Anne Arundel County
Local Workforce Investment Area
Integrated Workforce Plan
July 1, 2012-June 30, 2016

Submitted by:
Anne Arundel Workforce Development Corporation
(AAWDC)

May 21, 2012

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PLAN SIGNATURES

Name of Area: Anne Arundel Workforce Development Corporation (AAWDC)

(Will be Available upon Request)	**John Leopold, County Executive**	
Chief Local Elected Official Signature	Name	Date
		5/18/12
(Will be Available upon Request)	Kirkland Murray, President& CEO, AAWDC	
Local Area Director Signature	Name	Date
(Will be Available upon Request)	Walter Townsend Chairperson, LWIB	
LWIA Board Chairperson Signature	Name	Date

Note: Original signatures are not required for submittal, but must be available for review upon request and during onsite program reviews. Please scan signatures for the plan.

GENERAL NARRATIVE (SECTION III)

WIA Organization

a. Name of Area	Anne Arundel County
b. Name, address, and phone number for Chief Local Elected Official	**John R. Leopold, County Executive** Anne Arundel County Government The Arundel Center/ Post Office Box 2700 Annapolis, MD 21404 Phone: 410-222-1821 Fax: 410-222-1155
c. Name of organization administering the grant	Anne Arundel Workforce Development Corporation (AAWDC)
a. Name, address, and phone number for Local Area Director	**Kirkland Murray, President and CEO** 401 Headquarters Drive, Suite 208 Millersville, MD 21108 Phone: 410-987-3890
b. Fax Number:	410-987-3896
c. Email Address:	kmurray@aawdc.org
d. Name, address, and organization of the Workforce Investment Board Chairperson	**Walter H. Townsend, President** Baltimore Washington Area Chamber of Commerce 312 Marshall Ave, Suite 104 Laurel, MD 20707
e. Name, address, and organization of the Youth Council Chairperson	**Brian Cavey, Apprenticeship Training Director** International Association of Heat & Frost Industries/Local 24 901 Montgomery Street Laurel, MD 20707
f. Name, address, and phone number of the area's One-Stop operator(s). List all the sites the organization manages and indicate with an asterisk sites that are WIA comprehensive service sites	**Glen Burnie One Stop Career Center*** **Henry L. Hein Municipal Center *** 7480 Baltimore-Annapolis Boulevard, Suite 100 Glen Burnie, MD 21061 Phone: 410-424-3240 Fax: 410-508-2002 (See Page # 17 for List of all AA County Career Centers)
g. Web site address, Facebook page, You Tube channel, or other social media for the area (if any)	www.aawdc.org www.aawdc.org/youth_works www.youtube.com/annearundelworkforce www.twitter.com/aawdc
h. Name and phone number of the individual(s) with primary responsibility for plan development	**V. Fay Mays-Bester, Director of Program Operations** AAWDC Phone: 410-987-3890 (x241) Email: fbester@aawdc.org

TITLE I OPERATIONAL AREAS

1. Collaborative Local Labor Market Plan

Describe your local economic environment, including areas of significant growth or decline, labor force characteristics and current industry needs. What strategies will be implemented to meet the demands of the local labor market, particularly industries and occupations that are high-growth and high-demand?

Located in close proximity to Washington, DC and Baltimore City, Maryland, Anne Arundel County has a labor force of 298,193. Although Anne Arundel County's unemployment rate has doubled between 2006 and 2011, the county has maintained one of the strongest economies in the state. The unemployment rate for the county is 6.2%, below the state average of 6.6% and the national average of 8.2%.

The economy is beginning to improve; the unemployment rate in Anne Arundel County has decreased slightly, from an average of 6.8% in 2010 to 6.6% in 2012. Yet, research conducted by the Urban Institute shows that while our loss of employment opportunities is improving, Maryland hovers at 18% job loss among low-skilled workers, compared to a 9.7% loss nationally. These statistics show that while our economy is growing, there remains a skills gap between our unemployed citizens and the employment opportunities available in the county. Additionally, according to the Maryland Department of Labor, Licensing and Regulation (DLLR) statistics, Anne Arundel County reported 24,828 jobseekers remained unemployed as of May 2012, while only 13,207 jobs were advertised in the county. Given this disparity, there can be few priorities higher than putting Anne Arundel County citizens back to work and ensuring county businesses have the skilled workforce needed to improve our economic recovery.

Occupational Demand Summary

High-Growth Occupational Groups	Average Hourly Wage	Growth 2008-2018
Computer and Mathematical Occupations	$41.23	43.2%
Business and Financial Operations Occupations	$32.49	24.3%
Healthcare Practitioners and Technical Occupations	$32.16	42.3%
Healthcare Support Occupations	$13.92	39.7%
Life, Physical, and Social Science Occupations*	$16.89	25.0%

** High Percentage of Green Occupations*

Industry Demand Summary

In-Demand Industry Sectors	New Hires	Employment Growth 2010-2011
Administrative and Support Services*	1,470	2.3%
Professional, Scientific, and Technical Services	1,524	6.6%
Accommodation and Food Services*	2,343	0.5%
Retail Trade*	2,814	1.8%
Health Care and Social Assistance	1,540	3.8%

** Industry with High Turn-Over Rate*

Anne Arundel County's highest private employment concentration, identified by Anne Arundel Economic Development Corporation (AAEDC), is in the following sectors: Professional/Business Services, Information Technology, Cyber Security, Leisure and Hospitality/Entertainment, Education, Health Services, Construction, Manufacturing, Financing and Trade, Transportation and Warehouse, and Utilities. In addition, Government is a major employer in the county, accounting for 15.7% of total employment.

Despite the higher unemployment rate, industries such as Healthcare, Information Technology, High-Precision Manufacturing, and Cyber Security continue to experience workforce shortages. Moreover, Science, Technology, Engineering and Math (STEM) skills continue to be in short supply. It is anticipated that this shortage will grow as technical jobs continue to be generated by the Base Realignment and Closure (BRAC) related defense contractors and the new U.S. Cyber Command at Fort Meade. It is essential that newly emerging fields such as renewable energy and green technology also be addressed.

Current and anticipated development projects in the county, supporting these growth areas, will increase in the next five years and building construction industry hiring is growing by 16.5%. Current and future construction projects include Annapolis retail, Arundel Mills area, West County surrounding Fort Meade, and Baltimore-Washington International Airport (BWI) growth.

To address these demands, AAWDC has focused attention on bridging the skills gap between job seekers and job opportunities. AAWDC has also included green techniques and careers in its training plans to match the local labor market growth. To improve the customer service skills of our low-income individuals entering retail and hospitality, AAWDC is providing soft skills and customer service training to job seekers. Business service teams are also targeting high-growth and high-demand industries within our local labor market to understand employer needs and support recruitment and training efforts in the business community.

