OWDS)
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7. Frederick County Government support and funding that allows maximum flexibility in offering services to County residents and businesses, including:



¹⁵ Industry feedback indicates need for expanded "boot camp" style trainings or quicker models of delivering training that meets industry and business expectations.

- ✓ Free, professionally facilitated job search workshop program offering nearly 200 workshops per year at a variety of times and locations. Workshops focus on topics including: using the computer for job search, social media for job search success, professional branding, resume writing, interviewing, job clubs, a Federal Jobs Workshop.
- ✓ Outreach and programs offered at libraries and capacity to build partnerships with other community based groups.
- ✓ Robust offerings and support for business recruitment, hiring and workforce training

Challenges and Growth Opportunities for Frederick County's Workforce System

1. Availability of WIOA Eligible Training Providers and Programs

In order to support training for WIOA eligible and suitable customers, the providers and programs selected by the customer must be approved through the Department of Labor, Licensing and Regulation (DLLR) in order to be eligible to receive federal WIOA funding. There is a lack of approved WIOA eligible training providers and programs in the local area. Since 2014, Frederick County Workforce Services staff have taken huge steps toward facilitating, encouraging, and educating training providers on the process to be approved as an "Eligible Training Provider" under WIOA. Still, the Board will maintain flexibility and ensure maximum customer choice in the selection of and access to training. The Board will comply with the interim draft policy issued by DLLR which states, in part, exceptions to the Eligible Training Provider List. The local Board will plan to identify more training options and explore various delivery models for customers so as to ensure maximum choices and quality training for customers.

2. Increase community presence; Need for cross-partner referral and common intake processes.

The WIOA partners will continue to work on designing cross-partner referrals and common intake processes. The Board sees the need and opportunity to increase its outreach efforts in order to establish more systematic referral processes from community partners, employers, job seekers to American Job Center programs and services. WIOA partners are committed to working on referrals and common intake processes. Additional details will be outlined in the WIOA MOU.

The Board will explore opportunities to expand the use of social media, mobile apps, traditional outreach efforts, and methods of bringing services outside of the bricks and mortar of the American Job Center, to the community and to individuals who need a place to start their pathway to employment.

3. Develop pre-apprenticeship and apprenticeship programs.

In 2015, with support from the local Board and other community partners, Frederick County Public Schools applied for and was selected as one of 2 school systems in Maryland to be awarded funding from DLLR to pilot a youth apprenticeship program. That pilot program is underway. There remains opportunity to further develop apprenticeship as an employment and training strategy for adults and youth.

Capacity of Frederick County's Workforce System

Serving individuals with barriers, in some cases significant barriers, will require more resources, financial and otherwise. It is likely those individuals will require longer service time. The Board and WIOA partners will work together to develop collaborative approaches to serving those with barriers in a way that maximizes employment opportunities that lead to self-sufficiency.

The Board and its WIOA partners will take a holistic view of individual development, recognizing that successful employment is just one element of self-sufficiency, particularly for those who face multiple challenges and barriers to employment. Moreover, the Board recognizes that those with significant barriers to employment may need additional and longer term assistance than those who do not face such barriers. While not ideal, the increased intensity of services needed may result in fewer WIOA participants being served, but with longer program participation durations.

WIOA partners plan to increase staff training opportunities and awareness of partner resources in order to better equip our staff with the tools needed to be effective assisting individuals. This may include cross-training with other WIOA partners, including Department of Social Services/Family Investment Programs and Division of Rehabilitation Services staff, and providers of adult education and literacy programs. WIOA partners will provide additional details on cross-training in the WIOA Memorandum of Understanding.

Finally, given the emerging strength of our local economy, many of the people served by FCWS are those who have had a consistent work history and have skills in a specific area but are in need of career redirection and upskilling. On the other hand, many are those who have significant barriers to obtaining and maintaining successful employment.

Individuals falling in this latter category possess a number of skill challenges or barriers that require targeted and intensive services. Issues faced by this population include:

- Very low skills and limited education
- Limited or no employment history
- Decreased confidence/ self-esteem
- Limited English
- Lack of resources that prohibit employment, such as access to child care, reliable transportation and sustainable housing
- A criminal background
- History of substance abuse or mental health issues

The Board and WIOA partners intend to work with community organizations to develop strategies and supportive programs that target needs across these skill and learning deficits, as well as address other barriers tied to individuals' life circumstances.

Business Services Capacity

WIOA partner staff are highly qualified and have demonstrated performance in the provision of multi-level assistance to employers. Staff possesses top notch education and credentials including MBA, MPA, PHR, CPRW, and GCDF certifications. Staff participate in regular trainings and learning opportunities to develop skills in the following areas:

- Support in the creation of job descriptions;
- Assessments of candidate skills;
- Pre-screening of candidates and active referrals;
- Access to onsite interview and recruitment space
- Support to employers and potential candidates to provide opportunities to assess fit;
- Opportunity for employers to request training on specific skills (training specific to their business/culture)
- Broker connections to other business support services including, but not limited to Economic Development, Small Business Development Center/Counseling, Chamber of Commerce, Frederick County Society for Human Resource Management

Partnerships with Key Education Providers

The local Board enjoys strong relationships with key local education providers including:

- Frederick Community College
- Hood College
- Frederick County Public Schools
- Frederick County Career and Technology Education
- Mount St. Mary's University

These partnerships provide opportunities to explore ideas and strategies that bridge learning and skills gaps that exist between job seekers and key industry partners. Local Board members as well as many Workforce Services staff serve on various advisory committees and provide linkages to state and local education and workforce initiatives. The local Board, will maintain and build upon its relationships with key education providers.

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

The vision of the Workforce Development Board is a Frederick County where **every** person has the opportunity to maximize his or her career potential and all local employers have the human resources they need to grow and prosper. The local Board is committed to working within the workforce system to support and align strategies that prepare an educated and skilled workforce. The Board and its partners will

collaborate to create the necessary conditions for moving all job seekers to high quality and sustained employment, including youth and adults with barriers.

The Board will develop strategies to provide intensive, individualized services to those who are WIOA eligible and suitable. Efforts related to this goal include the provision of work-based learning opportunities, access to in demand industry certifications, job readiness training, and relevant skill building efforts. In addition, we will seek to widen access and tailor services to people with disabilities, veterans, out of school youth, young adults with limited work history, those facing language barriers, those with criminal justice involvement, or who have other challenges to securing meaningful employment as defined by the WIOA and the Governor in Maryland's WIOA Plan:

- Displaced homemakers
- Eligible migrant and seasonal farm workers
- 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
- Individuals who are English language learners
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individuals without a high school diploma
- Low income individuals, including TANF and SNAP recipients
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Older individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in, or have aged out of, the foster care system

In 2016, the local Board voted to establish a standing Youth Committee. This committee will guide workforce development in the area for young customers aged 14-24. The committee is newly established and will develop more specific goals around strategies to serve youth.

As a priority goal for 2016-2017, the Board aims to deepen coordination with other local community agencies to strengthen program effectiveness and build a network of partners working together to co-create solutions for mutually served clients on their path to sustainable employment. Examples of these partners include (but are not limited to):

- Department of Social Services/Family Investment Act Programs
- Division of Rehabilitation Services (DORS)
- Adult Education and Literacy
- Center of Independent Living/Freedom Center of Frederick

The Board will prepare its customers and will integrate the vision of partner organizations to be inclusive for youth and individuals with barriers to employment. The Board will collaborate with its WIOA core program partners to apply job-driven strategies in the one-stop system and innovatively align employment, training and education programs to meet performance accountability measures.

The Board and the County Executive negotiated its local WIOA performance goals with the Governor’s Workforce Development Board in September, 2016. Meeting or exceeding these goals will be a primary basis for measuring success across WIOA programs.

WIOA Performance Metrics	Agreed Upon Goals for PY2016 and PY 2017
Adult Measures	
<i>Employment Rate 2nd Quarter after exit</i>	72%
<i>Employment Rate 4th Quarter after exit</i>	72%
<i>Median Earnings 2nd Quarter after exit</i>	\$6,800
<i>Credential Attainment within 4 Quarters after exit</i>	57%
Dislocated Worker Measures	
<i>Employment Rate 2nd Quarter after exit</i>	80%
<i>Employment Rate 4th Quarter after exit</i>	75%
<i>Median Earnings 2nd Quarter after exit</i>	\$8,000
<i>Credential Attainment within 4 Quarters after exit</i>	55%
Youth Measures	
<i>Employment or Placement Rate 2nd Quarter after exit</i>	60%
<i>Employment or Placement Rate 4th Quarter after exit</i>	60%
<i>Credential Attainment within 4 Quarters after exit</i>	65%
Wagner-Peyser Measures	
<i>Employment Rate 2nd Quarter after exit</i>	55%
<i>Employment Rate 4th Quarter after exit</i>	55%
<i>Median Earnings 2nd Quarter after exit</i>	\$6,000

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

The local Board will use the Memorandum of Understanding (MOU) and Resource Sharing Agreement (RSA) process in order to specify additional expectations and conditions as it relates to the provision of WIOA partner services in the American Job Center (AJC) in Frederick County. WIOA partner staff will receive regular service and program updates and work together to coordinate resources and services for customers.

WIOA partners including Wagner-Peyser, Trade, Unemployment Insurance, Veterans employment services, and Division of Rehabilitation Services (DORS) are coordinated through regular communication and colocation of program staff in the comprehensive AJC. The local adult education and literacy provider, Frederick Community College, also has space in the current AJC. Staff from FCC are present weekly for customers who have questions about education or career programs.

Department of Social Services/Temporary Cash Assistance (TCA) employment services will be coordinated and aligned through regular communication, meetings, and joint initiatives and projects. According to the Secretaries of Maryland's Department of Human Resources, Labor, Licensing and Regulation, and Assistant State Superintendent of Maryland's Department of Education, the TCA partnership with the local WIOA system will be phased in over a three year period. The target completion for Frederick's TCA partnership transition under WIOA is December 31, 2018.

Section 2 – Alignment of the Local Workforce Development System

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

The local Board in collaboration with the County Executive will serve as the convener for local area workforce development initiatives. Frederick County's Workforce Development Board has identified the following programs and primary partners that comprise the local area's workforce system:

Core Partners:

- Adult, Dislocated Worker, Youth (WIOA Title I)
- Adult Education and Literacy (WIOA Title II)
- Wagner-Peyser Employment Services (WIOA Title III)
- Vocational Rehabilitation (WIOA Title IV)
- Trade Adjustment Assistance for Workers (TAA)
- Department of Social Services, Family Investment Temporary Cash Assistance (TCA)
- Jobs for Veterans State Grant (JVSG)
- Frederick County Public Schools Career and Technology Education (Perkins/CTE)

Additional Local Workforce System Partners Include (but are not limited to):

- County and City Offices of Economic Development
- Entities serving those involved with the justice system
- The Freedom Center/Center for Independent Living
- Goodwill Industries of Monocacy Valley
- Frederick Community College
- Family Partnership of Frederick County
- Frederick Rescue Mission
- Asian American Center
- Retired Seniors Volunteer Program (RSVP)

Frederick County's local workforce system is one built on collaboration and coordination. The county is known for being a well-networked community. Wagner-Peyser, TAA, UI, JVSG, DORS, and WIOA adult and dislocated worker programs are currently co-located at the Business and Employment Center/American Job Center in Frederick. Plans for Frederick County's American Job Center to move into a renovated space at the Frederick Community College Advanced Training Center¹⁶ are well underway, further showing the commitment of our County Executive and Workforce Development Board to partner for efficient and effective delivery of workforce programs. Core WIOA partners plan to continue colocation at the new facility.

There is routine communication and collaboration with WIOA and workforce system partners to ensure effective delivery of programs and services and plans to continue to do so. Examples include:

- Bi-monthly meetings with business services representatives from WIOA, DORS, Economic Development (State, County and City entities) and Frederick Community College partners
- Jointly participate in business visits and partner on recruitment and training solutions
- Monthly staff meetings include DLLR and WIOA program staff.
- Partner with DORS on recruitment events; Cross promote job events
- Staff serve and participate on advisory Boards for Frederick County Public Schools Career and Technology Education (CTE), Frederick Community College program advisory committees
- Staff provide mock interviews for Career and Tech Education and public school students
- Board partners with Career and Tech Education on pilot DLLR Youth Apprenticeship program
- Business Services staff partner with CTE programs to connect trained youth to employment and career opportunities
- FCWS provides job search strategy and coordinates expungement workshops for persons involved in the justice system

Integration of Services and Improved Coordination of Information

The Board plans to work more closely with key and required partners to streamline services, develop stronger referral processes and create and support an employment continuum built on evidence-based practices.

While acknowledging that much more progress remains, as of the writing of this plan, several meetings with DORS, DSS, Adult Education and Literacy, Wagner-Peyser, and WIOA Title I partners have been held. Participation in the meetings has been positive and productive and the system partners agree to continue to move forward in the development of an integrated service delivery model.

Additional actions taken to foster transparency, coordination and integration of services include:

- June 2015 – WIOA 101 Overview at Board Meeting
- September 2015 – WIOA Board Milestones Reviewed
- March-June, 2016 – 2 planning meetings held with the current Adult Education and Literacy provider (Frederick Community College), DLLR, local Department of Social Services/Family Investment

¹⁶ 200 Monroe Avenue, Frederick, MD 21701 <http://www.frederick.edu/about-fcc/monroe-center.aspx>

Programs, DORS with the purpose of developing the WIOA Memorandum of Understanding and Resource Sharing Agreement.

- June 6, 2016, FCWS in partnership with the local DSS and WIOA Title I Youth Provider (Family Partnership), convened a full day facilitated workshop to initiate partner discussions for service delivery in our local area. All WIOA core partners had representation at this convening. Some of the themes that emerged from that planning day and other meetings include:
 - Customer-Centered Design concepts
 - Need for regular meetings among program staff/case managers
 - Need for increased communication and data on customers receiving services from multiple partners
 - Identify common intake and referral process and tools
 - Identify methods to cross-train staff

In addition, to support accessibility of services to those in need and as resources allow, the Board, WIOA partners and FCWS will explore partnerships with the public library system, City of Frederick Housing Authority, Frederick County Housing Department, Freedom Center (Center for Independent Living), Goodwill Industries of Monocacy Valley, Mountain Manor, Community Action Agency, Rescue Mission, and other community based programs and organizations. In doing so, we will leverage the strengths and resources of each, reduce duplication, and increase opportunities to offer comprehensive approaches to addressing employment and education gaps.

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

The Board is developing deeper connections with partnership programs that support individuals in an effort to match employment programming more closely to each person in need. Specifically, FCWS staff is engaging in discussions and planning with case management and program leaders from:

- Department of Social Services/Family Investment Act Programs
- Division of Rehabilitation Services
- Adult Education and Literacy Provider/Frederick Community College

The Board and WIOA partners will engage in further discussions to strategize the development of career pathways, co-enrollment, and leveraging of supportive services in order to support the needs of customers with barriers to employment. Continued efforts are expected to outreach to individuals with barriers to employment and co-enrollment of customers which may include, but are not limited to DSS/TCA, Justice Involved individuals and Youth/Young Adults with the goal of meaningful activities leading to self-sustainable employment in key sectors.

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

Engagement in workforce development planning on a broad scale began in 2013. FCWS partnered with Frederick Community College to host the "Workforce Forum," which brought together organizations that play a role in the success of the workforce system in Frederick County. Since then several meetings have been convened to solicit input and engagement on the local workforce system.

These include:

- Participation and discussions with Career and Technology Education (Frederick County Public Schools)
- Participation in Local Management Board meetings, particularly around the needs of youth
- Meetings with DORS, DSS, DLLR leadership
- Industry needs survey developed and sent to Board and County Executive's Business and Industry Cabinet
- Monthly meetings April, May, June 2016 with WIOA Core Partners, including the local Adult Education provider, Frederick Community College
- June 6th All Day Facilitated Local WIOA Convening
- June 10th, 2016 Board Retreat to set strategic vision
- June 23rd FCWS provided a presentation on workforce and industry needs results for the County Executive and Business and Industry Council
- July 21, 2016 WIOA Core Partners all participated in the Maryland WIOA Convening including the Adult Education provider, Frederick Community College

Representatives from WIOA core programs serve as members of the Board. Additionally, area/regional directors and managers of the same programs partner with other workforce stakeholders have begun to meet regularly. Local Board representation allows for formal input on the direction of workforce activities and resource alignment while the program leaders convene regularly to address Center activities, service integration, and the implementation of area wide workforce development initiatives.

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

- **To facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs**
- **To support a local workforce development system that meets the needs of businesses in the Local Area**
- **To better coordinate workforce development programs and economic development**
- **To strengthen linkages between the American Job Center delivery system and Unemployment Insurance programs;**

Business Engagement Strategies and Outreach Activities

- FCWS business services are delivered and coordinated through a well-networked system of partners including:
 - County and Frederick City Offices of Economic Development
 - Small Business Development Center (which provides workshops at the American Job Center) ○ Maryland Women’s Business Center
- FCWS business representatives actively participate in the statewide Business Services work groups, including participation in WIOA workgroups for the purpose of streamlining services offered to businesses, tracking service delivery and outcomes, and aligning business/industry outreach efforts with other partners.
- Workforce Development Board members are active and effective ambassadors to the business community.
- FCWS staff will design solutions for industry leaders who want to access apprenticeship, on the job training, incumbent worker training, or other services that can help businesses thrive.
- WIOA partners who have business staff will participate in forums and other structured educational activities that help businesses address current and future workforce issues.
- FCWS Business Services Representatives (BSRs) have been assigned to each targeted industry and given specific responsibilities to collaborate with and engage businesses beyond the scope of simply posting open positions.
- Workforce solutions will be planned and delivered through coordinated efforts with business staff from WIOA partner organizations.
- The Board and WIOA partners will increase efforts to coordinate with adult education and literacy providers, and other workforce system partners to address workforce solutions for businesses
- FCWS and the local Board will continue to seek industry input on career pathways and recognized industry credentials to support investment of WIOA funds into training and workforce programs that are in-demand.
- The local Board will continue to monitor local and regional labor market trends in order to be effectively responsive to industry needs.
- The local Board will continue to seek out methods of sharing data and outcomes related to serving and engaging businesses.