Provide information on significant shifts in the economy that have required new workforce system strategies (e.g., Base Realignment and Closure or targeted regional programs and partnerships).

Over the last several years, Anne Arundel County has experienced significant changes in the economic landscape especially as it relates to the Base Realignment and Closure initiative (BRAC), which concluded September 2011. There were five major components to Fort Meade's growth: Base Realignment and Closure (BRAC), general Fort Meade growth, National Security Agency (NSA) expansion, defense contractors' expansion, and the creation of U.S. Cyber Command. These five components were projected to directly account for approximately 26,675 new jobs through 2015. BRAC agencies include the Defense Information Systems Agency (DISA), Defense Media Activity (DMA), and the Adjudication and the Office of Hearing and Appeals. Although BRAC agencies did relocate to the county, more individuals relocated with BRAC positions than originally anticipated, reducing direct BRAC position vacancies.

Private defense companies are also relocating to, or expanding in, Anne Arundel County as government contracts increase. Although the pace of these moves has not been as fast as expected due to the recession, job opportunities are steadily increasing among defense contractors. The migration of private jobs and companies is expected to run through 2015. The

expectation, according to AAEDC, is that there will be approximately two private defense contractor jobs for each Department of Defense position relocated to Fort Meade. Current major defense contractor expansion includes 49 defense contractors, and an additional 22 new defense contractors now have a presence in the area. This significant shift in the economy has led to substantial increase in demand for highly educated employees, in addition to individuals holding a security clearance. This workforce shift has required the county to revisit its workforce development strategies and focus on increasing the skill level of unemployed individuals, and educate job seekers on the federal application and security clearance processes.

In addition, new entertainment and retail projects in the area have increased the need for construction, food service, and retail workers. Partly due to the influx of workers on account of the BRAC-related expansion, West Anne Arundel County has seen significant growth in commercial construction in Odenton, Gambrills, Fort Meade, and Hanover. Maryland legislation surrounding the gaming industry also spurred creation of the Maryland Live! Entertainment Center at Arundel Mills Mall in Hanover. These economic shifts have required a larger focus on soft skills and customer service training, in addition to pre-apprenticeship construction training with the inclusion of green techniques.

AAWDC will continue to further refine its awareness of the specific skill gaps and business needs in the county by surveying businesses to identify anticipated hiring, the business perception of the availability of skills among the existing labor pool, and the availability of training opportunities to fill those skill gaps. This information will be the basis for training opportunities using career pathways and job matching services provided to county job seekers.

2. Local Area Governance (LWIB)

Describe how the LWIB will coordinate the following Title I activities/functions with local elected officials:

Developing the local workforce investment plan and conducting oversight of the one-stop system, youth activities and employment and training activities.

Anne Arundel Workforce Development Corporation (AAWDC), a quasi-public, non-profit, 501(c)(3) organization, is the direct successor to the Business and Workforce Development Center (BWDC) which qualified for grandfathered-designation as a One-Stop Operator by virtue of having operated a One-Stop Center as part of Maryland's CareerNet system prior to August 7, 1998. As BWDC's descendent, AAWDC is designated by Anne Arundel County government as the county's One-Stop Operator and serves as the administrative entity for the Anne Arundel Workforce Investment Board (LWIB). AAWDC manages the One-Stop system in partnership with the Maryland Department of Labor, Licensing and Regulation (DLLR) and other workforce organizations. *(See Attachment # 1--CEO/LWIB Agreement, affirms that AAWDC is the direct successor to BWDC.)*

The LWIB will be actively involved in developing the local workforce investment plan and conducting oversight of the One-Stop Career system, youth activities and employment and training activities within Anne Arundel County. Under the direction of the LWIB Chairperson, the LWIB will review and approve the local workforce investment plan. The public will have opportunity to comment on the plan prior to the plan's final submission to DLLR. The LWIB will meet at least quarterly as a full body; and achieve its oversight goals by operating in committees. The Youth Council is a sub-component of the LWIB and will make

recommendations to LWIB regarding all youth activities and services.

Intensive services will be provided by the One-Stop Career Center Operator (AAWDC); while Core Services will be provided by the Department of Labor and Licensing (DLLR). AAWDC may also contract intensive service delivery, when most appropriate, through contracts or as in-kind arrangements with such public, private, and non-profit service providers as have been approved by the LWIB.

Selecting one-stop operators with the agreement of the Chief Elected Official.

Anne Arundel Workforce Development Corporation (AAWDC) is the county's authorized Workforce Administrator, designated by the county's Chief Executive Officer (County Executive). AAWDC's President and CEO is selected by the Chief Elected Official and the LWIB. This person will report to the Local Workforce Investment Board (LWIB) whose members are also appointed by the AA County Executive. The selection of One Stop Career Centers will be made by the AAWDC President/CEO in conjunction with and approval by the LWIB. Currently, the county operates multiple Career One Stop Centers. (See List of all One Stop Centers on page 17).

The one-stop centers will also provide customers, partners, employers, and vendors with access to the State list of eligible training providers. Services and activities funded or authorized under the mandated partners and which are provided through Anne Arundel's one-stop delivery system, will be integrated and made available to all customers.

Selecting eligible youth service providers based on the recommendations of the youth council, and identifying eligible providers of adult and dislocated worker intensive services and training services.

The LWIB Chairperson will appoint the chairperson of the Youth Council, which will serve in an advisory capacity to the LWIB. The Youth Council will annually submit to the LWIB for its consideration, the names of youth service providers who have agreed to serve eligible youth as defined in the Act, Section 101(13), and will recommend performance standards to the LWIB for approved youth service providers.

AAWDC conducts, at minimum, a biannual Request for Proposal (RFP) process. The RFP is announced publicly and a Bidders' Conference is held for interested vendors. The Proposal Review Committee, consisting of selected members of the Youth Council, reviews proposals and scores them based on pre-determined categories. Vendors are chosen based on proposal scores and projects that meet the needs of Anne Arundel County youth.

Additionally, the LWIB will annually recommend eligible providers of adult and dislocated worker intensive and training services, based on the following criteria:

- Inclusion on the state list of eligible training providers;
- Status as an approved post-secondary or apprenticeship program;
- Relatedness to occupations in demand;
- Prior performance and accountability;
- Costs in relation to locally determined tuition parameters; and

- Willingness to accept and be governed by locally established timelines or conditions and WIA regulations; and
- Fiscal stability and responsibility.

Developing a budget for the purpose of carrying out the duties of the local board.

AAWDC, as staff to the Anne Arundel County LWIB, will develop a budget for carrying out the duties of the local board. The budget will be developed with input from the LWIB. The LWIB will also review the budget and expenditures at each quarterly meeting.

The annual budget process is led by AAWDC's President and CEO and developed in conjunction and collaboration with AAWDC's management team; the Corporate Board and the LWIB Governance Committee.

AAWDC, as staff to the Anne Arundel County LWIB, will develop an annual budget for carrying out the duties of the local board. The budget will be developed with input from the LWIB. The LWIB will also review the budget and expenditures at each quarterly meeting.

Negotiating and reaching agreement on local performance measures.

Anne Arundel County LWIB will:

- Agree to those core indicators of performance that apply to all local workforce investment areas statewide under Section 666.100;
- Review State adjustments made to set specific core-indicated performance levels on Anne Arundel County for reasonableness, accuracy, and equity; and
- Not elect to add additional local performance measures to those mandated under WIA Title I for adult, youth, and dislocated workers; Title II Adult Education and Literacy; and Title I of the Perkins Vocational and Technical Education Act.

Assisting the Governor in developing the Statewide Employment Statistics System under the Wagner- Peyser Act.

The LWIB supports as one of its goals, the development of an enhanced system of labor market information, which will benefit both the employer and job seeker communities. To that end, all partners in Anne Arundel's One-Stop system will actively participate in developing a statewide employment statistics system by participating on appropriate task forces and work groups, supplying such local labor market information as is available, and collecting such data as may be required to supplement State data collection efforts to the extent that such requirements are reasonable and practical.

Coordinating workforce investment activities with economic development strategies and developing employer linkage.

Coordination of WIA workforce activities with economic development strategies is a priority LWIB objective, as AAWDC takes a "demand-driven" approach to business services. By understanding the needs of businesses, the One-Stop system can better prepare job seekers with the skills they need to satisfy business recruitment requirements. AAWDC maintains a strong

partnership with Anne Arundel Economic Development Corporation (AAEDC) through co-location of business services teams and team approaches to addressing the local and regional economic and business needs of the community. AAWDC and DLLR business services representatives work together to develop employer relationships, especially in high-demand industries. A sampling of partnerships include: Anne Arundel Community College, area Chambers of Commerce, the BWI Business Partnership, the Fort Meade Alliance, and Anne Arundel County government.

3. Local Board Staffing

Local areas must carefully structure LWIB staffing to comply with WIA and the State's LIWB staffing polices.
Describe the current LWIB staffing plan (WIFI 9-99)

Services to the Anne Arundel County LWIB will be provided by AAWDC staff. Personnel are hired and supervised by AAWDC, acting in the LWIB's capacity as administrative entity. Key positions include: President and CEO, Director of Program Operations, Director of Workforce Investment Programs, Director of Finance and Budget Operations, Coordinator of Youth Services, and Program Performance Specialist. As an entity, the LWIB will not be responsible for the provision of any WIA services and training.

4. Youth Council

Describe how the Youth Council will interact with the LWIB to carry out the following functions outline in the Act:

- Coordinating youth activities in a local area
- Developing portions of the local plan related to eligible youth
- Recommending eligible youth service providers
- Conducting oversight, monitoring and corrective action of the local area's youth programs.

The Youth Council will work with the LWIB and Anne Arundel County Partnership for Children, Youth & Families to ensure that youth activities under their respective areas are complementary and not duplicative. In order to accomplish this, local youth providers will be encouraged to nominate members of their bodies who have policy-making authority for membership on the Youth Council.

The Youth Council will develop a vision and mission statement and a goals statement for the LWIB's consideration, which advances the long-term youth strategies addressed in the LWIB's five-year strategic plan.

The Youth Council will propose a survey of existing youth programs to explore the feasibility of greater integration of services. It will also recommend eligible youth service providers based on a review of performance indicators from state guidelines.

The Youth Council will oversee and monitor WIA funded youth programs regularly, at a minimum annually, based on a review of standard MIS performance reports and site visits, and will present or recommend corrective actions to the LWIB for its review.

5. One-Stop System for Service Delivery

List the One-Stop Centers in your local area, including address, phone and FAX numbers. Indicate the One-Stop Operator for each site and whether it is a comprehensive or satellite center.

Annapolis Career Center *(Full-Service)*
80 West Street, Suite A
Annapolis, MD 21401
Phone: 410-269-4429
Fax: 410-263-7452
Lead Operator: DLLR

Arnold Career Center *(Full-Service)*
Arnold Station
1460 Ritchie Highway
Suites 109 /205
Arnold, MD 21012
Phone: 410-793-5635
Fax: 410-793-5639
Lead Operator: AAWDC

BWI Career Center *(Satellite – Airport Jobs Only)*
Main Terminal Building/Second Floor Ticket Counter
Baltimore-Washington International Airport, MD 21240
Phone: 410-684-6838
Lead Operator: AAWDC

Fort Meade Outreach Center *(Satellite – Military/Veteran Focus)*
Building 4432
Fort Meade, MD 20755
Phone: 410-674-5240
Fax: 410-672-3543
Lead Operator: DLLR

Glen Burnie Career Center *(Comprehensive)*
Henry L. Hein Municipal Center
7480 Baltimore-Annapolis Boulevard, Suite 100
Glen Burnie, MD 21061
Phone: 410-424-3240
Fax: 410-508-2002
Lead Operator: DLLR
Partners Onsite: AAWDC/Department of Rehabilitative Services (DORS)

Youth Employment Services Center *(Satellite: Out of School Youth Focus)*
7493 Baltimore-Annapolis Boulevard
Glen Burnie, MD 21061
Phone: 443-270-0528
Lead Operator: AAWDC

Describe the general operation and delivery of service in your One-Stop Centers. This should include a description of how services are currently provided by each of the required and optional One-Stop partners, and particularly the integration of Wagner-Peyser and WIA services. Also address how services are provided to individuals within the local area that do not have access to a physical One-Stop Center.

General Operation and Service Delivery

Core, intensive and training services will be delivered at each comprehensive and full-services One-Stop Career Centers. Anne Arundel's One-Stop delivery system is the primary point for delivery of all WIA funded services to adults and dislocated workers. Additional services are also available through partner agencies; and are an important component of Anne Arundel County's comprehensive One-Stop service delivery plan. These services, as well as access to other partners and referral information, are outlined in the appropriate Memorandum of Understanding (MOUs) between the various partnering agencies.

In accordance with regulations, core, intensive and training services will be delivered in each comprehensive One-Stop Career Center, while satellite centers will provide limited services to specific customer groups. In an effort to improve efficiencies and leverage resources, One-Stop services are provided by consolidating staffs of AAWDC and Wagner-Peyser staff employed by DLLR. DLLR will provide "Core Services," and AAWDC will provide "Intensive Services." The major lead partners, AAWDC and DLLR will cross-train their staff members to provide seamless services delivery to all job seekers when co-located in the Comprehensive Career Centers. These consolidated efforts ensure that One-Stop customers can conveniently access all available services, as well as have access to MWE (Maryland Workforce Exchange) and job training information without regard to staff members' organizational identities.