Participation in the statewide business services meetings coordinated through the State Department of Commerce and/or local economic development offices, trainings, and activities allows the Frederick team to develop regional relationships and work with staff in sister workforce areas to provide seamless services to businesses throughout the region.

Strengthening Linkages between the American Job Center delivery system and Unemployment Insurance Programs

WIOA partners maximize all available resources and tools to ensure that all job seekers will have full access to information on jobs. WIOA and Wagner-Peyser staff provide a variety of high quality career services in a customer-centered approach environment to include, but is not limited to; job search navigation, career and

skills assessment, labor market information, and other workforce development activities associated with the employability development of customers.

Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches. Depending on the needs of the labor market other services such as job seeker assessment of skill levels, abilities and aptitudes, career guidance when appropriate, job search workshops and referral to training may be available when deemed appropriate.

Our workshops and assessments are widely promoted to our customers to assist in enhancing their employment ability. FCWS publishes a monthly schedule of comprehensive workshops and one-on-one services, such as the "Resume Doctor" service. In addition, FCWS utilizes the platforms of Twitter and Facebook to post upcoming events, notifications of job openings and hiring events, and other job seeker and business information.

WIOA program staff at Workforce Services hold hiring events and specialized informational sessions that are targeted to specific populations which may include, but are not limited to; DSS/TCA, Justice Involved individuals, Individuals with Disabilities, Mature Workers, Veterans and Youth/Young Adults.

Staff frequently do briefings during Maryland's unemployment insurance programs offered at the American Job Center. These include the Reemployment Services and Eligibility Assessment (RESEA) and Reemployment Opportunity Workshop (ROW). FCWS business services staff share information with the unemployment insurance claimants on available jobs and hiring events, as well as information on connecting to the business services team to increase participant access to employment opportunities. RESEA and ROW workshop facilitators provide information on WIOA programs, including training, to participants as well.

Internal comprehensive meetings with leadership, as well as frequent communication with counterparts from the Department of Labor, Licensing and Regulation, address the services provided by Wagner-Peyser staff to avoid duplication of services.

WIOA partners may seek technical assistance from the state to assist the capacity of staff knowledge in providing customers with meaningful information and assistance in filing for unemployment insurance benefits.

(E) A description regarding the implementation of initiatives such as EARN Maryland, apprenticeship, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, integrated education and training, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of businesses in support of the strategy described in Section 1.

Frederick County Workforce Services operates on the belief that strategic partnerships with higher education and economic development entities and business/industry are essential for providing demand-driven employment and training services. FCWS seeks input from local businesses, uses tools for labor market

analysis to determine high-priority industries. LMI will be used to align outreach and development of sector partnerships for high-growth/high demand industries and facilitate advancement of workers at all skill levels.

FCWS, the Board and partners will continue to focus on building business service strategies to meet the skill, recruitment and retention needs of employers and career advancement needs of workers. Business services representatives will work towards engaging employers, community partners, and other stake holders in business driven initiatives such as EARN Maryland, incumbent worker training programs, and similar programs designed to promote career pathway/progression, growth towards self-sufficient wages, and economic growth.

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

WIOA program staff are part of the Workforce Services Department within the County's Office of Economic Development. This arrangement lends itself well to Board efforts in partnership and collaboration. In addition, the Directors of both the County and City Offices of Economic Development serve on the Board. Collaboration occurs on procurement fairs, job fairs, business meetings, as well as sharing of business trends and labor market information. FCWS provide valuable labor market and wage data for economic development partners working with business prospects.

The Small Business Development Center, Women's Business Center both provide workshops in the American Job Center regularly for individuals interested in entrepreneurial and start up opportunities. In addition, economic development entities frequently refer Frederick Innovative and Technology Incubator entrepreneurs to Workforce Services for assistance in recruitment and hiring of their first employees.

The Board will explore additional ways to learn about and promote entrepreneurial skills training as a viable path to careers and employment.

The connectedness of economic and workforce development activities are key in ensuring businesses have an existing and future skilled workforce. Economic development partners collaborate regularly with the FCWS business team and the staff are included on meetings related to the attraction and retention of businesses in the local area. FCWS assists in the economic vitality of local businesses by providing incumbent worker solutions, new hire solutions (OJT, recruitment assistance, etc.), access to key labor market and wage data, as well as brokers connections to all workforce intermediaries and partners who can develop strategies to recruit and train skilled workers.

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

Supportive Services for dislocated workers and adults are authorized under the 2014 Workforce Innovation and Opportunity Act (WIOA). In the context of a coordinated one-stop delivery system, Frederick County Workforce Services shall take into consideration all of the available supportive services resources so that participants may receive the best supportive services available and to ensure that funds are spent to maximize participants' opportunity to be successful in career and training services. Staff with FCWS will follow its local policy on supportive services, which reads in part:

Supportive Services for dislocated workers, adults, and youth are authorized under the 2014 Workforce Innovation and Opportunity Act (WIOA). In the context of a coordinated one-stop delivery system, Frederick County Workforce Services shall take into consideration all of the available supportive services resources so that participants may receive the best supportive services available and to ensure that funds are spent to maximize participants' opportunity to participate in career and training services. Supportive service requests must be reasonable in nature and only requested if staff, in collaboration with the participant, establish a demonstrated need and that the support will help the participant move toward self-sufficiency.

Collaboration with the Local Management Board

The Office of Children and Families is home to the Frederick County Local Management Board (LMB) which guides the OCF in governing, allocating resources, monitoring, and evaluating family services in the county.

The Frederick County Office for Children and Families (OCF) is a department within the Citizens Services Division of Frederick County Government. The OCF seeks to create a more efficient and effective system of care for the children and families of Frederick County through:

- Developing service, family, community, and financial partnerships
- Designing goal-directed services that are client centered and family focused
- Targeting resources to families with the greatest needs
- Implementing a monitoring system to determine client and cost outcomes

Through FCWS, the Board will leverage relationships with the Office of Children and Families and the LMB to provide information on services available through WIOA programs as well as understand and coordinate services offered by members of the LMB to ensure awareness and access of those supports for adults and youth. On occasion, FCWS staff will have a presence at LMB meetings as it is appropriate. There exists opportunities for both the WDB and LMB to collaborate, for example, on the shared goal of improving outcomes for disconnected youth. Conversations around this opportunity are currently underway and it is planned that LMB members will serve on the Board's Youth Standing Committee as an initial step.

Supportive services may only be provided to participants who are in career or training services (registered in WIOA), unable to obtain supportive services through other programs, and must be provided in a manner

necessary to enable individuals to participate in career or training services. AJC center staff will communicate and coordinate the best service delivery approach and supports needed for customer success.

The Board and its designee, FCWS, will make every effort to learn about, coordinate and communicate with other supportive service providers in an effort to expand access and leverage resources in an efficient manner.

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

The Board maintains a private-sector majority with representatives from the biotechnology, IT, healthcare, manufacturing, and professional services sectors. Board members and economic development partners are thoroughly embedded in the local business community and provide strong linkages to avenues for businesses to share concerns and ideas regarding workforce development needs.

The Board will facilitate input from industry and businesses to supplement labor market data in order to best align training funds with demand. Periodic surveying, focus groups, and other strategies to share and incorporate business input will be explored.

Active participation and engagement is planned with the following groups and Boards (list is not exhaustive):

- County Executive's Business and Industry Cabinet
- Frederick County Chamber of Commerce
- Workforce Services business team embedded engaging businesses

Bi-monthly meetings with FCWS business services staff, economic development staff, community college training staff, and DORS business representatives will serve as a primary arena for gathering and sharing business intelligence and needs around workforce training and hiring. These meetings allow staff to share collectively, business feedback received from the various organizations, digest it, and develop plans to address those needs.

FCWS business services staff are routinely integrated in industry-related associations such as the Manufacturing Roundtable, the Frederick Chamber of Commerce, local chapter of the Society for Human Resource Management, and the Frederick County Builders Association. Through these connections, as well as through daily interaction with businesses, economic development groups the team will be well positioned to propose workforce solutions for businesses. Proposals for training and workforce development solutions will include industry-input on skills, credentials at the inception of the planning process and gather input on training delivery methods, industry recognized training providers/programs that work best for that industry.

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

The Board will continue to identify industry groups and work with WIOA and workforce system partners to cultivate industry-led partnerships. Career pathways and industry-led partnerships are fairly new endeavors and approaches to solving workforce challenges. The Board will explore strategies that take industry needs, convene relevant stakeholders including training providers, and WIOA partners to establish meaningful training options that provide both entry level and skilled workers with mobility within industries.

Between 2016-2020, the duration of this plan, FCWS and WIOA partners will continue to seek out educational and professional development opportunities to adjust programming to support career pathways. Local partner, Frederick Community College, has begun planning career programs and training options that match the area's high demand industries. The Board and WIOA partners will consider target populations, as well as industry needs in designing and working collaboratively on any career pathway initiative. FCWS has planned a series of industry-specific information sessions for 2016-2017 in order to increase career awareness among job seekers. FCWS and Frederick Community College career program staff meet at least twice a year to understand the offerings in workforce training and how they match industry and occupational demand.

EARN opportunities are promoted to local industry groups, including the Manufacturing Roundtable, Tech Frederick. FCWS staff will continue to promote and whenever possible, facilitate business and industry connections to EARN as a solution for businesses.

(J) A description of the role (if any) of local faith or community based organization in the local workforce development system.

FCWS and the Board may explore ways to partner with local faith or community-based organizations. FCWS has traditionally enjoyed strong partnerships with community-based organizations such as Goodwill, Rescue Mission, Way Station, and others.

Section 3 – American Job Center Delivery System

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

Frederick County Business and Employment Center (Comprehensive Center)
5340 Spectrum Drive Suite A
Frederick, MD 21703
301.600.2255 (phone) 301.600.2906 (fax) www.FrederickWORKS.com

Frederick County Workforce Services currently acts as the operator.

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

There are multiple entry points to services at the Frederick County One-Stop and the center subscribes to a “no wrong door” philosophy for customer access to services. Weekly Welcome Sessions (overview of FCWS and One-Stop resources), Re-employment Opportunity Workshops (“ROW”), and Reemployment Services and Eligibility Assessment Program (“RESEA”) are typical entry points for new customers. At these workshops, customers learn about various basic career, individualized, and/or training services that may be available to them. Customers also learn about labor market information and the most effective way to get started on their job search. Customers receive a video tour of the Center and then introduced by staff to the Resource Room for support in that service area.

Customers who walk into the Business and Employment Center for the first time are given a brief triage to determine what brought them to the center and to direct them appropriately. They are given a card that serves as a visual signal to all staff that they are either a new customer, a Veteran customer, and/or a customer needing assistance or accommodation.

The front desk staff direct new job seeking customers to the Resource Room, and they are then greeted and welcomed by staff, who can identify the customer’s key service need by their visual card cue. Veteran customers immediately meet with a staff person to receive a needs assessment of Significant Barriers to Employment and if determined appropriate, may be referred to the Disabled Veterans Outreach Program Specialist for additional, individualized assistance. Other, customers needing assistance or accommodation are set up accordingly; and all new customers or those who might need it watch a Welcome PowerPoint on a computer workstation that serves as their orientation to the one-stop career center. All customers receive instruction and staff assistance on registering in the Maryland Workforce Exchange. Due to limited staffing levels in the resource room, at times it is necessary to guide customers towards more self-directed services.

If customers express interest in or a need for individualized services or a staff member determines through interaction with the customer that individualized services are the right approach, customers receive a staff assisted triage assessment to review their educational background, employment status, service needs, barriers, and what One-Stop basic career services or workshops they may have already taken advantage of. The staff member recommends various basic career services and/or workshops that are a good fit for assisting the customer with their job search. Referral to American Job Center partners and community resources is discussed for barrier removal or support, as appropriate and as needed.

Next, staff review with the customer the basic eligibility criteria for enrollment in the WIOA grant, and identify the appropriate documents needed to demonstrate eligibility. After the customer decides with the staff member that moving forward with individualized services is the next step, the customer makes an appointment with the FCWS Registrar to verify eligibility for WIOA enrollment and complete a WIOA application. In addition, the customer reviews and signs the Grievance/Complaint Procedure; Equal Opportunity Is the Law form; and the Acknowledgment of Rights/Release of Information.

Once the WIOA application process is complete and appropriate documentation collected, the Registrar assigns the customer to an Employment and Training Specialist (ETS). The customer has the opportunity to meet that same day with their assigned ETS to begin a more intensive assessment and review process of the job seeker's needs and suitability for individualized services, including but not limited to training.

The ETS and customer will develop an initial Individual Employment Plan (IEP) to identify customized employment goals and achievement objectives. Coaching and planning around labor market information and industry demand is integrated to ensure an appropriate employment goal. IEP development is conducted jointly between the individual and an Employment and Training Specialist and is reviewed and updated regularly.

FCWS will provide case management for all customers enrolled in the WIOA grant for individualized services. Case management by the customer's assigned Employment and Training Specialist and other support staff will include but may not be limited to, as appropriate and applicable to the individual customer, any or all of the following:

- Additional assessment of the customer's skills, interests and abilities;
- IEP development with periodic review and updates, conducted jointly with the customer;
- Regular, meaningful contact with the customer of not less frequently than once every 6 weeks to discuss goals, job search activity and, if applicable, training progress;
- Documentation, within the MWE database, and the permanent case file, of all funded services including training approval, supportive services and work-based learning services, in accordance with the local area case file management policies; and
- Documentation of any employment outcomes, and as appropriate, follow-up services as described below.

All customers are encouraged to continue using Frederick County Workforce Services' basic career services for their job search. Customers can attend job search and/or computer seminars to sharpen their job hunting tools. The Resource Room is available for those ready to do an active job search; Career Assessment and other skills assessment tools are always available for those exploring new opportunities. We offer a "Career Decision Making" session for those interested in career discernment tools and strategies. In-depth résumé assistance is available daily with Certified Résumé Writers through Résumé Dr. appointments.

The calendar of events is available in hard copy and online at www.FrederickWORKS.com, and lists the majority of basic career level seminars and events, including job search and computer seminars, job fairs, special guest speakers/presenters, information sessions about training programs, and employer panel discussions. FCWS uses a multitude of social media outlets to outreach and communicate to the public on job search and workforce development resources.

Customers can also sign-up to receive notification of news and events via email, which includes a subscription to the weekly Employment Insider. This e-newsletter includes New Job listings, the weekly schedule of classes, seminars, recruiting events, and other special events planned at the center.

Upon entering our center, customers always have the choice of staff assistance and the degree of their engagement, as well as the pace of how they utilize our services. As there is no required sequence of service prior to meeting with a Registrar (who determines WIOA eligibility), the customer is given the ability to choose self-paced, self-selected workshops and services but also has staff at their disposal available and ready to assist them directly and in the manner that best suits their needs. The option to discuss individualized services is always available through customer determination or staff assessment.

The use of technology to assist customers allows better flexibility, as some services are accessible from other locations. For example, career and skills assessments can be accessed from remote locations, and by using email, announcements of jobs and events are received at a time convenient to the customer. Social media is used to promote events and services.

To support the goal of job retention, wage gains, and career progression for participants who obtain unsubsidized employment, follow-up services are provided for at least 12 months as appropriate. Following the first date of employment, outreach to the participant will be conducted on a quarterly basis. Contact can include counseling about the workplace, identification of challenges, or additional services toward job retention and/or advancement.

Documentation describing the follow-up services and including the ending of follow-up services will be maintained in the MWE case file for each participant.

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

The resource room provides computers to conduct job search, two of which have adaptive software for visually and hearing impaired users. Reference materials and tutorials are available to improve knowledge and abilities regarding the job search process and to augment their existing knowledge base on more technical aspects such as resume writing and Microsoft Office software proficiencies. Interpreter services are available upon request. In addition, some staff speak conversational Spanish, French and American Sign Language.

Plans for Frederick County's newly renovated space at the Frederick Community College Advanced Training Center will be ADA compliant and is served by a local Trans It stop. Access to job seeker and employer services, career advice and assessments, labor market information, and job postings are available remotely via www.FrederickWorks.com and the Maryland Workforce Exchange.

WIOA partners will collaborate with the one-stop operator to provide outreach and services to target populations who may not be accessing services through the physical AJC. FCWS staff provide orientation to WIOA Title I services in libraries throughout the county. FCWS has also partnered with the State's Attorney's office and county parole and probation representatives to provide targeted job search information and expungement services for returning citizens.