Other partners included in the comprehensive One-Stop Career Centers may include staff from the Division of Rehabilitation Services (DORS), the Department of Social Services (DSS), and AA Community College (AACC). These entities will provide services to persons with disabilities, low-income individuals, and individuals who need further educational opportunities. Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans' Employment Representatives (LVERs) are stationed at Glen Burnie, Fort Meade, and Annapolis Career Centers. Additionally, TDY telephone access or Maryland Relay Service is provided at the Career Centers.

Customers Service Process at Comprehensive One Stop Career Center

<u>Entry Points</u>

(1) *Walk-In Procedures*: When a customer enters the One-Stop Center, he/she signs in at the reception desk. Once they are greeted, the receptionist will ask if the customer is a veteran. If the customer is a veteran, he/she is informed that there are specialized services to assist veterans and are referred to DLLR veteran staff. The customer will also be asked if they have registered on the Maryland Workforce Exchange (MWE). If they have not previously registered, they will be asked to do so online in the Computer Lab. DLLR staff will be available to assist customers. During the initial visit, a new customer will meet with a DLLR interviewer to receive an orientation to core One-Stop services.

The customer will receive an informal assessment to determine their goal(s), and possible

intensive service and training needs. If customers require intensive or training services, they will be referred to AAWDC staff. Referrals to community resources will also be provided, as appropriate.

(2) *Alternative Entry Points:* Customers who do not have access to the physical satellite and comprehensive One-Stop Career Centers can also access one-stop services electronically through the Maryland Workforce Exchange; or through Community Career Connection (CCC):

- Crofton Library
- Edgewater Library
- Freetown Housing Authority
- South County Library
- Maryland City Library

Delivery of Services

Anne Arundel's One-Stop delivery system is the primary point for delivery of WIA funded services to adults and dislocated workers. Services available through partner agencies will be an important component of Anne Arundel's comprehensive One-Stop service delivery plan as well. These services, and necessary access and referral information, are outlined in the appropriate MOUs. Services accessible through the One-Stop system will include:

Core Services – Available at the comprehensive One-Stops, satellite One-Stop Centers as well as the five library sites. Core services include registration, eligibility determination, intake and orientation, outreach, basic needs assessment, career counseling, job search and placement assistance, labor market information, and vendor performance information from the Maryland Higher Education website.

Partner and Supportive Services – Information relative to available partner and supportive services and eligibility for these services will be maintained at all sites.

Intensive Services – For individuals who have received one or more core services and have not secured employment, intensive services will be available on location at the comprehensive and satellite sites and through contracted vendors.

Discretionary Services – Customized services for individuals and employers may be made available at the One-Stop Centers and/or under contract through partner agencies.

Training Services – As outlined in Section III.B.6 (4) (a), access to WIA funded skills training services will be available at AAWDC's comprehensive and full-service One-Stop Centers for those eligible adults and dislocated workers who: a) have received one or more intensive services; b) have a documented need for training; c) have case manager approval for suitability; and c) meet other state and local eligibility and suitability requirements as might apply.

The One-Stop Centers will also provide customers, partners, employers, and vendors with access to the State list of eligible training providers.

Mandated Partners

Services and activities funded or authorized under mandated partners and are provided through Anne Arundel's One-Stop delivery system, will be integrated and made available to customers by means of one or more of the following:

- Co-location
- Technological Linkage
- Intra-Agency Referrals
- Shared Funding
- Joint Case Management

Mandated Partners include programs authorized under:

- Title I of the Workforce Investment Act
- Title II of the Workforce Investment Act
- The Wagner-Peyser Act
- Title I of the Rehabilitation Act of 1973
- Section 403(a)(5) of the Social Security Act
- Title V of the Older American's Act of 1965
- The Carl D. Perkins Vocational and Applied Technology Education Act
- Chapter 2 of Title II of the Trade Act of 1974
- Chapter 41 of Title 38 United States Code
- The Community Services Block Grant Act
- Employment and Training Activities under the Department of Housing and Urban Development
- State Unemployment Compensation Laws

Details of integration activities specific to the partner agencies will be outlined in the relevant MOU.

Describe how the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities) are being met.

Dislocated Workers, Displaced Homemakers, as well as other low-income individuals and individuals with multiple barriers will be provided universal access to all county One-Stop Career Centers. DLLR staff will serve migrant and seasonal farm workers by making annual site visits every August to monitor working conditions and to offer services to migrant workers. Currently, there are two major farms in the Anne Arundel County with this population.

AAWDC also serves public assistance recipients, particularly those receiving Temporary Assistance to Need Families (TANF) services, through a separate contractual partnership with the Anne Arundel Department of Social Services (DSS) called JobsWorks!Arundel. Offices are located in both Glen Burnie and Annapolis DSS offices.

Other targeted populations such as women, minorities, individuals training for non-traditional employment, individuals with limited English-speaking ability, veterans and persons with other

barriers to employment are given the same open access to One-Stop services. These targeted populations are often eligible for WIA intensive services, and receive intensive career and training services, in addition to supportive services and barrier removal assistance.

Describe the role (if any) of local faith or community-based organizations in your workforce development system.

AAWDC is currently conducting a community outreach initiative that begins discussions to establish formal partnerships with community based organizations (CBOs) and faith-based organizations (FBO), including major churches in the county. Community relationships are established with homeless providers, housing providers, and groups that advocate for non-English speaking customers to offer monthly informational sessions to customers at their sites. Additionally, AAWDC has created a database of local CBOs and FBOs to provide announcements regarding workforce initiatives, job fairs, and other recruitment and outreach events.

To the extent possible, AAWDC will partner with faith-based and other community organizations to provide employment and training services to hard-to-serve populations. Other non-financial, cooperative initiatives may include: providing job seeker workshops at faith-based and community organization facilities, and working with these organizations on recruitment efforts for youth and senior worker programs.

The focus over the next five years will be to formulate these working relationships into more formal, written agreements or MOUs.

Provide a copy of each MOU and Resource Sharing Agreement (RSA) between the Board and the One-Stop partners at each Center as an attachment to the plan. The MOU and RSA should be prepared in accordance with instructions provided in WIFI 3-04, Change 3. Also provide a copy of the current One-Stop Operator Agreement(s) or Consortium Agreement if a consortium of three (3) or more partners is serving as the One-Stop Operator.

(See Attachment #1 Updated RSA-MOU)

6. Services

a. Adults and Dislocated Workers

Describe the services provided to adults and dislocated workers in your area. Be sure to include local strategies and policies for ensuring that adults and dislocated workers have universal access to the minimum required core services.