FCWS has led the efforts to bring WIOA partners together and develop a plan for staff development and training. In November, 2016, the local area was selected as a pilot for Cornell University's "Diversity Partners

Program,” a 2-day training for WIOA program leaders and front line staff on WIOA Sec. 188 and making meaningful connections to businesses in order to improve outcomes for people with disabilities. From this training, WIOA partners created a sub-committee made of representatives from DORS, FCWS, DLLR, and the local Freedom Center (Independent Living) who will develop a staff training plan for 2017-2018. Trainings will cover ADA compliance, Etiquette, and other topics to be offered for WIOA partners and workforce system staff. DORS and AJC partners will work on establishing a process for DORS waiting list clients, to ensure they have timely access to all services offered through the local workforce system, including Title I, adult, dislocated worker and youth programs.

WIOA program staff also participated in the State’s second WIOA Convening in December, 2016. From that meeting, program staff representing DORS, DLLR, TANF/TCA, Adult Education and FCWS/WIOA Title I, have begun developing a customer prototype tool that will be used across program staff in order to better identify the barriers and needs of individuals in need of services.

WIOA partners and the Board will continue throughout the 2016-2020 plan timeframe to develop programs and strategies to address Priority Target Populations:

- Displaced homemakers
- Eligible migrant and seasonal farm workers
- Ex-offenders
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals with disabilities, including youth with disabilities
- Individuals within 2 years of exhausting lifetime eligibility under Part A of Social Security Act
- Individuals who are English language learners
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individuals without a high school diploma
- Low income individuals, including TANF and SNAP recipients
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Older individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in, or have aged out of, the foster care system

Frederick is dedicated to continued discussions regarding the individual barriers noted on the above list. The local Board also determined that justice-connected individuals also be a targeted population for WIOA programs and services.

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

The Board will use a competitive process based on the procurement standards in the Uniform Guidance set out at 2 CFR 200.318 through 200.326. - 678.605(c) and that follows State guidance provided to local areas in November 2016.

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

The local Board has traditionally maintained a strong focus on continuous improvement as an ongoing effort to improve products, services, processes and access to resources. The Board will review the performance outcomes for Eligible Training Providers that receive Frederick County area WIOA Title I training funds and will encourage Eligible Training Provider representatives to participate in engaging employers to strengthen the relationship between training and employment.

The Board will also review American Job Center service offerings and provide feedback on areas for continuous improvement. The Board will work with the one-stop operator to assess services and identify continuous improvement plans, coordinate the implementation of such plans with the AJC partners. The Board and the WIOA partners are committed to engaging employers in the ongoing analysis of the necessary credentials that job seekers need in order to qualify for a job, retain a job and also to continue to learn and develop skills on the job. Through the FCWS business services team, WIOA partners, and economic development partners, the Board will seek regular feedback from businesses in order to align workforce strategies that are demand-driven in nature.

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

The Board in the delivery of its programs will not discriminate in employment opportunities or practices on the basis of race, color, religion, gender (including pregnancy), gender orientation, ethnicity, age, physical or mental ability, genetic information, marital or family status, veteran status, political belief, or any other characteristic protected by law.

The use of technology as a tool for ensuring access to service delivery in the Frederick area will allow customers access to information on job search, job openings, and other services delivered in the workforce system. It can also facilitate job interviews by way of tools like Skype. While this expands the system's reach, there is a significant portion of the customers who use the American Job Centers who lack basic technology skills and digital literacy. The Maryland Workforce Exchange mobile app has potential to be very useful when reaching out to youth and younger generations of workers who are used to using technology in ways that meet their needs.

FCWS has recently launched an online "Career Chat" to allow customers the option of live-chatting with a career expert. Delivering more services in this manner seems inevitable, particularly for customers accustomed to technology. There exists great opportunity to further explore will examine technology solutions through an ongoing analysis of the resources listed below in order to ensure mainstream and publicly available products which are relevant and cost-effective may be used.

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

The American Job Center (AJC) Partners offer assistance to all individuals who use the center. Partner staff make connections to WIOA and other community resources, to persons with disabilities and auxiliary aids are made available upon request. The American Job Center is ADA compliant and partners distribute information and public notices to ensure customers are made aware of their rights.

American Job Center partners will consult DORS and other technical assistance entities to take steps to assess and ensure the appropriate auxiliary aids and services are made available when necessary to afford an individual with a disability an equal opportunity to participate in and benefit from our services. Partners have already engaged in discussions on cross-training on technology tools, resources and accessibility. The AJC of Frederick County is accessible for individuals with disabilities.

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

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

The Board acknowledges that, while Section 188 of WIOA ensures equal opportunity for individuals with disabilities, sub-recipients may also be subject to the requirements of:

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

(I) A description of the roles and resource contributions of the American Job Center partners;

- Provide access through the American Job Center delivery system to such program or activities carried out by the entity, including making career services as described in Section 134 applicable to the program or activities available in the centers, and any other appropriate locations.
- Use a portion of the funds available for programs and activities to maintain the One Stop delivery system, including paying infrastructure costs associated with One Stop centers.
- Enter into a local Memoranda of Understanding with the local board relating to the operation of the American Job Center.
- Participate in the operation of the American Job Center system consistent with the terms of the Memoranda of Understanding, the requirements of WIOA and the requirements of Federal laws authorizing the program or activities.

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

Labor Market data is readily used by the Board and by FCWS staff as a key component in providing quality career counseling to participants to provide direction for career development along pathways that demonstrate a potential for individuals to maintain stability. FCWS will continue to coordinate support of priority industries through provision of training opportunities in high-growth, high demand industries and occupations. Approved training requests are on a case by case basis and include a thorough evaluation of the related marketability of skills/credentials resulting from successful completion of training.

In occupations where no local eligible training provider is available, out of area training providers within a reasonable commuting distance are evaluated. In an effort towards creating a stronger alignment of available and approved training providers with occupations represented in the local priority groups, staff will continue to collaborate with local colleges and other high quality training vendors to identify area training needs and develop programs for possible inclusion as an approved training provider.

Business engagement is invaluable in the discussion and development of occupational training in line with local area needs. FCWS staff and local Board members are proactive in engaging businesses in the identification of occupational skill training that will lead related occupational growth and demand, wage potential that lead to financial independence, and opportunity to move through career ladders via stackable credentials and continuous learning.

(K) A description of how the Local Board will provide priority of service that conforms with 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.

To participate in the WIOA Adult Program, an individual must meet the following eligibility requirements:

1. 18 years of age or older;
2. U.S. citizen or non-citizen authorized to work in the U.S.;
3. Meet Military Selective Service registration, if applicable.

WIOA Target Populations & Priority of Service

For WIOA Title I Adult Program employment and training services, FCWS will provide priority of service to individuals in the following target populations, in accordance with WIOA and State issued policy:

- Displaced homemakers
- Eligible migrant and seasonal farm workers
- Ex-offenders
- Homeless individuals
- Individuals facing substantial cultural barriers
- Individuals with disabilities, including youth with disabilities
- Individuals within 2 years of exhausting lifetime eligibility under Part A of Social Security Act
- Individuals who are English language learners
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individuals without a high school diploma
- Low income individuals, including TANF and SNAP recipients
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Older individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in, or have aged out of, the foster care system

For the WIOA Title I Adult Program, priority will be provided in the following order:

1. First Priority: Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2. Second Priority: Individuals who are meet criteria to be considered a target population* (including veterans)
3. Third Priority: Eligible spouses who did not meet "first priority" conditions
4. Fourth Priority Individuals who are not veterans and do not meet criteria to be considered a target population but are also Frederick County residents and/or considered justice-connected* as the local Board has approved
5. Fifth Priority: Individuals who do not meet the criteria to be considered a target population but are under/unemployed Frederick County residents

Priority of Service will be documented during (or before) the enrollment process to determine program eligibility. Documentation will be collected and reviewed for proof priority of service and reflected in WIOA registration process in the Maryland Workforce Exchange and may also be documented in case notes.

***Discretionary Priority Population**

The local Board has decided to include Justice connected individuals as a discretionary priority population. The MD Department of Public Safety and Correctional Services indicates that most of the offenders in instate facilities will return to communities in Maryland. Assistance in serving this population will help to ensure offenders can become positively contributing members to the communities they return to. In June, 2015,

there were 1,522,600 individuals in Maryland with a criminal record.¹⁷ Justice Connected individuals experience some of the most challenging barriers to securing employment which is a crucial component of successful re-integration and establishing self-sufficiency. New legislation recently implemented will likely result in a significant increase in our populations accessing job search assistance. It also significantly increases the number of previous offense that are eligible for expungement.

There is a business case for offering intensive job search services for the “justice-involved” population as well. Focus in this area will create a wider applicant pool from which to choose when searching for employees. There are many individuals with skills desired by employers that are searching for work but are held back or not considered due to a background issue. The Justice Connected Priority Group will be tracked and recorded separately from the required priority of service groups.

No denial of service to non-targeted customers is anticipated. Program management routinely evaluates budget and expenditures and may determine to institute priority of service in certain circumstances. In all cases, FCWS reserves the right to institute its most in need and most likely to benefit from WIOA Adult services policy if, based on its experience with local economic or other variables, it determines that there is a reasonable probability that there will be a deficiency of resources. In determining need for training, WIOA funds will always be considered supplemental and applicants will first be required to seek training funds from other sources, including the Pell grant.

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

Career progression is at the heart of WIOA legislation and the Maryland State Plan, and incumbent worker training allows individuals to stay marketable and progress in their careers, and allows businesses to remain competitive. Skilled talent is a top priority for successful businesses to continue to support the economic development in our area.

In accordance with WIOA regulations, up to 20% of local workforce funds may be used to subsidize training activities for incumbent workers to obtain the skills necessary to retain employment or avert layoffs. A local policy will be developed by June 30, 2017 and used to implement an incumbent worker program.

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

The local Board along with WIOA partners, with the help of the one-stop operator, will develop a plan 2017-2018 to ensure program staff achieve excellence in service delivery and provide efficient and friendly customer service that puts the needs of the individual at the forefront, without reference to programmatic silos or bureaucracy.

¹⁷ <http://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2015/6/18/states-try-to-remove-barriers-for-ex-offenders>

Section 4 – Title I – Adult, Youth and Dislocated Worker Functions

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

Adult and Dislocated Services are available through the American Job Center in Frederick and delivered in collaboration with area partners.

The table below outlines services available:

BASIC	INDIVIDUALIZED	TRAINING
Intake and Assessments		
<p>At the first visit, customers are triaged at the reception area and are directed as appropriate. Customers receive orientation to information and other services provided. There may be an initial assessment of skill levels and supportive service needs.</p>	<p>Customers are identified as needing more intensive services and one-on-one counseling with an Employment and Training Specialist. These services would include above and beyond services offered at the basic level.</p> <p>Determination of eligibility to receive assistance.</p>	<p>LMI</p> <p>Priority of Service</p> <p>Current skills/marketability</p> <p>Determination of need for training.</p>
Eligibility Determination		
<p>Informal assessment and scheduled appointment for eligibility determination.</p>	<p>Fundamental eligibility (legal work status, selective service registration, veteran status, family size, family income, etc.)</p> <p>Priority of Service determination.</p> <p>At the time this plan is developed. Documentation required for eligibility is collected and verified.</p>	<p>Priority of Service</p> <p>Income</p> <p>Assistance in completing a training application which may include supporting LMI, informational interviews, job leads, meeting with a college-level advisor to discuss academic and career option that result in credentialing and license attainment.</p>

	<p>Appointments with ETS staff are often available the same day</p>	<p>Determination of unlikely or unable to obtain or retain employment that leads to economic self-sufficiency.</p> <p>In need of training to upgrade skills.</p> <p>In need of training services to obtain or retain employment that leads to economic self-sufficiency.</p> <p>Approval of the occupational or classroom curriculum using the Maryland WIOA Eligible Training Provider List.</p>
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Employment and Training Assistance

<p>Services available for job search assistance are detailed in monthly calendar, on the FCWS website.</p> <p>Labor exchange, LMI, job vacancy listings, Job search classes, information on nontraditional employment, individual resume review and practice interviews.</p> <p>Customers have access to recruitments and other business services on behalf of employers.</p> <p>Resource room usage, including resource room staff assistance.</p> <p>Maryland Workforce Exchange</p>	<p>Initial appointments include informal assessment of needs.</p> <p>Development of an individual employment plan (IEP).</p> <p>Referrals to partners</p> <p>Supportive Services</p> <p>Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under WIOA.</p> <p>In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.</p>	<p>Availability of funding.</p> <p>Comprehensive and specialized assessments of the skill levels and service needs to determine appropriateness and need for training.</p> <p>Customers have access to ETP information on performance information and program costs.</p> <p>ETS staff evaluate any potential barriers to successful completion of training, including supportive services.</p> <p>Coordination with training vendor.</p> <p>Assistance in establishing eligibility for programs of financial aid assistance for</p>
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Information and assistance regarding filing claims for unemployment compensation	<p>Discussion of career pathways to attain career objectives.</p> <p>Availability of internships and work experience linked to careers</p>	<p>training and education programs that are not funded under WIOA.</p> <p>Access to occupational skills training, incumbent worker training, on-the-job training, transitional employment, internships/paid work experience</p>
Case Management		
n/a	<p>Prepare and coordinate comprehensive IEP</p> <p>Provide job and career counseling during program participation and after job placement.</p> <p>Regular contact and availability of ETS staff.</p> <p>Employer vacancy notifications.</p>	<p>Support to successfully complete training.</p> <p>Credential attainment</p>
Referral to Partners		
Informal assessment & Referral as appropriate via MOU	Informal assessment & Referral as appropriate via MOU	Informal assessment & Referral as appropriate via MOU
Supportive Services		
Based on availability to support job search and successful employment in accordance with local policy	To mitigate barriers to successful employment in accordance with local policy.	To mitigate barriers to successful completion of training and credential attainment in accordance with local policy.

Follow-up Services		
Informal and limited follow-up services may be provided to address specific situations.	Designed to provide support for job retention. Celebrate successes. Provided according to policy	Designed to provide support for successful training completion, credential attainment to support career pathways and to support job retention. Celebrate successes. Provided according to policy.

Customers seeking training in the local area are limited by a small list of eligible training providers/ and/or approved programs. To enhance customer choice, out of area providers are often explored if feasible. FCWS continues to work with training vendors and the state towards building a more robust local training provider list. Waivers are available in limited situations and are issued according to local and state policies.

Alternative options may be explored if possible to offer training in high-demand industries/occupations and skill areas. Contract training, industry partnerships, cohort model training and other options may be used to develop a well trained workforce to meet the needs of businesses.

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

Rapid Response services are designed to respond to mass layoffs and other events that cause significant unemployment. The local Board will coordinate with statewide activities to provide early support and connection to employment and training services for participants who are affected by such events.

FCWS and the local Board have a strong connections with county and regional economic development and maintain regular communication to support employers at risk of layoffs. Collaboration between workforce development, economic development, elected officials and statewide activities are available to assist companies and dislocated workers with the goal of assisting workers in returning to work as quickly as possible. As many of our partners including state representatives are co-located, rapid response activities are coordinated quickly and tailored to the needs dictated by the situation. Using Rapid response funds, services may include information sessions at the employer’s site or at the American Job Center, education around

Unemployment Insurance, referral to local services and/or community partners and easy access to employment and training services.

Service coordination will include alignment and use of data systems for information management and tracking, fiscal management, staff training development and integration with sector partnerships as appropriate for effective delivery in line with WIOA guidelines and regulations. Layoff Aversion activities are incorporated when appropriate. Rapid Response is a primary gateway to the workforce system for both dislocated workers and employers and is a component of a demand driven system. There is no set or required method of service delivery. Since every situation is different and the process is employer-driven, Rapid Response starts with a conversation with the company. The company will ultimately decide how information and assistance will be provided to their employees. Services provided on-site at the company should be provided prior to the layoff date (it's preferable that all services are introduced prior to the layoff date). Examples of service delivery formats include:

Information Session (s):

- On-site informational meeting (s) with groups of affected employees prior to layoff
- Informational meetings at FCWS with groups of affected employees prior to layoff or afterwards
- Informational meetings with individual affected employees prior to layoff or afterwards
- Provision of handouts and other literature
- Invitation to engage with FCWS/DLLR as the public does, i.e. Welcome Seminar or in-person visit, either prior to layoff or afterwards

Information provided should include, at a minimum:

- an explanation of Unemployment Insurance,
- an overview of one-stop delivery system services
- Employment and training services including information on TAA, Pell Grants, and the GI Bill are provided.

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

FCWS in conjunction with its youth services provider and community partners has successfully implemented a multi-tiered, comprehensive approach in individualized youth assessment, providing education, training, and employment services by integrating WIOA services with supporting services and leveraging partner programs to meet the needs of all youth, including youth with disabilities. A co-referral process with DORS, who maintains an office at the American Job Center, facilitates the assessment and development of appropriate service strategies for youth with disabilities.

The following table outlines youth workforce development programs or activity in Frederick County, but is by no means all-inclusive, as the local area is continually enhancing its capacity to serve youth by expanding its programs and partnerships.