The One-Stop system is intended to provide seamless workforce development services to a universal population. The widest possible array of services that best meets the needs of employers and job seekers will be made available. WIA's three-tiered service approach offers universal eligibility for core services. Some job seekers will need more assistance beyond the core services. As defined in the local MOUs, the One-Stop Operator will determine which additional services to offer, based on a variety of factors, such as skills assessment, customer's literacy level, transportation availability, and childcare or adult-care needs.

One-Stop system staff will be guided by the requirement that all job seekers must receive at least one core service before being eligible for intensive services. Job seekers must receive at least one intensive service before they are eligible for training services. Movement between levels of service will be documented in their case management files. Career Developers continually reassess the job seekers' progress in a specific service or their need to move into training. One-Stop staff will consider such factors as funding, availability of appropriate training, and projected demand for jobs in a particular area. Staff will also consider assessment information on job seekers' ability to handle a requested curriculum.

a. **Core Services** are designed to ensure that the most job-ready individuals will receive the level of assistance that will return them to work efficiently and effectively. All One-Stop partners will offer the core services that are applicable to the partner's program through the One-Stop system. Additional core service needs may be met by other One-Stop partners, if necessary, on a referral basis. Thus, the combination of core services from the One-Stop partners will result in a wider array of core services being available and delivered to customers. Core services include:

    a. Outreach and Intake – may include worker profiling and reemployment services, and orientation to the county workforce system via weekly orientation sessions;
    b. Initial Assessment – assessment of skill levels, aptitudes, abilities, and training and supportive service needs;
    c. Eligibility Determination – review of customers' eligibility for services for all partners' employment and training programs;
    d. Job Search Assistance – career information, and counseling;
    e. Access to Free Workshops –job search and computer workshops;
    f. Job Matching – job search assistance and referrals to employers;
    g. Labor Market Information - provide local, regional, and statewide information;
    h. Other Information – provide information on financial aid and including unemployment compensation;
    i. Education Providers – information on certified education and training providers to include course offerings, costs, schedules, prerequisites, etc.; and on performance of service providers in meeting mandated goals;
    j. Information on job fairs and other supportive services throughout the county;
    k. Orientation to personal computers for access to self-directed services, such as Internet access and resume software. Also, access to phones, fax and other equipment;
    l. Access to language translation services for customers who do not speak English;
    m. Coordination of information and services with school-to-career activities; and
    n. Follow-up activities, including reassessment services, when needed.

A more formal needs assessment, workshops, and other staff-assisted services, including occupational skills training will require referral to AAWDC for Intensive Services. Barriers to employment in connection with disabilities or substance abuse problems will also be considered at the time of this initial assessment. Finally, the customer's job

search history, along with feedback from the employer or job seeker, may be an indicator that more intensive services are needed. All customers will be required to enroll in WIA prior to receiving intensive services, including formal assessments.

b. **Intensive Services** to WIA-eligible job seekers will be provided by AAWDC. Eligible customers, determined by the One-Stop Operator, are adults and dislocated workers that are unemployed and unable to obtain employment through core services and are in need of more intensive services to become employable. Adults and dislocated workers who are underemployed, but who are determined by the One-Stop Operator to be in need of intensive services to obtain or retain employment that allows for self-sufficiency, are also eligible to receive intensive services. To receive intensive services, an individual must have first received core services. The decision to provide additional services will be made on a case-by-case basis by each One-Stop partner, depending on the needs of the customer, after the customer has attended a Kick Start Orientation and been assigned to a Career Advisor.

   Intensive services include:

   a. Customized assessment, beyond initial, provided to assess knowledge, skills, abilities and interests by use of various assessment tools;
   b. Development of an Individual Employment Plan (IEP) for adults or an Individual Career Plan (ICP) for youth;
   c. Group counseling;
   d. Individual career planning;
   e. Case management; and
   f. Short-term pre-vocational skills enhancement and stand-alone services, such as adult basic education, English for Speakers of Other Languages (ESOL), GED, basic computer fundamentals, interviewing skills, and related soft skills, which increase the customer's relative competitiveness and marketability.

c. **Training Services** may be made available through the One-Stop system to adults and dislocated workers who have met the eligibility requirements for intensive services and who have received intensive services through the One-Stop system and are still unable to obtain or retain employment, as outlined in Section III.B.6 (4)(a). Decisions to provide training services will be made on a case-by-case basis depending on: (1) customer needs and abilities; (2) the availability of both funds and reasonable and appropriate training; and (3) the relevance of the customer's employment goal to labor market demand.

   WIA's underlying principle for the provision of training services is guided customer choice. Individuals who are eligible for and have been recommended for training services under Title I will have the opportunity to select any of the eligible providers, from any of the local areas in the state, that are included on the State eligible-provider list. This provider list is aggregated from those lists submitted by the local areas and might contain out-of-state providers. While customer choice is the major consideration, the local WIA must exercise good judgment and fiscal sense and

require the customer to choose the most cost-effective option as long as the course content, etc. is basically the same. Factors relating to the convenience for the customer, i.e.: commute range, course hours, shorter length of training program, etc. will also be taken into consideration in the approval process.

Training will be geared toward the business needs of the local workforce investment area, region, or state. It is understood that training should be prioritized for occupations in demand in the local labor market, or in a labor market to which the customer is willing to move. Priority will also be given for critical-need occupations and occupations with higher-level skill requirements. An occupation in demand also includes a job for which there is ordinarily limited demand, but the individual has a bona fide job offer, contingent upon completion of training.

Training services for adults and dislocated workers include:

a. Occupation-specific skills training, including training for non-traditional employment, provided through Individual Training Accounts;
b. Occupation-specific training provided through customized class-size training agreements with local training vendors;
c. Occupation-specific programs provided through special grant funded programs, i.e.: Maryland Energy Sector Partnership (MESP) and Cyber Security;
d. On-the-job training;
e. Programs that combine workplace training with related instructions, which include cooperative education programs;
f. Private-sector training programs;
g. Skills upgrading and retraining;
h. Entrepreneurial training;
i. Job-readiness training;
j. Adult education and literacy activities, where they are integrated with other training services;
k. Customized training (with the employer paying not less than 50% of the training cost) conducted with the commitment to employ the individuals upon successful completion of the training; and
l. Registered apprenticeships and training programs.

Training services may be made available to individuals meeting the following criteria:

a. Individuals who have met the eligibility requirements for intensive services but are unable to obtain or retain employment through intensive services alone
b. Individuals who, after interview, evaluation, assessment, and case management, have been determined by the One-Stop Operator to be in need of training services and to have the skills and qualifications to successfully participate in the selected program of training

c. Individuals who select programs of training services that are directly linked to the employment opportunities in the local area involved, or in another area in which the adults or dislocated workers receiving training services are willing to relocate
d. Individuals who are unable to obtain other grant assistance for training or have been unable to secure the full amount of grant funds needed
e. Individuals who are determined to be eligible in accordance with the priority system in the local area

Describe your supportive service policy for adults and dislocated workers in accordance with the definition at sections 101 (46) and 134 (e) (2) of the WIA Act.