Youth Workforce Development Program/Activity	Program Description
Career Builders Program	12 week workplace preparation program including work related skills training, soft skills and job readiness training, entrepreneurship and financial literacy skills training
The Edge Internship Program	Job readiness and career exploration training with work based learning internships
YouthWORKS! Summer Jobs Program	5 week paid summer work experience with job readiness training, in a structured work environment offered through partnership with DSS and DORS to provide work-based learning opportunities to youth with disabilities and youth from families on public assistance, as well as youth with other barriers.
Youth Pathways	6 month cohort program for out-of-school youth with their HS diploma but not otherwise meaningfully connected to postsecondary education or employment. Program emphasizes career pathway building and job readiness skills development coupled with work-based learning opportunities.
AWARE (Assessing Work Ability to Reach Employment)	Job readiness program through Department of Social Services for recipients of cash assistance
Job Corp	Prepares youth and young adults for employment and careers in various industries and includes certifications
Passport to Employment	Intensive job readiness skills building for youth in or aging out of foster care
DORS/MSDE Year Round Work Based Learning Program	In partnership with DORS, facilitate work based learning opportunities for youth with disabilities attending the Maryland School for the Deaf residential high school program.
Frederick County Youth Apprenticeship Program	Pilot apprenticeship program with DLLR, FCPS and MSDE for youth in 11 th and 12 th grade entering stem related careers
Frederick County Transition Fair	A partnership between the secondary school system, local community college, DORS, FCWS, and other community partners for a yearly event for high school students in special education or 504 plan services to look at life-after-school. Through presentations, workshops and activities, youth explore various education, employment preparation and other career services to begin planning for their transition.

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

Workforce Services and WIOA program staff will work with Frederick County Public Schools to learn about skills students are interested in learning in both the vocational and technical career industries and how to connect these with local in-demand jobs. Efforts to increase collaboration with school guidance counseling will assist with getting referrals for those students who will be leaving high school, and who may likely become WIOA customers. The Board will promote the availability of youth training resources to the local school system. The Board will work closely with the Perkins postsecondary partner, to assure sequencing of courses from secondary to postsecondary and to ensure that participants achieve both a credential and job placement.

Workforce Services and the Local Board will continue its collaboration and support of the pilot Youth Apprenticeship program through business outreach and participation on various committees to increase the program's effectiveness as a workforce and talent pipeline strategy.

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

The American Job Center in Frederick is located on a public transportation route. Assistance with bus passes and, in certain instances, other methods of transportation are provided when deemed necessary for eligible adults to access training or employment opportunities. Information on supportive services, including partner resources, is readily available through the American Job Center. WIOA partners will have increased collaboration and access to information to connect and refer customers to supports needed to secure viable employment.

In accordance with the Workforce Innovation and Opportunity Act (WIOA) of 2014, supportive services are authorized for dislocated workers, adults and youth. Supportive services are defined as services that are necessary to enable an individual to participate in career and training services authorized under WIOA. In the context of a coordinated one-stop delivery system, Workforce Services and WIOA staff will ensure funds are spent to maximize participants' opportunities and will take into consideration all of the available supportive services resources that could support an individual.

In the event assistance cannot be provided through other means, staff will assess and document in the MWE notes/case management activities the need for supportive services funded by WIOA. Supportive services requests must be reasonable in nature and only requested if staff, in collaboration with the participant, establish a demonstrated need and if the support will help the participant move toward self-sufficiency.

Supportive services may be provided to customers who are: participating in career or training services; unable to obtain supportive services through other programs providing such services; and are necessary to enable customers to participate in career or training services.

Provision of supportive services is subject to WIOA and FCWS funding availability. Individuals eligible for supportive services may be approved for a maximum amount of \$500 and not exceed 3 months in duration for adults and dislocated workers, or 6 months for youth. Exceptions to these limits may be made with appropriate justification and leadership approval.

Examples of supportive services may include (but are not limited to):

- Transportation (bus passes, car registration for those eligible for *Second Chances Garage* assistance);
- Childcare and/or dependent care;
- Job or training related business uniform attire, tools or related equipment;
- Housing resources;
- Mental health counseling and support;
- Academic fees;
- Clothing for interviews;
- Linkages to community services; or
- Needs-related payments that if applied, enable an individual to participate in career and training services.

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

Employment and training activities under Title I include training and career services. The WIOA Title I program staff will follow local policies and protocols for serving WIOA eligible and suitable adults and dislocated workers. Registration in the MWE is essential for tracking customers who may only be seeking career services, either self-service or staff assisted, and to initiate the data collection necessary to enroll customers who request training services. Therefore, an important first step in accessing services is for customers to complete their MWE enrollment. The Board and WIOA partners have adopted a customer-centered approach to services delivery and will continue to refine this approach as partnerships and collaboration increase. Title I Adult and Dislocated Worker funding will be used to provide career services and training services. Career services cover a broad range of activities, including initial and comprehensive assessment of skills, labor market information, career pathway and progression information, job search assistance, development of an individual employment plan, career counseling, and other services. Training services include occupational skills training, on-the-job training, transitional jobs, and adult education and literacy provided concurrently or in combination with other training services. Funds may also be used to provide supportive services to assist individuals participating in career and training services. Participants are determined to be eligible for Dislocated Worker funding during the Registrar and enrollment process.

For WIOA Title I Adult Program employment and training services, FCWS will provide priority of service to individuals in the following target populations, in accordance with WIOA and State issued policy:

- Displaced homemakers
- Eligible migrant and seasonal farm workers
- Ex-offenders
- Homeless individuals
- Individuals facing substantial cultural barriers

- Individuals with disabilities, including youth with disabilities
- Individuals within 2 years of exhausting lifetime eligibility under Part A of Social Security Act
- Individuals who are English language learners
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individuals without a high school diploma
- Low income individuals, including TANF and SNAP recipients
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Older individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in, or have aged out of, the foster care system

For the WIOA Title I Adult Program, priority will be provided in the following order:

1. First Priority: Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2. Second Priority: Individuals who are meet criteria to be considered a target population* (including veterans)
3. Third Priority: Eligible spouses who did not meet "first priority" conditions
4. Fourth Priority Individuals who are not veterans and do not meet criteria to be considered a target population but are also Frederick County residents and/or considered justice-connected* as the local Board has approved
5. Fifth Priority: Individuals who do not meet the criteria to be considered a target population but are under/unemployed Frederick County residents

Priority of Service will be documented during (or before) the enrollment process to determine program eligibility. Documentation will be collected and reviewed for proof priority of service and reflected in WIOA registration process in the Maryland Workforce Exchange and may also be documented in case notes.

FCWS offers career and intensive level services to Adult and Dislocated Worker customers, and includes:

Career services include, but are not limited to;

- Career resource center, access to labor market information, staff facilitated workshops, job search, and training provider information.
- Orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market information, and job referrals.

Intensive one-on-one services include, but are not limited:

- Comprehensive assessment, counseling, case management (including follow up services), training, and pre-employment support and/or supportive services necessary to participate in employment and training activities.

In addition to established priority groups, Adult and Dislocated Worker programming will focus on additional barriered populations which may include, but are not limited to:

- Displaced homemakers
- Eligible migrant and seasonal farm workers
- 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
- Individuals who are English language learners
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individuals without a high school diploma
- Low income individuals, including TANF and SNAP recipients
- Long-term unemployed individuals
- Native Americans, Alaskan Natives, and Native Hawaiians
- Older individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in, or have aged out of, the foster care system

Veterans Priority

The term “veterans priority of service” is defined, regarding any qualified job training program, as a policy whereby an eligible veteran (or spouse of an eligible veteran) shall be given priority over any eligible nonveteran for the receipt of employment, training, and placement resources and services provided under that program, notwithstanding any other provision of law. When a customer visits the American Job Center for the first time, the receptionist inquires as to the customer’s veteran’s status. If he/she identifies as a veteran, he/she is provided with a referral card to take to the resource room which lets staff know the veteran’s status.

Such priority includes giving access to such services, to a veteran (or spouse of an eligible veteran) before a non-veteran if resources are limited. During the registration process (in the MWE), the training candidate will be asked if he/she is a veteran (or spouse of an eligible veteran). If self-disclosed as yes, the candidate will be asked to verify his or her veteran status within the MWE system.

Customers who identify themselves as interested in individualized and/or training services will be invited to work with staff to determine eligibility and priority of service based on the local Board’s policy. Customers will then work with staff to develop an individual employment/career plan that includes a plan to address career pathways and self-sufficiency.

Training

Customers who pursue training as an option to meet employment and career goals will be invited to complete a training request application that shall provide labor market justification demonstrating the need for training. The Board seeks to align training with in-demand occupations and careers that lead to self-sufficiency.

Additional training related activities may include, but are not limited to:

- work-based learning opportunities,
- paid work experiences for eligible customers,
- On the Job Training
- Pre-apprenticeship and apprenticeship opportunities,
- Transitional employment opportunities pathways.

FCWS meets regularly with partner organizations and community hubs to inform external agencies about current program-funded services. When appropriate, FCWS conducts offsite informational and intake sessions to heighten awareness about career services and to help customer's access services available under WIOA.

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

Provided that participants meet all other requirements, those seeking training services will be evaluated for suitability to receive training services including evaluation of their level of Self-Sufficiency. Participants whose family income for the previous 6 months is at or under the 200% Lower Living Standard Income Level (LLSIL), are invited to move to the next step of the process to request training funds.

The adjusted rate reflects alignment with the higher cost of living in our area as detailed in The Self Sufficiency Standard for Maryland 2012, prepared for the Maryland Community Action Partnership. As family compositions and circumstances can vary, exceptions to this plan may be approved by the leadership staff at the request of the Case Manager. The 200% LLSIL is in effect beginning September 1, 2016 and maybe adjusted if needed to reflect a change in economic conditions.

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

Dislocated Workers must meet general, state and federal eligibility criteria to receive employment and training services under the WIOA Dislocated Workers program. Definition – An individual is determined unlikely to return to previous industry or occupation when at least one of the following criteria is present as established by the local Board:

- Labor Market data indicates that an industry/occupation is not in-demand in the area.
- The individual has developed limitations/barriers to returning to a specific industry or occupation without assistance.
- Education Level – Highest education level completed is a high school diploma or lower
- Job Tenure – Worker was employed in previous occupation for 10 years or greater without skills upgrade.
- Declining Industry – Worker's previous industry within our workforce region is experiencing a negative growth rate

- Low Demand Occupation – Worker’s previous occupation within our workforce region is experiencing a negative growth rate
- High Unemployment Rate – Based on the worker’s community of residence, local area as a whole, and/or within a specific occupation.
- Other circumstances may be considered and approved through team consensus.

Appropriate documentation will be collected in accordance with relevant program guidance and procedures.

(J) A description of how the Local Board will interpret and document eligibility criteria for “requires additional assistance to complete an educational program or to secure or hold employment” as set forth in the State’s Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII);

The Workforce Development Board and FCWS define in-school youth who “require additional assistance to complete an educational program or to secure or hold employment” as low income, in-school youth with one or more of the following characteristics:

- Are youth deemed at risk of dropping out of school by a school official; or
- Are youth in danger of not graduating from high school without having to take additional coursework and/or summer school; or
- Are youth with court agency/referrals mandating school attendance; or
- Are youth who do not have parental support or adult mentoring in the home, at school and/or in other critical areas of the student’s life.

The Board and FCWS define out-of-school youth who “require additional assistance to complete an educational program or to secure or hold employment” as low income, out-of-school youth with one or more of the following characteristics:

- Are youth who does not have parental support or adult mentoring in the home, at school and/or in other critical areas of the youths’ life; or
- Are youth 18 years of age or older and unable to complete FAFSA paperwork due to being estranged from their parent/guardian; or
- Are youth with a poor work history, to include no work history, or have been fired from a job within the last 6 months prior to application; or have never held a full-time job for more than 13 consecutive weeks; or
- Are youth with an incarcerated parent or guardian; or
- Are youth facing significant cultural challenges within the family or community.

The documentation to substantiate the eligibility criteria “requires additional assistance to complete an education program or to secure or hold employment” will include school records or referrals, court agency or partner referrals, work history, and/or applicant statement, and will be collected at enrollment application, recorded in the Maryland Workforce Exchange, and made part of the participant’s case management file.

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

Training services may be made available to employed and unemployed adults and dislocated workers who after eligibility determination and assessment, have been determined as unlikely to obtain self-sufficient employment. This may be due to a variety of life circumstances including, dislocation, poor work history, change in health status, and change in family or housing status or a lacking of skill and/or credentials needed to obtain/retain employment. All of these issues can significantly hamper an individual’s ability to compete in the job marketplace. Any of these challenges can be determined through an interview, evaluation, assessment or career planning engagement and must be documented in the electronic and programmatic case file accordingly. Appropriate documentation will be collected in accordance with relevant program guidance and procedures.

In addition to general eligibility documentation, when being considered for training, the customer must complete a training application which includes researching job opportunities, training vendors, wage potential, and supplementary funding sources such as Pell Grants, scholarships, etc. If a customer is requesting training in a new industry, s/he will also be expected to complete an information interview with people currently doing the type of work to which the customer aspires. The customer will also be encouraged to meet with the training provider to research whether or not there are placement tests or other prerequisites.

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

The local Board will provide the 14 required program elements through a combination of contracted services, Title I funded staff delivery of services, partner referrals and community partner collaborations, as follows:

PROGRAM ELEMENT	Provided By
Tutoring, skills training, and dropout prevention	Contractor, Title I funded staff, volunteers, training providers
Alternative secondary school services	Contractor, Title II partner
Paid and Unpaid Work Experiences	Contractor, Title I funded staff
Occupation skills training	Training providers
Leadership Development Opportunities	Contractor, American Job Center partners, community partners
Supportive Services	Contractor, American Job Center partners, Title I funds
Mentoring	Contractor, Title I funded staff, Workforce Development Board

Follow-up Services	Contractor, Title I funded staff
Comprehensive Guidance and Counseling	Contractor, Title I funded staff, community partners
* Concurrent Education and Workforce Prep Activities	Contractor, Title I funded staff
* Financial Literacy Education	Contractor, Title I funded staff, community partners
* Entrepreneurial Skills Training	Community Partners, volunteers, Workforce Development Board
* Labor Market Info	American Job Center Partners, contractor, Title I funded staff, community partners
* Preparation for and transition to Post-Secondary Education and Training	Contractor, Title I funded staff

* New program elements under WIOA

(M) 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 understands the importance of work-based learning as an evidence based strategy for increasing the employability and career development of youth. If and when procuring youth services, there is a requirement in Frederick County Government’s RFP application process for procurement and contracting with youth providers that a minimum of 27% of the award amount be allocated to work-based training activities to ensure that the WIOA 20% requirement is exceeded, or at least met. Work-based training activities can include, but are not limited to internships and job shadowing, summer employment opportunities, pre-apprenticeship programs, on-the-job training, and instruction in employability skills. Proposals will be evaluated in two phases; first based on technical and budget submittals; second, if deemed necessary, on oral discussions. The Fiscal Manager and Youth Program Manager are part of the review team and the budget and budget narrative are part of the evaluation criteria. Fiscal staff and Youth Program Manager review expenditures on a quarterly basis via desk reviews to ensure that at least 20% of Youth Funds are for work-based learning activities.

(N) A description of the Local Board’s plan to serve 75%+ out of school youth and identify specific steps that have been taken to meet this new goal; and

WIOA places a greater emphasis on supporting the educational and career successes of out-of-school youth. In order to meet the 75% requirement for serving out-of-school youth, outreach strategies are focused on disconnected youth who are high school drop-outs, not meaningfully connected to employment or postsecondary education, justice connected, pregnant and/or parenting, youth with disabilities, and homeless or foster youth, or youth who have aged out of the foster system. By collaborating with partner agencies serving youth with these challenges, youth learn of WIOA program services. A strong partner

network that fosters referrals and provides program information to youth consumers provides a good source of potential enrollees.

It is the Local Area's enrollment process to currently only enroll out-of-school youth who meet eligibility requirements. This strategy will ensure ongoing compliance with the 75% requirement. Any in-school youth who are assessed for eligibility must first be approved for enrollment by the Youth Program Manager to ensure that the enrollment will not place the 75% requirement out of compliance. The Youth Program Manager verifies the enrollment ratios prior to approval. Youth may be placed on a wait list or referred to partner agencies for other services until there is an enrollment opening. As current in-school youth are exited, spots may open for limited additional in-school youth enrollment on a very strictly limited basis, and after approval.

(O) If the Local Area has contracted with youth service providers, provide a list and description of services.

The Local Area has contracted with Family Partnership of Frederick County for the provision of youth services. Family Partnership provides GED preparation and literacy skills instruction on-site, through a collaboration with Frederick Community College, has an onsite child care center for parenting youth, provides transportation as needed, and runs Career Builder, a workplace skill preparation program that occurs concurrent with GED and literacy instruction. A full range of individualized education and employment development services are offered to youth that make all 14 WIOA youth program elements available either directly or through a robust referral process to other partners.

The local area will explore additional models and methods in youth programming and service delivery which may or may not include contracting with youth service providers.

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

Basic Services

Basic services are provided in collaboration with Wagner-Peyser and other WIOA partners. Customers who choose to come to the resource center during business hours are able to access basic services to assist with launching a successful job search. The resource center is available during normal business hours and is equipped with computer stations, printers and faxes for job search related use. First time customers are triaged for appropriate initial steps and are offered information that encompasses and overview of services offered in the center (Welcome Seminar, handouts,)

Services are intended to be agile and adjustments to the type of services and the mode of delivery are made as our customer markets demonstrate needs.

American Job Center Services Offered

- Access to assessment tools to identify skills, interests and aptitudes (Prove it and Caps, Cops, Copes)
- Resource library
- Administrative supplies (paper, envelopes, pens, etc.)
- Access to job postings and related announcements (both web-based and hard-copy)
- Resume review and practice interviews available.
- DORS Orientation (Division of Rehabilitation Services)
- Announcements, job leads and class information is available on the FrederickWorks website
- Eligibility determination for Individualized Services (including training)
- Referrals and community/partner support information
- Supportive Services depending on need and availability
- Web-based resources include email notifications about jobs, events, classes and resource information, social media outlets for information sharing

Classes related to Effective Job Searching

(Classes are adjusted, updated and added as needed to address customer traffic)

Resume writing	Interview skills
Career Decision making	Identifying transferable skills
Basic computer classes	LinkedIn
Welcome Seminar (for new customers)	Personal Branding
Federal Jobs	Online Applications

Individualized Services

Individualized Services are available to adults and dislocated workers after eligibility determination (and in line with priority of service policies) in order to provide intensive one-one assistance in obtaining or retaining employment. Individuals are paired with an Employment and Training Specialist who coordinate services consistent with WIOA requirements. Services may be provided as individual and/or group counseling/mentoring/instruction.

In-depth and staff assisted assessments are conducted through informal one-one interviews, diagnostic tests and/or other means to identify existing skills, interests, aptitudes, values, potential barriers to employment, employment suitability and career planning activities.

An initial step when entering Individualized services is development of an Individual Employment Plan (IEP) to identify customized employment goals and achievement objectives. Coaching and planning around labor market information and industry demand is integrated to ensure an appropriate employment goal. IEP development is conducted jointly between the individual and an Employment and Training Specialist and is reviewed and updated regularly.

Individualized Services may include:

- Short-term prevocational services such as workplace preparation activities, development of learning skills, communication skills, resume and interview preparation, time management, assistance with effective job search navigation
- Work based learning opportunities linked to career paths. Internships are structured experience based learning opportunities designed to equip the individual with the skills necessary to obtain and retain employment in their career pathway. Work experience is offered for a limited/pre-determined time in a structured work setting. (Internship policy?)
- Assistance with barrier removal to obtain and retain employment as appropriate with assistance from partner organizations, supportive services, and community referrals.
- Other innovative strategies deemed to be of value in assisting the individual with employment, career progression, or that support the individual in attaining self-sufficiency.

Coordination with WIOA Partners

In 2015 and throughout 2016, partner organizations including Wagner-Peyser, DORS, DSS, and Adult Basic Education and Literacy convened to identify strategies for greater collaboration and adding/updating MOU between mandatory partners. Plans to develop a customer prototype chart are underway with input from all WIOA core partners. This tool will allow program staff to identify needs of customers at varying levels of barrier removal and provide information on which partner/s would have resources to assist the individual.

Wherever possible, WIOA partner organizations will identify appropriate referrals and provide adequate information about intake, referral, and services offered to reduce duplication, maintain client confidentiality, and promote the individuals progress towards career growth, financial independence, and self-sustainability. Partner organizations may be co-located with the one-stop to further promote collaboration. Once the

selection of the one-stop operator occurs, the operator will work to increase the collaboration and coordination of services offered by multiple providers in the AJC and local workforce system.

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

To support the goal of job retention, wage gains, and career progression for participants who obtain unsubsidized employment, follow-up services are provided for at least 12 months as appropriate. Following the first date of employment, outreach to the participant will be conducted on a quarterly basis. Contact can include counseling about the workplace, identification of challenges, or additional services toward job retention and/or advancement.

Documentation describing the follow-up services and including the ending of follow-up services will be maintained in the MWE case file for each participant.

Section 5 – Wagner-Peyser Functions

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

The Board will coordinate the career services delivered by Wagner-Peyser staff with the career services delivered by other American Job Center partners through the Memoranda of Understanding and Resource Sharing Agreement.

Labor exchange services, which are the primary services provided by WP staff, fall under the Basic Career Services mentioned in Section 4 of Training and Employment Guidance Letter 03-15 (TEGL 03-15). Wagner-Peyser staff also may make available the Individualized Career Services discussed in TEGL 03-15, particularly for those individuals with barriers to employment as defined in WIOA sec. 3(24).

Wagner-Peyser staff are cross-trained to screen customers for WIOA eligibility and make appropriate referrals to core partners and community based organizations including Goodwill, Transit, and Frederick County Mental Health Association, and others for supportive services. Staff make referrals to resources including the 24-Hour call center through Maryland 211, the Frederick County Guide to Mental Health and Community Support Services, the Frederick Employment Network Matrix, and the Maryland Community Services Locator (MDCSL).

The Board assures that every effort will be made to reduce duplication of services and maximize coordination among partners.

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

Reemployment Workshops for Unemployment Insurance Claimants participate in federally funded RESEA (Reemployment Services and Eligibility Assessment) or state funded ROW (Reemployment Opportunity Workshops). These workshops instruct participants regarding labor market information, resume writing, interviewing skills, networking, and job search strategies. The goal is to expedite reemployment by offering job search assistance and referrals to partner agencies. They also serve as an orientation to the center, an introduction to WIOA programming, and the connection of job seekers to job opportunities and/or training funding as appropriate. WIOA staff is available to conduct a brief informational session on how to pursue individualized services and access WIOA training funds. Wagner-Peyser staff also provides follow-up support for UI workshops: one-on-one interviews, resume review, referrals to applicable job postings, scheduling assessments, and WIOA eligibility appointments.

Resource room staff members and other Wagner-Peyser funded staff provide information and assistance regarding filing claims for unemployment compensation. Staff members are trained in unemployment compensation claims filing and the rights and responsibilities of claimants. Assistance may be provided in person, by phone, or via email. Customers have use of the resource area computers to access the website to make their initial claim and subsequent webcerts. For customers applying or making inquiries by phone a private area is available as needed. The DLLR publication "*What You Should Know about Unemployment Insurance in Maryland*" is available to customers to provide additional guidance.

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

Although there are relatively low numbers of migrant and seasonal farm workers (MSFWs) in the Local Area (approximately 7 MSFWs as of 3/21/2016) outreach programs have been developed and delivered to the locations where they reside. During the season, visits are conducted at the farm location. Communication with Spanish speakers is provided in their native language. Every effort is made to meet MSFWs where they are available, in case the American Job Center is not within their commuting ability.

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

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

Coordination of Workforce Development Activities

In line with the development of the WIOA MOU, the Board intends to ensure coordination of workforce development services with the local Adult Basic Education and Literacy partner(s) and other partners in the system. Partners agree to build an efficient workforce system through sharing of information, increased collaboration, staff training and streamlining service delivery to maximize partner strengths and improve customer flow and access. As the partnerships continue to move towards stronger alignment, there will be greater emphasis on creating an easy navigation process and reduced duplication for a customer centered experience.

As the MOU is developed, key stakeholders throughout the workforce system met to establish priorities, goals, and strategies, as previously described. The planning process continues as partners work to streamline entry points, common intake, standardized assessment, effective and timely information sharing, and determine which workforce needs must be developed system-wide to best prepare jobseekers to compete effectively in our future economy.

Through direct delivery, referral, or coordination services are intended to support basic literacy and financial skills, focused on life skills reading and math. Many students have a goal of earning high school diploma, some students need to improve basic literacy skills for the workforce or to enter a career/training program.

Adult Basic Ed/Adult Secondary Ed/Title II (at the American Job Center and/or via referral to a partner organization)

- Comprehensive Intake and Assessment process that includes program overview, diploma options in the state of Maryland, individual interviews to gather more information about school history, work history, work goals, future educational goals, etc, goal setting, writing sample and skills assessment in math and reading. For students who qualify, the GED® Ready (half version of the GED® exam) is offered free of charge.
- Adult Basic Education Classes: intended to support basic literacy and financial skills, focused on life skills reading and math, many students have a goal of earning high school diploma, some students need to improve basic literacy skills for the workforce or to enter a career/training program.
- Pre-Diploma Classes: intended to support students preparing to take the GED® exam or enter the NEDP program. Provides basic skills review and introduces algebra, writing essays, reading for information, etc.
- GED® Preparation Classes: Classes focused on specific subject areas (math/science or social studies/language arts) to prepare students to take and pass those subject areas of the GED® exam. Students taking and passing the GED® exam are awarded a Maryland State High School Diploma.
- National External Diploma Program: FCC offers the NEDP to students qualifying on math, reading and writing assessments.

Planning for Career Pathways

A major focus of our robust partnerships is aligning regional talent resources with high-growth economic clusters, resulting in a stronger, more agile workforce, increasing the ability to retain, grow, and attract business to the area and to help identify and create workforce development strategies to compete in the

local, regional, and global economy. Using a career pathways model to develop a skilled workforce that both meets the needs of employers and creates economic self-reliance for our constituents, the local Board will coordinate with the Adult Education provider and other partners to identify industry sectors and occupations that offer career pathways with accessible entry points for low skilled workers, and workers at all levels and identifies employers with that can provide input to mapping for entry level occupations and stackable credentials for progression.

Board Review of Adult Education and Literacy Provider Applications

The Maryland Department of Labor, Licensing and Regulation will competitively select adult education and literacy providers. The local Board chair will review applications submitted by adult education applicants to assess alignment with the local area's plan and provide documentation/recommendations. The process will adhere to guidance that is provided by DLLR regarding the process at the time of the RFP for Title II funds is released.

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

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

DLLR requires all Title I and Title II assessment administrators including Youth Program service providers to be properly trained before administering standardized assessments. Programs must comply with all training requirements established by the test publisher, including education and other minimum requirements.

Key stakeholders throughout the workforce system met to establish priorities, goals, and strategies, as previously described. The planning process continues as partners work to streamline entry points, common intake, standardized assessment, effective and timely information sharing. Test administrators, regardless of where the test is administered, will be trained in accordance with state policy to administer assessments in accordance with the test publishers.

English as a Second Language services will be coordinated in partnership with the Adult Education and Literacy provider. Services are currently provided year round by Frederick Community College in frequencies that maximized participation.

Assessment results and scores will be shared with the proper confidentiality process in place, which needs to be developed. FERPA requirements and other customer privacy issues will be considered in the development of such a process.

Only properly trained staff and those with current credentials among the WIOA partners will administer and interpret formal assessment results.

Partner Responsible	Assessments Delivered
Adult Education and Literacy Family Partnership/Youth Service Provider	CASAS
Title I	TABE (if necessary; will coordinate with Adult Education to avoid over-assessing) Prove IT! Skills Assessments

FCWS in coordination with Adult Education provider(s) will assist in the development of information sharing tools and a process that ensures customers are not over-assessed. There will be continued discussion and strategizing to develop a comprehensive intake and assessment process that includes program overview, individual interviews to gather more information about education and employment history and goals, goal setting, listening, speaking, reading and writing skills assessment.

In order to measure student academic performance, Frederick Community College’s Adult Education program uses CASAS Assessment System via eTests Online or paper booklets, as approved by the NRS. Depending on the student’s area of need, the following assessments may be administered:

Assessment	Appraisal Used	Level and Forms
CASAS Life and Work Series: Reading	Form 80R	Level A—81, 82 Level AX—81X, 82X Level B—83, 84 Level C—185, 186, 85, 86 Level D—187, 188
CASAS Life Skills Series: Math	Form 30	Level A—31M, 32M Level B—33M, 34M Level C—35M, 36M Level D—37M, 38M
CASAS Life and Work Series: Listening	Form 80L	Level A—981L, 982L Level B—983L, 984L Level C—985L, 986L

Students take the appraisal and pre-test at initial intake to identify academic need and to determine class placement. After completing a minimum of 40 hours of instructional hours, students take a corresponding post-test to demonstrate growth and determine the next level of placement. If a student stops attending class and returns after a period of 4 months or more, the student is given a new pre-test (progress testing) to determine the best placement after the lapse of instruction.

All staff members administering assessments complete the training requirements outlined by CASAS to ensure proper testing protocols are followed and to protect the validity of the assessments. The training modules are located at <http://training.casas.org/>. New instructors receive an assessment orientation to develop an understanding of the assessments, competencies, and educational functioning levels.

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

The Vice-President for Continuing Education and Workforce Development of Frederick Community College serves on the Board. Frederick Community College is the only Title II provider in the local area. The Board Chair would be called upon to coordinate efforts if more than one Title II provider is selected for the local area.

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

The Board will work with the adult education provider to establish a service delivery strategy for the local American Job Center. While preliminary planning has begun, it is anticipated that continued development of a process and agreement on how services will be provided in the AJC will expand 2017-2018. Referrals between programs are currently made by AJC staff and Adult Education staff. Information on adult education and literacy classes are made abundantly available in the physical center.

Section 7 – Vocational Rehabilitation Functions

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

There are no replicated cooperative agreements in place between the Board, the Maryland Department of Labor, Licensing and Regulation and the Maryland Division of Rehabilitation Services with respect to efforts to enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use of and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

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:

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

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

All customers and employers will be served seamlessly in the American Job Centers. The Board will collaborate with the Maryland Division of Rehabilitation Services (DORS) partners to negotiate the DORS role in Frederick's workforce system. The Board will use the Memoranda of Understanding and Resource Sharing Agreement to further clarify roles and expectations. These discussions will focus on efforts to enhance the provision of services to individuals with disabilities, to ensure staff have opportunities for training and technical assistance, determinations regarding the use of and sharing of information, and coordinated and collaborative efforts to include employer input and participation.

As with all individuals who access the American Job Centers, whether they have a disability or not, the goal is to have an effective referral mechanism, which will enable individuals to select the services they feel they need.

In addition, the goal is to ensure that all information and services are provided are accessible, regardless of the individual's disability. DORS will provide training to the partners in such areas as: programmatic and physical accessibility, serving individuals with disabilities that require support services, disability etiquette and sensitivity training, assistive technology.

Section 8 – Temporary Assistance for Needy Families Functions

DHR, in partnership with the 24 local Departments of Social Services (LDSS) and the WIOA Partners, will implement this new mandated partnership using a phased in approach over the four year period of Maryland's WIOA Combined Plan in all 12 Workforce Development Areas Statewide. This will allow for strategic and thoughtful roll-out, flexibility based on crucial local needs and input, evaluation and ability to change course as needed. With guidance and technical assistance from DHR and DLLR, Local Areas will work to implement a functional approach to integration which may include revised practices and policies related to: See, page 222 of the Combined State Workforce Plan located at <http://www.dllr.maryland.gov/wdplan/wdstateplan.pdf>

- Eligibility
- The range and sequent of services
- The use of funds for supportive services
- Income support
- Performance measurement
- Reporting requirements
- Administrative structures and decision making

The phased in schedule will be informed by the WIOA/TANF readiness assessment data gleaned from both the LDSS and Workforce Development Areas.

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

Per the guidance issued from the Secretaries of the Departments of Labor, Licensing and Regulation and Human Resources, Frederick's TANF/TCA implementation will be part of the second phase and occur fully by December, 2018. The Frederick TANF/TCA partners have been actively engaged in discussions around the MOU, co-location, and service coordination.

FCWS, DLLR, DORS, Adult Education and local TANF/TCA staff have participated in the following activities that serve as the initial stages of integrating service delivery:

- June 6, 2016 met to discuss overview of programs operated by each partner
- Fall 2016 met on several occasions to discuss co-case management strategies and referral processes
- Winter 2016 participated in DLLR-TANF WIOA convention.
 - Development of customer prototype tool is in progress that will assist all WIOA partners in identifying workforce system participants' barriers and resources available to address the readiness of the individuals to engage in employment and training opportunities
- 2017-2018 further progress meetings are scheduled to identify:
 - Common intake and referral
 - Co-case management and communication strategies
 - Outreach and connections to supportive services
 - Data sharing and customer confidentiality
 - Opportunities for co-location
 - Opportunities to connect businesses with untapped talent
 - Staff training opportunities
 - FCWS will sponsor March 3, 2017 training: "Motivational Interviewing Techniques" will be open to partner staff
- Effective 2017, TANF/TCA partners will have physical space in the American Job Center

(B) A description of the implementation and coordination process to enhance the provision of services to individuals on TANF.

Discussions have occurred and will be ongoing regarding:

- Potential co-location of LDSS and/or WIOA Partners at AJCs or LDSS depending on the nature of local partnerships and operations
- Leverage existing financial and in-kind contributions to the WIOA system to ensure coordination of services provided by multiple programs, creating a seamless approach to delivering services
- Cross train and provide technical assistance to all WIOA Partners about TANF
- Ensure that activities are countable and tracked for the TANF Work Participation Rate (WPR)
- 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
- Contribute and provide baseline outcomes data to the WIOA system through strategies for collecting and reporting varied program reporting requirements.

(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 Assistant Director for Family Investment programs sits on the Board and is actively engaged in WIOA partner discussions on potential co-location and coordination of intake, assessments and delivery of seamless services to customers.

Section 9 – Jobs for Veterans State Grants Functions

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

The Veterans' Employment and Training Service (VETS) - a federal program of the Department of Labor - provides funding to State Workforce Agencies through the Jobs for Veterans State Grants (JVSG) program. Through these grants, the state funds two positions in the American Job Center: our Disabled Veterans' Outreach Program (DVOP) Specialist provides intensive services to veterans with significant barriers to employment to facilitate the transition into meaningful civilian employment. The second position is our Local Veterans' Employment Representative (LVER) who performs outreach to local businesses and employers to advocate for the hiring of veterans.