Supportive Services - The LWIB recognizes that in certain circumstances the provision of services which directly impact employability must be supplemented by customer supportive services. In all cases, AAWDC will first broker these services for the customer from appropriate partner agencies or other provider sources. However, when supplemental services are not available, or are not the most effective or responsive to the customer's need, WIA Title I funds may be utilized to provide short-term supportive services. Eligibility for Supportive Services will follow WIA eligibility policy.

The primary supportive service payment system to be utilized will be a flat-rate system designed to defray participant transportation, childcare, and dependent care expenses. A four-tier system has been developed, and is as follows:

Tier 1**:** Participants who must travel 50 miles or less round-trip to training may be provided a payment of $5.00 per day for each day of actual classroom training attendance to assist with the costs associated with round-trip transportation to the training site. This amount may be increased based on hardship if the WIA budget funding allows.

Tier 2**:** Participants who must travel over 50 miles round trip may be provided $7.00 per day for each day of classroom attendance. This amount may be increased based on hardship if the WIA budget funding allows.

Tier 3: Participants who are in need of childcare assistance and are unable to obtain assistance from DSS, or whose assistance from DSS is less than the provider's published rate, may receive a payment that will, in combination with available payments through the DSS, provide payment for actual childcare costs. The maximum payment per participant for the dependent/childcare payments shall never exceed $20.00 per day; $100.00 per week; and/or $1,000.00 per customer. This amount is available at the discretion of the designated AAWDC official and will require written approval. This amount may be changed based on hardship if the WIA budget funding allows.

Tier 4: Participants in need of a vehicle may also be eligible for a one-third match through a partnership with Vehicles for Change. This amount or percentage may change based on hardship if the WIA budget funding allows.

Such services may include, but are not limited to: transportation, tools, uniforms, childcare, occupational licensing application fees, testing, occupational certification fees and dependent

care. Additional supportive services may be provided, dependent upon the resources and funding availability, to customers whose employment plan indicates they would be unable to participate in a training program without such assistance. Recognizing that such supportive services needs arise occasionally, AAWDC may provide other services that are allowable under WIA if adequate funds are available. These services may include, but are not limited to, the provision of appropriate attire (clothing) for job interviews or other job-search-related activities, temporary shelter, transportation, sustenance, other personal items, and expenses directly related to obtaining and maintaining employment. The level of maximum funding per customer remains at $1,000.00.

Financial assistance will be used to pay for necessary services only, and will be limited to discrete payments approved by AAWDC's President and CEO. The determination of such need, and the amount, will be based on the results of an objective assessment and documented in the employment plan. The delivery of these services will be integral to each individual service plan. The President and CEO will have the flexibility to authorize the use of WIA funds for Supportive Services based on demonstrated customer need. Under no circumstance will the use of these funds, when combined with the cost of occupation-specific training, exceed the per individual training limit of $5,000.00 as approved by the Anne Arundel County LWIB.

In all cases, One-Stop staff and partners will assist participants to obtain part-time work during training, and/or, if eligible, to apply for food stamps, public assistance, transportation subsidies, shelter, or such other services as may be needed to successfully complete training and to become employed.

Describe your needs-related payment policy for adults and dislocated workers as defined in section 134 (e)

Anne Arundel's One-Stop Centers will not provide needs-related payments. If resources become available for this activity, a correlating policy will be developed and a recommendation sent for LWIB approval.

Describe the Individual Training Account (ITA) policy used in the local area and include a copy as an attachment to the plan. The description should include information such as selection process, instruction regarding Pell Grants or other awards, dollar limits, duration, etc. Also describe the policy and process developed by the local area for training strategies which fall outside the parameters of ITAs: OJT, Customized Training or Training for Special Populations Facing Multiple Barriers to Employment. (WIFI 10-99, Change 1 and WIFI 11-99)

Anne Arundel's One-Stop System operates on the belief that strategic partnerships with higher education and economic development entities are essential for providing demand-driven employment and training services. To that end, the Career Advisor evaluates the customer's appropriateness, in terms of skills and qualifications, to succeed in an MHEC-approved occupational skills program. Consideration for occupational training will require the customer's or job seeker's completion of appropriate aptitude, vocational and other assessments; career-planning activities; and an expressed interest in a high-demand occupation. Prior to being approved for an ITA, the customer must research job opportunities, State approved training vendors, wage potential, and supplementary funding sources such as Pell Grants, scholarships, etc. AAWDC's ITA process will generally follow its current payment system, which includes payment directly to the vendor.

The following summarizes Anne Arundel County's One-Stop policy for Individual Training Accounts:

a. Participants will initially receive core services and intensive services through Anne Arundel's One-Stop system. Individuals who are unable to find employment after receiving both core and intensive services may, if deemed appropriate after the development of an Individual Employment Plan (IEP) in conjunction with a Career Developer, be issued an ITA that provides training linked to high-demand job opportunities in the local area. As part of this individual assessment process, labor market information will be made available through the comprehensive One-Stop Center. This information will include job openings; skills needed for demand occupations; wage profiles; and local, regional and national employment trends.

b. Participants will have choices in deciding the training program that best fits their needs and the organizations that will provide the services. Staff at the One-Stop Centers will ensure that ITA-qualified individuals have access to the State List of Occupational Training Providers, as well as information about how well these training providers performed. The One-Stop system in Anne Arundel County will facilitate customer choice with the assistance and guidance of professional career counseling staff. Individuals will be encouraged to pursue training in one of the state's identified high-demand occupations.

c. The ITA will apply to the costs of tuition, required books, and necessary fees for an approved training program offered by an approved occupational training provider. The Anne Arundel County LWIB has approved a per-individual training ITA limit of $5,000, over a period of three years, for an approved occupation-specific training program in a high-demand labor market area.

d. Customers will also be required to first apply for Pell Grants and other sources of funding prior to determining the value of an ITA. In some cases, supplemental resources, such as Pell Grants, will be combined with WIA funds to fully cover the tuition, required books, and fees of an approved training program. The customer will be informed that if they are awarded a Pell grant, any Federal grant or scholarship, that they must then use those funds first to defray the costs of any or all tuition, fees, books, etc. related to their training. AAWDC will only be responsible for any uncovered balances.

e. Once a WIA customer is authorized by the staff of the One-Stop Operator to attend a training program with an eligible training provider, the One-Stop Operator will provide the individual with a completed pre-training agreement form for the selected training program. The pre-training agreement form will include the total amount of costs for tuition, required books, and fees that will be paid by AAWDC. Based on the terms of the ensuing vendor contract, the training provider can also submit an invoice to AAWDC, which sets forth all approved tuition and fees for the WIA customer. Payment for properly charged tuition, required books, and fees shall be made by AAWDC in a timely manner.