Frederick County Workforce Services (FCWS) staff provides priority of service (POS) to veterans in all Department of Labor job training programs. Our Local Veterans' Employment Representative (LVER), Disabled Veterans' Outreach Program Specialist (DVOP), and American Job Center Staff (AJC) are partners in the One-Stop employment solution for businesses and job seekers. FCWS provides intensive services such as case management, career counseling, transition assistance, individual job development, and referrals to employment. There is a referral process to WIOA partners in place to connect eligible veterans with local programs that will pay for training, licenses, and certifications for in-demand occupations.

The Veterans Program offers assistance from a DVOP specifically to veterans with significant barriers to employment. AJC Staff provides services to all other veterans. FCWS provides various training programs specifically designed to prepare veterans for civilian careers. We also provide access to veteran benefit information, assistance with government job applications and federal resumes, and priority hiring through federal contractors.

In June 2014 a new screening procedure was implemented to identify veterans as they come into any AJC. There are specific criteria which determine if a veteran or qualifying spouse are eligible to receive intensive services from a DVOP, or all services (basic or individualized) through AJC staff.

The United States Code Title 38 Chapter 41 defines an eligible spouse as: (A) The spouse of any person who died of a service-connected disability, (B) the spouse of any member of the Armed Forces serving on active duty who, at the time of application for assistance under this chapter, is listed, pursuant to section 5 the following categories and has been so listed for a total of more than ninety days: (i) Missing in action, (ii) Captured in line of duty by a hostile force, or (iii) Forcibly detained or interned in line of duty by a foreign

government or power, or (C) The spouse of any person who has a total disability permanent in nature resulting from a service-connected disability or the spouse of a veteran who died while a disability so evaluated was in existence. Detailed MWE reports of newly enrolled vets are run daily by JVSG staff and all veterans are delivered an invitation to come to the Center along with a Menu of Services and a current monthly calendar of events.

When a customer comes in as a veteran, the staff thanks him/her for their military service, advises them that veterans receive priority of services (POS) and asks *"How may I help you today? Would you mind taking a few minutes for a brief screening to help determine your employment needs and your eligibility for specific services?* If they are not already enrolled in MWE, staff assistance is provided in setting up an account in MWE. Using the MWE questions and answers help complete the Veteran Eligibility Questionnaire. MWE captures the majority of the required information, however, a few Veteran Eligibility Questionnaire questions request more detail on active duty time and Reserve and Guard duty. While assisting with MWE enrollment staff will check off answers on the SBE checklist. This process will answer the questions needed to clarify: eligibility, significant barriers to employment, job readiness, and subsequent steps for our veteran customer.

The Veteran Eligibility Questionnaire is a set of questions designed to determine if the veteran meets JVSG or WIOA priority of service definitions. If the veteran meets JVSG priority of service on the Veteran Eligibility Questionnaire, then the Significant Barriers to Employment (SBE) checklist is utilized to determine the need for intensive services from the DVOP. Significant Barriers to Employment (SBE) include (but are not limited to) service-connected disability, homelessness, prior incarceration, age 18-24, and low income (Adult Income Chart for FCWS (note: use 70% of LLSIL column is used for income eligibility). When Frederick county veterans have an SBE they are eligible for intensive services with the Disabled Veteran's Outreach Program Specialist (DVOP). When veterans do not have an SBE, they are eligible for core and potential intensive services with the AJC staff. At this point in the process the veterans are encouraged to view the Welcome video or attend a Welcome Seminar for an overview of FCWS services and resources to assist with their job search and reemployment.

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

Local Veterans Employment Representatives (LVER) conduct outreach to employers and engage in advocacy efforts with hiring authorities to increase employment opportunities for veterans and encourage the hiring of veterans. LVER services are promoted in partnership with local business services staff through social media, job fairs, and mass email communications. The LVER is included in meetings and efforts convened by and on behalf of the American Job Center Partners, including meetings and efforts convened by local organizations such as the Fort Detrick Alliance, the Veterans Support Network, and the Society for Human Resource Management professionals. LVERs conduct seminars for employers and job clubs for eligible Veterans and spouses who are seeking employment. Local businesses are also invited to participate in regional veteran hiring events.

Section 10 – Fiscal, Performance and Other Functions

(A) An identification of the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i)

As Chief Local Elected Official (CLEO), the Frederick County Executive has designated the Workforce Services Department as its Fiscal Agent, authorized to manage funds on behalf of the CLEO.

(B) A description of financial sustainability of the American Job Center services with current funding levels, and a description of the ability to make adjustments should funding levels change.

The dependence of all WIOA Partners on the federal budget process, federal budget funding levels and allocation methodologies results in a level of risk for the sustainability of the American Job Centers.

The allocation formula(s), implemented by the Governor, is a driving factor in the sustainability of the American Job Center(s) in that the formula allocates funding based on local economic conditions. WIOA partner and Board evaluation will include an analysis of factors including but not limited to: reduction in days of services, reduction in lease costs, reallocation of costs among AJC partners, fund transfer requests and colocation with other entities to reduce costs.

(C) A description of the competitive process to be used to award the sub grants and contracts in the Local Area for activities carried out under this title, including risk assessment of potential sub grantees and contractors.

The Board will use Frederick County Government Purchasing Rules and Regulations, See Attachment C, to address the competitive process and risk assessment of procurement and contracting.

(D) A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the Local Area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the American Job Center delivery system, in the Local Area;

The local Board, chief elected official and the Governor shall negotiate and reach agreement on local levels of performance based on the State adjusted levels of performance established. In negotiating the local levels of performance, the local board, chief elected official and the Governor shall make adjustments for the expected economic conditions and the expected characteristics of participants to be served in the local area, using the statistical adjustment model developed pursuant to WIOA subsection (b)(3)(A)(viii).

In addition, the negotiated local levels of performance applicable to a program year shall be revised to reflect the actual economic conditions experienced and the characteristics of the populations served in the local area during each program year using the statistical adjustment model.

Executive Order 01.01.2015.19 section C (5) charges the Governor’s Workforce Development Board (GWDB) with “The development and updating of comprehensive State performance accountability measures to assess the effectiveness of the core programs”. The Board will engage in negotiations with GWDB as stated in the Order.

In 2016, the Board and County Executive have successfully negotiated the following performance measures for Program Years ‘16 and ‘17:

WIOA Performance Metrics	Agreed Upon Goals for PY2016 and PY 2017
Adult Measures	
<i>Employment Rate 2nd Quarter after exit</i>	72%
<i>Employment Rate 4th Quarter after exit</i>	72%
<i>Median Earnings 2nd Quarter after exit</i>	\$6,800
<i>Credential Attainment within 4 Quarters after exit</i>	57%
Dislocated Worker Measures	
<i>Employment Rate 2nd Quarter after exit</i>	80%
<i>Employment Rate 4th Quarter after exit</i>	75%
<i>Median Earnings 2nd Quarter after exit</i>	\$8,000
<i>Credential Attainment within 4 Quarters after exit</i>	55%
Youth Measures	
<i>Employment or Placement Rate 2nd Quarter after exit</i>	60%
<i>Employment or Placement Rate 4th Quarter after exit</i>	60%
<i>Credential Attainment within 4 Quarters after exit</i>	65%
Wagner-Peyser Measures	
<i>Employment Rate 2nd Quarter after exit</i>	55%
<i>Employment Rate 4th Quarter after exit</i>	55%
<i>Median Earnings 2nd Quarter after exit</i>	\$6,000

(E) A description of the actions the Local Board will take toward becoming or remaining a high performing Board, consistent with the factors developed by the State Board pursuant to Section 101(d)(6); This should include a description of the process used by the Local Board to review and evaluate performance of the local American Job Center(s) and the One-Stop Operator.

The Frederick County Workforce Development Board and WIOA partners have established an excellent reputation for services and responsiveness as it relates to the provision of workforce development solutions. The Board maintains a private-sector majority representation and is frequently engaged in the business community. Members are strong advocates for the workforce system.

Workforce Services and partners in the American Job Center will work together to ensure seamless delivery of services to customers and to demonstrate the “people before performance” philosophy. Customers will be at the center of service delivery.

The Board will take advantage of resources and technical assistance related to the review and evaluation of American Job Centers and the One Stop Operator. If local resources are not sufficient to fund the technical assistance needs of the local Board, the American Job Centers or the One Stop Operator, a technical assistance funding request will be created and sent to the Governor’s Workforce Development Board.

(F) A description, including a copy of, of the Local Area’s Individual Training Account policy. The description should include information such as selection process, dollar limits, duration, etc.

FCWS uses training vouchers as the mechanism for ITA programs. This agreement will describe the roles and responsibilities of the training provider, including the ITA payment system. Training vendors agree, in writing, as part of their funding relationship with FCWS, that they will apply any Pell Grant received to the customer’s training cost before billing FCWS, or reimburse FCWS if any Pell Grant is received by the school after payment.

Customers who meet the eligibility criteria of respective programs and are unable to find employment at self-sufficient wages due to lack of marketable skills, and who have no barriers to successful participation, are considered for training services. In addition, FCWS customers are requested to show documentation for all possible financial aid from other sources before a training request is approved by FCWS.

Upon the enrollment of a WIOA customer into a training program with an eligible ITA training provider, FCWS will provide the selected training provider with a voucher form for that individual. The voucher form will include the total amount of costs for tuition and fees that will be paid by FCWS, including any Pell Grant, if known. After the voucher form is received, the training provider can submit an invoice to FCWS which sets forth all approved tuition and fees for the WIOA customer. Payment for properly charged tuition and fees shall be made by Frederick County in a timely manner.

Frederick County Workforce Services operates with a flexible training cap, not to exceed \$6,000 for WIOA customers. Duration of training typically do not exceed two years from the start of the training

program. Exceptions to the training cap and duration are considered in limited instances and are reviewed on a case-by-case basis by a team.

An updated Individual Training Account Policy is currently in draft form and will be finalized by April 1, 2017.

(G) A description of how training services under chapter 3 of subtitle B will be provided in accordance with Section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided;

Training services will be made available to eligible customers in a manner that will ensure customer choice and is in alignment with demand occupations and industries. Depending on individual circumstance and labor market indicators, customers may benefit from:

- On-the-job training (OJT) - Training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge and skills essential to the full and adequate performance of the job and is made available through an OJT program;
- Customized Training - That is designed to meet the specific requirements of an employer (including a group of employers);
 - That is conducted with a commitment by the employer to employ an individual upon successful completion of the training; and,
 - For which the employer:
 - Pays a significant portion of the cost of training, as determined by the local Board involved, taking into account the size of the employer and such other factors as the local Board determines to be appropriate, which may include the number of employees participating in training, wage and benefit levels of those employees (at present and anticipated upon completion of the training), relation of the training to the 1 Only Registered Apprenticeship programs registered under the National Apprenticeship Act (29 U.S.C. § 50, et. seq.) are included as eligible training providers.
 - In the case of customized training involving an employer located in multiple local areas in the State, a significant portion of the training cost, as determined by the Governor, takes into account the size of the employer and other factors as the Governor determines to be appropriate.
- Incumbent worker training- The purpose of the training is to assist workers in obtaining the skills necessary to retain employment or avert layoff; Incumbent worker training may be used as a talent building strategy and in accordance with WIOA, federal and state guidance. Up to 20% of the adult allocation may be used for incumbent worker training to upskill individuals who are eligible. A local policy will be drafted and in place by 2018.
- Transitional employment - Time-limited work experiences which are to be combined with comprehensive employment and supportive services and are to be designed to help individuals establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention of unsubsidized employment; A local policy on the transitional employment as a workforce and talent strategy will be drafted by 2018.

- Internships and Work Experience - Planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. An internship or work experience may be arranged within the private for profit sector, the non-profit sector, or the public sector.
- Contract Training will be leveraged to build on customer choice and responsiveness to industry needs. FCWS follows the procurement and contracting rules of Frederick County Government.

Training undertaken through any of the above strategies will be tied to in-demand industries and sectors, and will be subject to the Priority of Service policy.

(H) A description of the process used by the Local Board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of the plan;

The Board will post online, social media, and the local newspaper to notify the public that the Local Plan is available for comment. The public will be given 30 days to provide written comment on the plan, and any comments that show disagreement with the plan will be included with the plan submission to the Governor. Thereafter, the Local Plan will always be available online or made available in hard copy upon request.

(I) A description of how the American Job Centers are 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 American Job Center partners;

The Maryland Workforce Exchange (MWE) is the labor exchange, case management and performance accountability backbone for the American Job Centers. The Board will advocate extending the full range of MWE capabilities to all American Job Center MOU Partners, and other employment and training partners who have a written data sharing agreement with the Board. The Board will encourage and support the integration of labor exchange, case management and performance accountability toward a common technology platform.

(J) A description of the Local Board's procedures for conducting oversight and monitoring of its WIOA activities and those of its sub grantee and contractors. The monitoring plan shall address the monitoring scope and frequency and shall include the following:

- The roles and responsibility of staff in facilitating this procedure;
- A requirement that all sub grantee agreements and contracts be monitored at least annually;
- Procedures for determining that expenditures have been made against the cost categories and within the cost limitations specified in the Act and WIOA regulations;

- Procedures for determining compliance with other provisions of the Act and regulations and other applicable laws and regulations, including the method of monitoring to be used for sub grantees and contractors;
- Provisions for the recording of findings made by the recipients' monitor(s), the forwarding of such findings to the sub grantee or contractor for response and the recording of all corrective actions;
- Provisions of technical assistance as necessary and appropriate; and
- Specific local policies developed by the Local Board for oversight of the American Job Center system, youth activities and employment and training activities under Title I of WIOA which will be reviewed at least annually.

The Board will provide oversight and monitoring of WIOA activities by reviewing program and fiscal monitoring results from audits performed by independent agencies, the Maryland Department of Labor, Licensing and Regulation or federal Department of Labor if relevant to the local area. This review will happen at least annually.

A monitoring system, which includes a questionnaire, participant interviews, and file reviews, is in place to review and report on the WIOA Youth Program which is traditionally the only program sub-awarded in Frederick. The monitoring system in place could be used for other programs as needed. The focus is to monitor for compliance with federal law and regulations, and with state and local policies. Reports shall include program strengths, areas to improve, findings and recommendations for corrective action. Monitoring shall follow the policies, procedures and standards outlined below and shall comply with Uniform Guidance and federal regulations referred to in Request For Proposal. All monitoring visits are documented and follow up reports are provided by FCWS. It is the responsibility of FCWS to provide the necessary technical assistance to sub-recipients and contractors prior to and during the duration of the program activity. This assistance may be the result of issues uncovered during monitoring or, simply, a result of questions that arise during the operation of the program. FCWS will provide technical assistance whenever appropriate, needed or warranted.

Monitoring of program operations (functions and systems related to the provision of services to registered customers) shall be under the direction of the Frederick County Workforce Services Career Center and Youth Services Manager. Monitoring shall include reviewing activities, functions and services for compliance with federal, state and local regulations and policies.

The monitoring system includes:

1. Review of RFP contract for compliance and oversight.
2. In-house record review and on-site reviews and interviews.
3. Formal on site review at least annually of fiscal, program and sub-recipient monitoring by Workforce Services assigned staff and Youth Committee members.
4. Oral review of observations with appropriate staff to discuss observations and suggest appropriate corrective action, as needed.
5. Response period of no more than 30 working days for program provider staff to prepare and submit responses to formal review.
6. Written report released by Workforce Services' Career Center and Youth Services Manager in collaboration with the Workforce Development Board Youth Committee,

Fiscal Manager and Monitoring Team within 10 working days of the program provider response.

7. Any comments from the Program Provider Manager (or appropriate Manager) and Workforce Services Director are maintained in the monitoring file and the recommended follow up action is monitored by the Workforce Services Director.

FCWS operational staff ensure that sub recipient and contractor expenditures are made against appropriate cost categories and within WIOA cost limitations by:

- a) using the MIS to verify enrollment in adult, dislocated worker or youth cost categories;
- b) verifying expenditures against FCWS customer obligation report;
- c) approving expenditures and charging these expenditures to the appropriate cost category;
- d) quarterly reviewing these expenditures against the County's financial report preparing a quarterly fiscal reports to the state that reflects expenditures that meet cost limitations and are in the appropriate cost category.

As necessary and appropriate, the Board will provide technical assistance to any sub recipients when a sub recipient is acting in good faith to achieve the desired outcome. The Board's Executive Committee will work in collaboration with its One-Stop Operator and Fiscal Agent, to ensure oversight of the system for fiscal and program performance.

The WDB Youth Committee will be responsible for overseeing youth vendor performance and may designate staff to review expenditures and performance on a quarterly basis after selection of appropriate youth vendor(s). For employment and training activities under Title I of WIOA, the Board Executive Committee will review reports of expenditures and vendor performance at least annually to ensure compliance with program and performance requirements as set forth in WIOA law and regulations. As deemed appropriate and necessary, based on these reports, the Board will make recommendations to the American Job Center partners, and youth employment and training provider(s) to ensure continuous improvement.

(K) A description of the Local Board's policy and procedures regarding the handling of personally identifiable and confidential information.

The Board will comply with Training and Employment Guidance Letter 30-11. WIOA partner staff will take the steps necessary to ensure the privacy of all personally identifiable information obtained from participants and/or other individuals and to protect such information from unauthorized disclosure.

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

As a recipient under the Workforce Innovation and Opportunity Act (WIOA), Frederick County Workforce Service (FCWS) procedures for handling grievances and complaints from participants and parties by the local Workforce Investment system, including one-stop partners and service providers, are described in FCWS Grievance and Complaint procedure. This procedure is to ensure the principles of equal opportunity and

nondiscrimination in administration and operations of all programs and activities delivered by FCWS and its partners. The Grievance and Complaint procedure describes procedures for both complaints alleging discrimination and complaints and grievances not alleging discrimination.

All FCWS participants in WIOA funded programs are entitled to Civil Rights under Federal Law while enrolled in an employment and training program. Participants cannot be discriminated against because of race, color, religion, sex, age, national origin, disability, political affiliation, or belief. The general policy of FCWS concerning all complaints, which arise concerning any interested party, enrollee, or sub-grantee, is that complaints shall be resolved informally between parties involved, if possible. Should this fail, it is the policy of FCWS to provide the opportunity to use Alternative Dispute Resolution. These policies are intended to be in compliance with WIOA Section 188, and Title 29 Code of Federal Regulations (CFR) Part 38, and Title 20 CFR Part 683.600.

FCWS will make reasonable efforts to assure that information about the grievance and complaint procedure is made available to all participants, including Limited English speaking individuals. Every effort will be made to assure that persons with disabilities (i.e., visual, language barriers, etc.) will have this policy explained to them fully at the time they are enrolled into any WIOA program. A complaint may be filed by the complainant or by an authorized representative. Any and all complaints will be handled with complete confidentiality, including any actions resulting from the complaint. (See Attachment B for complete details and filing specifications.)

Formal Complaints Alleging Discrimination

Complaints alleging discrimination, as listed, should be reported in writing to the Equal Employment Opportunity (EEO) Officer at Frederick County Workforce Services or to the State Equal Opportunity Officer at the, Civil Rights Center (CRC) U.S. Department of Labor (DOL).

Complaints NOT Alleging Discrimination

This procedure may be used to provide resolution of complaints arising from action taken by FCWS with respect to investigations or monitoring reports of sub-grantees, contractors, and other sub-recipients. FCWS and other sub-recipients will assure that employers, including private for profit employers of WIOA participants will also be provided with this procedure which may be used for complaints relating to the terms and conditions of employment for WIOA participants.

All complaints shall be in writing and except for those involving fraud or criminal activity must be filed within one year of occurrence. Complaints of violations against other Federal and State Laws, regulations or agreements external to FCWS, may be filed simultaneously with the respective authorities.

The confidentiality of all matters investigated will be maintained, consistent with a fair determination of the issues. Complaints of violations against other Federal and State Laws, regulations or agreements external to FCWS, may be filed simultaneously with the respective authorities. If the situation still prevails after this informal attempt, a written complaint should be filed with the Director, Frederick County Workforce Services.

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 procedure also includes the remedies that may be imposed for a violation of any requirement under WIOA Title I, limited to:

- a) Suspension or termination of payments under the title;
- b) Prohibition of placement of a participant with an employer that has violated any requirement under WIOA Title I:
- c) Where applicable, reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment; and
- d) Where appropriate, other equitable relief.

(M) 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.

With regard to aid, benefits, services, training, and employment, the local Board will work with the One Stop Operator to set policy or will follow Frederick County Government's Affirmative Action Plan and EEO Policy to ensure reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship. We would anticipate a policy in place by January 2018 after the Operator is determined by July 1, 2017.

(N) A description of how the Local Board will they comply with the Americans with Disabilities Act. The description should include how the Local Board will provide reasonable accommodations regarding materials, technology, and physical and programmatic accessibility of facilities. The description should also include how the Local Board will provide staff training and support for addressing the needs of individuals with disabilities.

The Board will work with WIOA partners to ensure the needs of individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available, unless providing the accommodation would cause undue hardship. Staff training and support for addressing the needs of individuals with disabilities will be included in regular staff meetings as new accommodations, technology or materials are available.

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

American Job Center staff will ensure that communications with individuals with disabilities, including individuals with visual or hearing impairments, are as with non-impaired customers. Staff will provide appropriate accommodations, equipment or interpreters needed by individuals with disabilities as deemed appropriate and reasonable.

(P) A description of the steps the Local Board will take to meet the language needs of limited English speaking individuals who seek services or information. The description should include how the Local Board proposes that information will be disseminated to limited-English speaking individuals.

The Board will ensure reasonable steps are taken to provide access to all programs and activities and assure that limited English speaking persons can effectively participate in and interact with programs and activities. American Job Center Services for limited English speaking persons will include: special testing/resource information designed for those with limited English skills; referral to Frederick County Adult Education English for Speakers of Other Languages (ESOL) classes and/or literacy offices; and referral to additional support groups.

(Q) A description of the Local Board's procurement system, including a statement of assurance that the procedures conform to the standards in Department of Labor (DOL) regulations set forth in 29 CFR Part 95, Part 97 and 2 CFR 200.

The Board follows the Procurement and Contracting System Procedures of Frederick County Government These are included in Attachment C. The Board assures that its procedures conform to the standards in DOL regulations set forth in 29 CFR Part 95, Part 97 and 2 CFR 200.

(R) A description of any documentation to demonstrate that the acquisition, management, and disposition of property adhere to the Property Management Procedures taken from DOL regulations 29 CFR Part 97 and 29 CFR Part 95.

The acquisition, management, and disposition of property adhere to the Property Management Procedures taken from DOL regulations **29 CFR Part 97 and 29 CFR Part 95**. Frederick County Government Purchasing Rules and Regulations are also followed.

(S) A description of any policies or procedures the Local Board adopted to avoid conflicts of interest or the appearance of such conflicts in the exercise of their responsibilities, particularly those related to the awarding of contracts.

A member of the Local Board may not vote on or participate in any matter under consideration by the Local Board if it:

1. Is regarding a service provided by that member (or by an entity that the member represents);
2. Would provide direct financial benefit to the member or the immediate family of the member;
3. Engage directly or indirectly in any business transaction or private arrangement for profit (including any third-party transactions) that develops from or is based upon the member's official title or authority on the Board;
4. Participate in the negotiation of, or decision to award contracts or grants with or for any entity in which the member has a financial or personal interest; or
5. Would constitute a conflict of interest as specified in Maryland State Law at State Government §15-501 et seq., §15-803 et seq., the Code of Maryland Regulations (COMAR) 23.02.0, GWIB Policy Issuance 2015-01, and Frederick County Ethics Ordinance Section 1-7.1.5.

Local workforce development Board members must:

1. Recuse themselves from their official duties if there is a real or perceived conflict of interest;
2. Advise the Board of any potential or perceived conflicts of interest;
3. Ask the Board for guidance if there is any doubt as to whether a specific situation involves or constitutes a real or perceived conflict of interest; and
4. Complete and sign the Board conflict of interest code statement and acknowledgement form at the beginning of the initial term and each fiscal year.

(T) A description of the Local Board or fiscal agent’s accounting procedures, including the procedures used in preparing reports to the State. In addition to the requirement that all financial transactions be conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following in the accounting procedures. This description must address how the fiscal system:

- **tracks funding types, funding amounts, obligations, expenditures and assets.**
- **permits the tracking of program income, stand-in costs, and leveraged funds.**
- **is adequate to prepare financial reports required by the State.**

Workforce Services, as the fiscal agent, utilizes Frederick County Government Financial System (FCGFS) accounting procedures, accounts payable/receivable and budget procedures, as well as supplemental department procedures as needed to report in compliance with federal and state requirements. The Chart of Account utilized by Frederick County ensures an encoding system that allows for the tracking of funding types for each funding source, and the amount of funding, encumbrances/obligations, expenditures and current balances. FCWS staff approve and record all contract/individual training obligations in the FCGFS and/or this supplemental FCWS Obligations Log. Additionally information is accessed from the system to complete the reporting of stand-in costs and leveraged funds. Program Income does not occur in Frederick County, however if needed, the system would permit tracking of Program Income.

The Workforce Services Finance Services staff uses data from Frederick County Government’s fiscal ledger and supplemental spreadsheets to prepare quarterly financial reports. Prior to submission to DLLR a Frederick County Accountant reviews and approves the FCWS staff prepared quarterly reports.

The Frederick County Department of Finance has the fiduciary responsibility for all funds received and disbursed by the County agencies. Through the use of the FCGFS and other supplemental record keeping, FCWS assures that all financial transactions are conducted and records maintained in accordance with “Generally Accepted Accounting Principles”.

(U) An identification of key staff who will be working with WIOA funds.

The Finance Services Team within FCWS has the primary responsibility for working with WIOA funds. The Finance Services Team consists of a Workforce Services Manager of Finance, Fiscal Specialist, and an Administrative Specialist V. Daily oversight of the team and the FCWS budget is provided by the FCWS Manager of Finance and ultimately the Director. FCWS staff work closely with staff from Frederick County Department of Finance, Budget, and Procurement and Contracting, which has the fiduciary responsibility for

all funds received and disbursed by the County. Primary staff work in collaboration with the Workforce Development Board and are responsible to the County Executive.

(V) A description of how the Local Board's (or fiscal agent's) financial system will permit tracing of funds to a level adequate to establish that funds have not been used in violation of WIOA standards or DOL regulations.

Frederick County Workforce Services uses the Frederick County Government Financial System (FCGFS) operated by the Frederick County Department of Finance as well as supplemental manual record keeping by FCWS Finance Services staff. Through the use of the FCGFS and other supplemental record keeping, FCWS assures that all financial transactions are conducted and records maintained in accordance with federal WIOA requirements.

FCWS Finance Services staff review transactions and expenditures at approval to ensure compliance with the federal and state guidelines regarding allowable costs and cost classification. FCWS follows internal policies that account for separation of duties as it relates to fiscal transactions. This separation of duties is an element of all relative local fiscal policies. Prior to making payments, FCWS staff assign accounting codes to the expenditure report/invoice in order to identify the proper funding source, cost category and line item. Staff review all invoices for payment and costs charged in the financial system to ensure that costs are allowable and recorded in the proper account. Adequate supporting documentation is maintained to permit tracking of funds to a level adequate to establish that funds are not used in violation of WIOA standards or United States Department of Labor regulations.

(W) Provide a brief description of the following:

Fiscal Reporting System

FCWS has the ability to prepare accurate and timely financial information for both internal management reports and expenditure reports to the Maryland Department of Labor, Licensing and Regulation. FCWS uses the Frederick County Government Financial System (FCGFS) to record and track fiscal information. FCWS prints at the least quarterly transaction detail reports. The reports include expenditures and encumbrances by grant agreement and cost category. FCWS has online access to the FCGFS. This online system provides current financial information that can be reviewed and printed at any time.

Using the information provided by the FCGFS as well as manually prepared supplemental worksheets, FCWS Finance Services staff prepare financial reports for internal management, and quarterly financial reports for submission to the Maryland Department of Labor, Licensing and Regulation (DLLR). Accrued expenditure information applicable to the reporting period is included in both the internal reports and quarterly reports to the State. An adequate audit trail is available to support the quarterly expenditure information reported to DLLR. Worksheets for each funding source are prepared which include the expenditures from the FCGFS, accruals and any adjustments that apply to the reporting period. These worksheets are the basis for preparing State reports and serve as supporting documentation for the quarterly reports.

Obligation Control System

Frederick County Government Financial System (FCGFS) provides the mechanism for adequate obligation control. The system records the amount of funds available for each grant, the amount of encumbrances, the amount of expenditures and the amount of the current balance. FCWS staff approve and record all contract/individual training obligations in the FCGFS and/or this supplemental FCWS Obligations Log. A current balance of funds, total funds available minus encumbrances and expenditures, is identified for each grant agreement.

FCWS staff review and reconcile this training information usually on a monthly basis and always quarterly. Training obligations are reviewed internally by FCWS Leaders regularly. This ensures adequate control over both obligations and expenditures.

Individual Training Accounts (ITA)

FCWS uses training vouchers as the mechanism for ITA programs. This agreement will describe the roles and responsibilities of the training provider, including the ITA payment system. Training vendors agree, in writing, as part of their funding relationship with FCWS, that they will apply any Pell Grant received to the customer's training cost before billing FCWS, or reimburse FCWS if any Pell Grant is received by the school after payment.

In addition, FCWS customers are requested to show documentation for all possible financial aid from other sources before a training request is approved by FCWS. Upon the enrollment of a WIOA customer into a training program with an eligible ITA training provider, FCWS will provide the selected training provider with a voucher form for that individual. The voucher form will include the total amount of costs for tuition and fees that will be paid by FCWS, including any Pell Grant, if known. After the voucher form is received, the training provider can submit an invoice to FCWS which sets forth all approved tuition and fees for the WIOA customer. Payment for properly charged tuition and fees shall be made by Frederick County in a timely manner.

Chart of Account System

The Chart of Account system utilized by Frederick County operates on an encoding system that allows for the classification of funds by grant and cost category. The encoding system is comprised of a series of fields which indicates funding source, department ID, account number, and project/grant number. This system will ensure that funds are adequately tracked and reported in compliance with federal and state requirements. As Frederick County implements a new Enterprise Resource Plan, our chart of accounts will change to allow for an even more improved financial system.

Accounts Payable System

The Frederick County Department of Finance is responsible for the disbursement of funds. After approval and coding by FCWS Finance staff, expenditure invoices are forwarded to the Department of Finance for payment or paid via a PCard. Expenditure information is then entered into the County financial system using the appropriate budget codes, including funding source and cost category codes. PCard transactions are coded and approved via an electronic bank system. Each transaction is identified in the general ledger. All disbursements are made by check or electronic payment. FCWS staff closely monitor the general ledger transactions to ensure that all payments are charged to the proper grant and cost category.

Staff Payroll System & Participant Payroll System

Bi-weekly time and attendance reports are utilized for FCWS staff and customers. These reports/timesheets and/or time distribution sheets include attendance information for each day of the week and are approved on-line by the staff person, appropriate supervisory personnel, and the Timekeeper.

The Administrative Specialist/Timekeeper data enters customer timesheets into the Frederick County Payroll Timesheet System. Staff and customer timesheets are then forwarded, on-line, to the County Payroll Office by the FCWS office. The County Payroll Office checks leave days against leave records (for staff only).

The County Payroll Department generates payroll checks (based on information supplied on timesheets) via computer. A printout by program title and/or by cost pool account number will be printed by the FCWS Fiscal Specialist reflecting payroll costs. Printouts will include account number, customer or staff name, employee ID number, gross salary and fringe cost breakdown.

The majority of staff payroll is distributed bi-weekly via direct deposit unless a change occurs within an employee's account. Then a live check is received prior to the next direct deposit. All staff can access their individual payroll data via an on-line secure tool. As an internal control, all checks are received by the Fiscal Specialist then distributed direct to employees or to supervisors for distribution.

Customers have the option of direct deposit or a bank card which automatically is loaded with their payroll. As an internal control, all checks are received by the Fiscal Specialist then distributed directly to employees or to customer's supervisors for distribution. Direct deposit receipts are mailed and/or picked up at FCWS office by customers.

Participant Stipend Payment System

There is no participant stipend system as stipends are not used in the local area.

Supportive Services

Supportive services include transportation, child care, dependent care, housing, and needs-related payments that if applied, enable an individual to participate in career and training services. Staff shall assist the eligible and registered adult or dislocated worker in identifying and locating other organizations or resources that could support the individual. However, in the event assistance cannot be provided through other means, staff will assess and document in the MWE notes/case management activities the need for supportive services funded by FCWS/WIOA.

Supportive services for dislocated workers and adults are authorized under the 2014 Workforce Innovation and Opportunity Act (WIOA). In the context of a coordinated one-stop delivery system, Frederick County Workforce Services shall take into consideration all of the available supportive services resources so that participants may receive the best supportive services available and to ensure that funds are spent to maximize participants' opportunity to participate in career and training services.

Eligibility: Supportive services may only be provided to participants who are in career or training services (registered in WIOA), unable to obtain supportive services through other programs, and must be provided in a manner necessary to enable individuals to participate in career or training services.

Limitations: Provision of supportive services is subject to WIOA and Workforce Services funding availability. Individuals eligible for supportive services may be approved for a maximum amount of \$500 and will not exceed 3 months in duration. Exceptions to these limits may be made with appropriate justification and leadership approval.

Approval: FCWS staff shall submit an email request for approval of supportive services funding to the Manager of Business, Employment and Training Services and the Fiscal Manager. Managers will copy Director on approval. Request must document justification and confirm that other community resources were explored and leveraged as appropriate for the individual.

(X) A description of the Local Board's (or fiscal agent's) cash management system, providing assurance that no excess cash will be kept on hand, and that procedures are in place to monitor cash.

FCWS staff prepare and submit cash requisitions to the Frederick County Department of Finance who submits an invoice with cash requisitions to the Maryland Department of Labor, Licensing and Regulation (DLLR) on a quarterly reimbursement basis. The total amount of funds requested for each grant agreement includes cash expenditures to date and may include an estimate of cash expenditures for the upcoming month. After funds are made available by the Maryland DLLR, the funds are deposited into the appropriate bank accounts by staff from the Frederick County Department of Treasury. Procedures are in place to monitor cash balances. Since FCWS receives funds on a reimbursement basis, excess WIOA cash will not be kept on hand.

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

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

FCWS uses Administrative and Program cost pools for the accumulation and distribution of staff and operating costs that cannot be directly assigned to a specific WIOA funding source or cost category. FCWS assures that it uses cost allocation methods that are both reasonable and consistently applied. FCWS will also maintain adequate documentation to support the distribution of costs to the various funding sources and cost categories. Costs that benefit a single funding source and/or cost category will be directly charged. All indirect and unassigned costs will be identified and accumulated in the cost pools and distributed based on acceptable cost allocation methodologies.