The tracking of ITA obligations and ITA payments will be managed at the AAWDC administrative office. This obligation and expenditure information will be disseminated to staff at the local One-Stop Center on a routine basis to ensure that current information is available to the AAWDC staff and customers.

Other Non-ITA Training Strategies Include:

a. *On-the-Job Training* (OJT) will be offered when OJT is determined to be the most cost-effective and appropriate method to obtain specialized occupational training. OJT is training provided by an employer in the public, private non-profit or private sector. Such training will be detailed in a contract between the employer and AAWDC, which specifies the occupation(s) in which training will be provided, an outline of the training and skills to be acquired, the basis of cost payments for training and other conditions.

   The cost of training each participant under the contract will be reimbursed monthly to the employer. Reimbursement will be based on 50% of the participant's initial starting wage, which must be at least $9.00 per hour. The reimbursement to the employer is to compensate for the employer's extraordinary costs associated with training participants and for the lower productivity of such participants. Monthly reimbursements will be made upon the receipt of proper invoices and participant time records (on forms supplied by AAWDC).

   AAWDC will not enter into an OJT contract with any employer who has previously exhibited a pattern of failing to provide OJT participants with continued, long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are performing the same type of work.

   OJT contracts will be limited to the period of training time required for a participant to become reasonably proficient in the occupation for which training is being provided. The length of training will be negotiated by AAWDC and the employer, based on the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience and the individual's employment plan. In no case will training exceed 1,040 hours.

b. *Customized Training*: If an employer is determined to require a skill that is not available among the current labor pool and for which there is no local training program available, AAWDC can contract with local training providers to develop a curriculum and train workers to acquire that skill. The employer will be expected to pay 50% of training costs, and to hire successful completers to fill vacant positions.

Describe the local priority of service policy developed by the LWIB for providing Intensive and Training Services to Adult Participants under WIA Title I. The local policy will need to clearly explain whether there is a constant policy enforced during the entire WIA program period or a policy containing thresholds & triggers of funding obligations and expenditures for policy implementation. The local policy must include a description of how the LIWB has implemented the Veterans' Priority Provision of the "Jobs for Veterans Act" (PL 107-288). Also explain priority given to public assistance or other low-income individual and criteria developed for use of other funds, serving specific populations groups, and other appropriate factors unique to the local area (WIFI 4-99).

Priority of Service

AAWDC adheres to WIA 663.600 requirements that low-income and public assistance participants receive priority for WIA Title I adult intensive and training services. However, most intensive services may be considered as fixed costs of the One-Stop Operator. No denial of service to non-targeted customers is anticipated. Should the charges allocated to intensive and/or training services exceed 75% of budget by the end of the second quarter of the fiscal year, AAWDC management will review end-of-year projections and obligations and determine whether to institute priority eligibility requirements for services for low income and public assistance recipients. Priority status will also be accorded to jobless members of the following target groups. These include:

- Veterans (must also be WIA eligible)
- Basic skills-deficient
- Non-high-school graduates
- Disabled individuals
- Older workers (Age 55+)
- Customers with English as a Second or Other Language (ESOL)
- Two-year history of low-paid employment
- Offender or Ex-offender
- Shelter Residents or Homeless Individuals
- Low Income Persons on Public Assistance

In all cases, AAWDC reserves the right to institute its "most in need and most likely to benefit from WIA 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" (WIFI 4-99). In determining need for training, WIA funds will always be considered supplemental and applicants will first be required to seek training funds from other sources, including the Pell grant.

Describe the local policy for defining "self sufficiency" and "inability to retain employment" (663.230). Employed individuals may qualify for intensive services or retraining services if it can be established that the services are needed to retain employment that leads to "self sufficiency." For employed Adult participants, minimally, the local self-sufficiency policy criteria will need to require employment paying a wage at least equal to the lower living standard income level. For employed Dislocated Workers, the local dislocate worker self-sufficiency policy may define eligibility based on current wages equal to or below a percentage of their prior layoff wage (WIFI 2-99).

For purposes of accessing intensive or training services, an employed worker for whom these services may be seen as necessary to retain employment or to achieve self-sufficiency will qualify for these One-Stop services if the following apply:

He/she earns an annual wage which meets the most recent guidelines defining Maryland's lower living standard income level(s), as adjusted according to family size; or he/she has documented net earnings at or below a livable wage (which is defined as 200% of the minimum wage).

For employed dislocated workers, self-sufficiency will be defined as: (1) employment in a job that pays 75% of the pre-layoff wage; or (2) current employment at or below 200% of the minimum wage.

Inability to retain employment will be defined as: (1) qualifying for unemployment more than once in the 12-month period prior to application; or (2) the loss of two or more jobs, without cause, in the 12 months preceding application. This policy, as with all locally determined policies, must be considered subject to modification, based on changes in local labor market or other relevant conditions. AAWDC reserves the right to waive "self-sufficiency" and "inability-to-retain" criteria in special cases.

Identify the staff contact person (and an alternate) who will work with the State Dislocated Worker Unit to plan and provide Rapid Response services in the local area.

The primary staff contact person who will work with the State Dislocated Worker Unit to plan and provide Rapid Response services in Anne Arundel County will be the Director of WIA Program Services or his/her designee. DLLR may contact AAWDC's administrative offices for the appropriate staff persons' names and contact information.

b. Youth

Describe the local area's strategy for providing comprehensive services to eligible youth and meeting WIA requirements regarding youth program design. (CFR 66.405, 664.410). Please include information on how the local areas will coordinate with Job Corps, Youth Opportunity Grants and other youth programs in the regions.

Anne Arundel County has an array of youth service programs provided through numerous public agencies, non-profit organizations, and the public educational school system. Traditionally, AAWDC sub-contracts both In-School youth (ISY) and Out of School youth (OSY) services through a competitive bidding process. At least biannually AAWDC selects its youth vendors and programs based on each vendor's ability to provide high quality services to at-risk youth. Toward this goal, AAWDC has increased partnerships with Anne Arundel County Public Schools, Anne Arundel Community College, employers, faith-based and community-based organizations, and libraries.

In 2012, AAWDC established a Youth focused One Stop Center to serve at risk, out of school youth (ages 14 to 21 years). The purpose of the Youth One Stop is to provide AA County youth a place to receive the same services that adults and dislocated workers receive at the comprehensive centers. This center will also conduct outreach to youth in need, provide informal and formal assessments; TABE tests; career counseling; job search assistance and other resources. Staff at the Youth Center will determine if participants are eligible for core and/or intensive services under WIA guidelines.