Staff costs are accumulated in a cost pool based on staff time distribution reports and/or distributed to a WIOA cost category program directly. Staff certify bi-annually if they work directly on one WIOA program and do not need to complete a time distribution report. The staff time distribution reports are completed on a bi-weekly basis and are signed by each employee as well as the appropriate supervisory personnel. The biweekly time distribution reports document the number of hours spent on the various program activities on

a daily basis. Costs will be distributed between the cost categories based on the number of documented hours worked on each cost category.

The allocation of personnel and operating costs charged to the cost pools between administration and program will be based on expenditures. Costs will be distributed quarterly between WIOA grants and local funds using an acceptable method that fairly measures the extent to which benefits are received and are reasonable. Direct program costs and/or participant enrollments are suggested bases that may be used to equitably distribute costs between WIOA program grants. FCWS distributes the costs in the pools on a quarterly basis. FCWS assures pooled costs will be consistently applied during the program year no matter what basis is used to distribute the pooled costs.

WIOA funds including allocations for the Adult Program, the Youth Program, and the Dislocated Worker Program, as well as any WIOA performance awards and/or other WIOA discretionary awards, may be included in the Administrative and Program cost pools.

The plans for allocating costs at the American Job Center will be negotiated by all of the various partners per the Memorandum of Understanding and Resource Sharing Agreement approved under separate cover.

(Z) A description of the Local Board's (or fiscal agent's) procedure for collecting debts involving WIOA funds.

If a debt is established as the result of an audit or any other circumstances, cash repayment is the primary sanction for the improper expenditure of WIOA funds. Debt collection procedures begin with the forwarding of a written payment demand letter that includes the amount of the debt and the date the payment is due to FCWS.

Generally the demand letter will ask for repayment in a lump sum, but a schedule of installment payments may be established if deemed appropriate. If FCWS staff, after adequate negotiation, determine that cash repayment is not possible, other methods to satisfy the debt may be explored. FCWS may accept allowable WIOA services in lieu of cash as a satisfactory alternative. Such services must be in addition to those provided under any existing agreements.

Finally, another method for settling debts is the reduction of payments to current sub recipients while the sub recipients continue to provide WIOA services at existing levels. If debts cannot be satisfied through the methods described above, FCWS will turn the case over to the Frederick County Attorney's Office to initiate formal collection proceedings.

Summary

The Frederick County Workforce Development Board will continue to serve as the strategic leader for the local workforce area. The Board will work in partnership with the Governor and the Governor's Workforce Development Board, and Department of Labor, Licensing, Regulation, local elected officials to facilitate and support talent development strategies that advance opportunities for all job seekers; to include, but not limited to low-skilled adults, young adults, veterans, mature workers, low-income households, long-term unemployed, dislocated workers and individuals with disabilities. The Board will work to foster innovation, industry partnerships, engage stakeholders, and guarantee streamlined operations and service delivery excellence.

Public Comment Period

The public was invited to submit comments between August 1, 2016 – August 31, 2016.

Key Definitions

American Job Center: American Job Centers (also known as One-Stop Centers) are designed to provide a full range of assistance to job seekers under one roof. Established under the Workforce Investment Act, and reauthorized in the Workforce Innovation and Opportunity Act of 2014, the centers offer training referrals, career counseling, job listings, and similar employment-related services. Customers can visit a center in person or connect to the center's information online or through kiosk remote access.

Americans with Disabilities Act: A federal law providing for comprehensive civil rights protection to individuals with disabilities in areas of employment, public accommodations, state and local government services and telecommunications. (PL101-336)

Adult Basic Education: Academic instruction and education services below the postsecondary level that increase an individual's ability to—(A) read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent; (B) transition to postsecondary education and training; and (C) obtain employment."

Application: The process which requires the physical attainment of all necessary eligibility documentation regarding citizenship, age, income, selective service registration (if applicable) plus basic skills assessment for math and reading levels. Upon completion of eligibility determination, and signing of the application, eligible customers are placed into the applicant pool for consideration for enrollment into intensive services.

Apprenticeships: An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages.

Assessment: A judgment of vocational interests, abilities, previous education and work experience, income requirements, and personal circumstances.

Barriers to Employment: Conditions that may make employment difficult for certain individuals. Individuals with such barriers may include: single parents, displaced homemakers, youth, public assistance recipients, older workers, substance abusers, teenage parents, veterans, ethnic minorities, and those with limited English speaking ability or a criminal record or with a lack of education, work experience, credentials, transportation or child care arrangements.

Basic Education: Instruction usually conducted in an institutional setting that is directed towards imparting the basic skills of communication, computation, problem solving, health, consumer development, and citizenship. Instruction for youth could include, but not be limited to, enrollment in a secondary school. Adult Basic Education (ABE) would include upgrading the same basic skills, however, it is directed towards adults who are generally classified as functionally illiterate, undereducated, or whose inability to speak, read or write the English language constitutes a substantial impairment of their ability to get or retain employment commensurate with their readability. Such instruction is designed to raise the level of education of such individuals with a view to making them less likely to become depend on others, to improving their ability to benefit from occupational training and other wise increasing their opportunities for more productive and profitable employment.

Basic Literacy Skills: Reading, writing, mathematics, problem solving and interpersonal skills training that enable adults to communicate in English, use math, obtain a high school diploma or GED and become productive, employable citizens.

Basic Skills Deficient: Deficient in Basic Literacy Skills: Is an individual who, at a minimum, meets the definition of Basic Skills Deficient; or is unable to compute or solve problems, read write, or speak English at a level necessary to function on the job, in the individual's family, or in society. (20 CFR Part 664.205(a))

Career Pathways: A series of connected education and training programs, work experiences, and student support services that enable individuals to secure a job or advance in an in-demand industry.

Career Services: Career services for adults and dislocated workers must be available in at least one Job Center in each local workforce development area. There are three types of career services: Basic career services; Individualized career services; and Follow-up services.

Case Management/Individualized Service: A customer-centered approach in delivery of services, designed to: 1. Prepare and coordinate comprehensive employment plans, identifying barriers to participation and employment; devise service strategies for customers to ensure access to workforce investment activities and supportive services, using, where feasible, computer-based technologies; and 2. Assist in the enrollment of customers into allowable activities designed to enhance employability (i.e. motivation, assessment, job preparation workshops, educational classes and/or training, and/or employment services), providing job development and placement services, and assisting individuals and families in accessing community services, addressing emergency assistance and crisis intervention and immediate needs (i.e. food, housing, clothing, and transportation); and 3. Provide job and career counseling during program participation and after job placement.

Chief Local Elected Official: The chief elected executive officer of a unit of general local government in a local area.

Core Services: Services available to all customers (universal access) of the American Job Center or affiliate partner agency. Core services include self-help services and services requiring minimal staff assistance as described under Section 134 (d) (2) of the Act. Note: When staff assistance is required to provide supportive services to Core service customers, registration is required and counted for performance measurement purposes.

Credentials: A credential is a nationally recognized degree or certificate or state recognized credential. Credentials include, but are not limited to, a high school diploma, GED, or other recognized equivalents, postsecondary degrees/certificates, recognized skill standards, licensure or industry-recognized certificates (i.e., ASE car repair, Hazmat, CNA, CDL, Boiler Operator, Flag Person, Heavy Equipment Operator, etc.), and all state education agency recognized credentials. (This definition applies to current WIA statutory adult, older youth and dislocated worker measures only it does not apply to the common measures).

Customer: A Customer is any person seeking assistance to find employment or training, whether employed or unemployed, and employers who need qualified workers for their company or training for the workers who are already employed with them.

Customer-Centered: Services and improvements to the system are made based on customer feedback.

Customer-Centered Design/Human Centered Design: Human Centered Design framework expands the range of research techniques to help build more accurate profiles and deeper understanding of job-seekers, students, and employers. This results in concrete solutions with a sharper focus on solving problems.

Disabled Veteran: A veteran who is entitled to compensation under laws administered by the Veterans Administration, or an individual who was discharged or released from active duty because of a service connected disability.

Dislocated Worker: An individual who: has been terminated or laid off from their job, or who received a notice of termination or layoff, from their employer; is eligible for or has exhausted their unemployment payments; or has been employed for a duration sufficient to demonstrate, to the appropriate entity at a onestop center, attachment to the workforce, but cannot get unemployment compensation because of low earnings or having done work for an employer not covered under a State unemployment compensation law; and is unlikely to return to a previous industry or occupation; has been terminated or laid off, or has received

a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility or enterprise; is employed at a facility which the employer has made a general announcement that such facility will close within 180 days; or for purpose of eligibility to receive services other than training services, intensive services or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close; was self-employed (including employment as a farmer, rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, is a displaced homemaker; or is the spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the spouse of a member of the Armed Forces on active duty and who meets the criteria.

DOL, USDOL: The U.S. Department of Labor, including its agencies and organizational units.

Economic Development: Local planning and zoning commissions or Boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development.

Eligible Provider: The term "eligible provider", used with respect to: 1. Training services, means an organization, such as a public or private college and university, or community-based organization whose application has been approved for the State list of training services as identified; 2. Intensive services, means a provider who is identified or awarded; 3. Youth activities, means a provider who is awarded a grant or a contract; 4. Other workforce investment activities, means a public or private entity selected to be responsible for such activities, such as a one-stop operator designated or certified.

Eligible Training Provider List (ETPL): A statewide collection of providers that are approved to give services through the One-Stop system. These lists contain consumer information, including cost and performance information for each of the providers, so that customers can make informed choices on where to use their Individual Training Accounts.

English as a Second Language (ESL): English language education for adults whose inability to understand, speak, read, or write the English language is a barrier to their ability to get or keep employment. This also has effects on their real ability to function in society or successfully complete the citizenship application process.

Firewall: Separation as a part of the procurement process.

GED-General Equivalency Diploma: A high school equivalency diploma, which is obtained by passing the General Educational Diploma Equivalency Test that, measures skills and knowledge generally associated with four years of traditional high school instruction.

In-Demand Industry Sector or Occupation: An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.

Individual with a Barrier to Employment: A member of one or more of the following populations: displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166; persons with disabilities, including youth who with disabilities; older individuals; exoffenders; homeless individuals as defined in the Violence Against Women Act of 1994, or homeless children and youths as defined in the McKinney-Vento Homeless Assistance Act; youth/young adults who are in or have aged out of the foster care system; person who are English language learners, individuals who have

low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers; persons within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act; single parents including single pregnant women; long-term unemployed person; and such other groups as the Governor involved determines to have barriers to employment.

Individual with a Disability: 1. In general. An individual with any disability (as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12`02)). 2. Individuals with Disabilities. More than one individual with a disability.

Individual Training Accounts (ITA): An expenditure account established on behalf of an eligible customer in WIOA Title IB adult, youth and dislocated worker programs to purchase training services from eligible providers they select in consultation with the case manager, counselor or coordinator.

Individualized Services: Services available to adults and dislocated workers have been determined in need of services to get a better job in order to gain self-sufficiency. Intensive Services include individual career planning, resume preparation, job clubs, career counseling, internships, and comprehensive assessments. Basic education, ESL, and basic computer literacy are also sometimes considered intensive. Note: All customers in intensive services must be registered and are counted for performance measurement purposes.

Internships: WIOA considers an internship to be a form of paid or unpaid work experience, defined as an opportunity for exposure to the requirements of a particular occupation or industry, the work environment and the behavioral expectations for success on the job. Such work experiences are not expected to provide formal training for occupational skills, although some skills may be learned.

Justice Involved: An adult or juvenile who is or has been subject to any stage of the criminal justice process, and for whom services under this Act may be beneficial; or who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

Labor Force: The total of all civilians classified as employed and unemployed and members of the Armed Forces stationed in the United States. (Bureau of Labor Statistics Bulletin 2175).

Labor Market Information: Labor Market Information (LMI) must be provided to customers in every program. LMI generally involves four major areas of information, which include national job trends (including supply and demand), local job opportunities, education and skill requirements for jobs, and job seeking skills (writing resumes, job interview techniques, etc.).

Life Skills: Those skills which are included in adult literacy dealing with such topics as consumer economics, government and law, occupational knowledge, community resources, and health that are included into an educational agency's basic literacy skills course of study.

Local Area: The local workforce development area(s) designated by a Governor for delivery of WIOA services.

Lower Living Standard Income Level: The income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

Local Workforce Development Board: A local workforce development Board established under section 107 of WIOA, as one of the 10 federally recognized local areas in Colorado.

Low Income Individuals: The term "low-income individual" means a person who: 1. receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program; 2. received an income, or is a member of a family that received a total family income, for the 6month period before application for the program involved (besides unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, for their family size, is not more than the higher of—(i) the poverty line, for an equivalent period; or (ii) 70 percent of the lower living standard

income level, for a similar period; 3. belongs to a household that receives (or has been decided within the 6month period before application for the program to be eligible to receive) food stamps according to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.); 4. is a homeless person, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302); 5. is a foster child for whom State or local government payments are made; or 6. in cases permitted by rules decided by the Secretary of Labor, is a person with a disability whose own income meets the requirements of a program described in subparagraph (1) or of subparagraph (2), but who is a member of a family whose income does not meet such requirements.

Mature Worker: An individual age 55 or older.

Occupational Skills Training: Includes both (1) vocational education which is designed to provide individuals with the technical skills and information required to perform a specific job or group of jobs, and (2) on-the-job training.

ONET: The Occupational Information Network for use matching the title of an occupation with its 5 or 6-digit occupational code (<http://online.onetcenter.org/>).

On-the-Job-Training: Training by an employer that is provided to a paid customer while 1. Engaged in productive work in a job that: 2. Provides knowledge or skills essential to the full and adequate performance of job; 3. Provides reimbursement to the employer of up to 50 percent of the wage rate of the customer, for the extraordinary costs of providing the training and the additional supervision related to the training; and 4. Is limited in duration as appropriate to the occupation for which the customer is being trained; taking into account the content of the training, the prior work experience of the customer, and the service strategy of the customer, as appropriate.

Pre-Apprenticeship: Services and programs, often including classroom instruction, designed to prepare individuals to enter and succeed in Registered Apprenticeship programs. These programs should have a documented partnership with at least one Registered Apprenticeship program sponsor and together, they expand the customer's career pathway opportunities with industry-based training coupled with classroom instruction.

Public Assistance: Federal, State or Local government support provided to families for which eligibility is determined by a needs or income test. Includes TANF, childcare, food stamps (SNAP), housing assistance, work subsidies, and allowances or other cash payments to meet living expenses.

Registered Apprenticeships: An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages and is registered/approved with the US Department of Labor.

Sector Partnerships: Brings together employers, at a regional level, from the same industry with the education, training and other community support programs needed to implement solutions and services that ensure the target industry thrives.

Supplemental Nutrition Assistance Program (SNAP): Provides supplemental food and nutrition assistance to low income individuals. Replaced Food Stamp program.

Standing Committee: A component of a local Workforce Development Board that is chaired by a Board member, includes other community members, and focuses on a specific issues, such as youth or one-stop operations.

Talent Development: Developing and guiding customer's skills, knowledge and abilities through understanding, managing and developing their talents in the best possible way; in conjunction with occupational training, classroom training and work-based learning strategies.

Temporary Assistance to Needy Families (TANF): Is a federal program providing cash, medical or food assistance for parents and children.

Trade Adjustment Assistance (TAA): Trade Adjustment Assistance service and allowances provided for achieving reemployment of adversely affected workers, including TRA, training, and other re-employment services, and job search allowance and relocation allowances.

Training Services: The education and employment training services to be offered at no cost to One-Stop system customers who have been unable to get a job after having received one or more core services and one or more intensive services.

Veteran: An individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable.

Veteran (Recently separated): Any veteran who applies for participation under this title within 48 months after the discharge or release from active military, naval, or air service.

Vocational Rehabilitation: Is a process/program which enables persons with functional, psychological, developmental, cognitive and emotional impairments or health disabilities to overcome barriers to accessing, maintaining or returning to employment or other useful occupation.

Wagner-Peyser: Employment Service programs – Employment Service basic labor exchange and other services funding source.

Welfare and/or Public Assistance Recipient: A person who, during the course of the program year, receives or is a member of a family who receives cash welfare or public assistance payments under a Federal, State, or local welfare program.

WIOA Adult: An individual who is age 18 or older.

WIOA: Is a comprehensive legislation that reaffirms, reforms, and modernizes the public workforce system, bringing together and enhancing several key employment, education, and training programs. WIOA resources, services, and leadership tools for the workforce system to help individuals find and maintain good jobs and improves employer prospects for success in the global marketplace. It ensures that the workforce system operates as a comprehensive, integrated and streamlined system to provide pathways to prosperity for those it serves and continuously improves the quality and performance of its services.

Work-based Learning: Experiential learning opportunities that take place within a business or onsite with an employer.

Workforce Development: Is an American economic development approach that attempts to enhance a region's economic stability and prosperity by focusing on people rather than businesses. It is essentially a human resources strategy.

Youth/Young Adults: Means an individual between ages 14-24 who meets the Title I of WIOA Youth/Young Adult program eligibility.

Workforce Development Board

Investing in People



County Executive Signature Printed Name Date

Local Workforce Development Printed Name Date
Board Chair