Moreover, AAWDC will conduct outreach to other youth services organizations to partner and co-locate within the Youth Services center. Partners co-locating in the center will also sign an MOU agreement specifying the terms of the partnership.

Specifically, Anne Arundel's strategy for providing comprehensive services to eligible youth will include, but not be limited to:

1. Conduct an objective assessment that includes a review of academic and occupational skill levels, as well as service needs: Upon completing the enrollment eligibility

paperwork, the youth program or its approved vendor will be required to give each youth one of the WIA-approved assessments. The academic assessments approved for used in Anne Arundel County include the STAR, the TABE, the CASAS, and the GED Practice Test. Additionally, staff may also use career assessments such as: SIGI3; and Prove It to assess career interests and abilities.

2. Develop an Individual Service Strategy (ISS): The ISS must be completed for each youth enrolled in the WIA-funded program and included in the customer's case management file.

3. Preparation for post-secondary educational opportunities: AAWDC will partner and develop linkages between academic and occupational learning entities to prepare youth customers for employment and connections to intermediary organizations with links to the job market and employers. The youth services program and/or vendor (provider) will ensure that every youth enrolled in the program is aware of the postsecondary educational opportunities available through the community college, four-year institutions, structured apprenticeships and/or independent vocational schools. In addition, youth will receive job placement assistance through career counseling, job fairs, and other events.

4. Ensure inclusion of ten(10) WIA Youth program elements: WIA-funded youth work experience activities include instruction on workplace skills, career development information, and materials to support life-long learning. Youth programs that provide occupational skills training are given priority consideration by the Youth Council in its review of youth services. Current areas of high labor demand include: Information/Technology (IT); green construction and trade skills, cable installation, office technology, health occupations, and retail trade skills. Also, leadership activities will be integrated into in-service learning; organizational, team building, and life skills development; instruction in effective work behaviors; and employability workshops.

Additionally, comprehensive guidance and vocational counseling will be provided to youth who are active participants in WIA-funded activities. Referrals for additional counseling, as indicated, will be made as appropriate to meet the youth participant's needs.

Describe local strategies which support USDOL/ETA's vision for serving youth.

AA County's Youth Services program supports the US DOL's shared vision to: *"Serve the neediest youth and help them acquire the talents, skills and knowledge necessary to ensure healthy transition to successful adult roles and responsibilities."*

Additionally, priority of services for youth will be given to the following categories of youth within the WIA age limit:

- Out of School Youth and those at Risk of Dropping out of school
- Youth in Foster Care or aging out of Foster Care
- Youth with Learning and or Disabilities
- Court Involved Youth/ Juvenile Justice System

AAWDC will also ensure the following:

Youth served in alternative education programs receive a high quality education. AAWDC uses a portion of its WIA youth funds for a dropout prevention program. In addition to being low-income, students enrolled in this program are in danger of repeating a grade level or have repeated at least one grade level. Participants engage in mentoring, job shadowing, career exploration, tutoring, and peer mediation training activities.

Investments of WIA youth resources are demand-driven, helping youth acquire the skills needed to be successful in a 21st century economy. Out-of-school youth programs will feature GED instruction, and skills training in high-demand occupations for example, computer skills for young professionals. Upon completion of the program, participants receive a National Career Readiness Certificate (NCRC) which verifies their ability to meet employers' critical reading, math and Information Identification Standards. These skills are important in that they support higher-wage, higher-skill occupations and provide opportunities for advancement and skill upgrading. Labor market information demonstrates a growing need for skilled workers who also have basic computer and software skills.

Investments are prioritized to serve youth most in need. AAWDC's youth programs serve low-income, out-of-school youth. Youth with disabilities, in foster care or aging out of foster care, adjudicated, and other at-risk are given priority of services in the recruitment process. To better identify youth who could benefit from WIA-funded services, several other the youth providers will work closely with AAWDC. These include: the YWCA, Job Corps, and other organizations working with at-risk youth in Anne Arundel County.

Youth programs are performance based and outcome focused. All youth vendors must meet enrollment requirements and the performance standards for youth as specified under the Workforce Investment Act (WIA). Failure to meet performance is grounds for termination of the vendor's contract. AAWDC staff will monitor all Vendor programs to ensure effective program outcomes.

Identify the youth eligibility criteria to be used by the local area, if any. (664.210)

In addition to the standard WIA eligibility criteria, Anne Arundel's WIA youth program will use the following as determinants for eligibility:

> An individual, including a youth with a disability, who is a non-high-school graduate and/or a youth who needs additional assistance in obtaining or maintaining employment

Evidence that a youth needs assistance will be based on a record of chronic, short-term employment; no employment; or no sustained employment at a wage exceeding $8.00 per hour.

Identify and provide (if any) a justification for your WIA determined additional barrier as identified by the local board in accordance with Section 129(c) (5) of the WIA law.

AA County will utilize the barriers listed under DOL's Youth shared vision as listed above.

Up to five percent (5%) of youth participants in a local area may be individuals who do not met income criterion for eligible youth in accordance with Section 664.220 of the WIA regulations. Indicate how these rations will be

monitored.

Additionally, AA County's Youth Services will ensure that no more than 5% of youth participants in the local area may not meet the low income criterion for eligible youth in accordance with Section 664.220 of the WIA regulations, the Program Performance Specialist and the Director of Workforce Investment Program (or designee) must first pre-approve each application prior to enrollment. The designated AAWDC staff will maintain a spreadsheet to track and monitor all WIA Youth enrollments.

7. Customer Flow System

Describe the continuum of services and customer flow through the three tiers of WIA services in the local area, including:

- Identification of service needs
- Assessment and eligibility determination
- Movement of customer through there tiers of service (Core, Intensive and Training)
- Development of individualized training/employment plans
- Referral process to other agencies
- Case Management and follow-up
- Post-program follow-up

In addition, describe the customer flow process used in the local area. This description should include eligibility assessment (core to intensive & training, priority of services), individualized training plans, and case management.

All customers who seek One-Stop services, including those referred by partner agencies, will be welcomed at any Anne Arundel authorized One-Stop site. Eligibility determination and core services will be provided by AAWDC and Wagner-Peyser staff and recorded electronically in the Maryland Workforce Exchange (MWE) case management system. Customers unable to realize their career goal through self-service or other core activities will be considered for intensive services.

Registration for intensive services and eligibility for training services will be determined by AAWDC's professional Career Advisor/Case Management staff. Access to Intensive and Training services is gained through attending one of the AAWDC's Kick Start orientations. The orientations are scheduled on a weekly basis and are rotated among the following One-Stop sites: Glen Burnie and Arnold Station. In general, customers can expect to receive the following basic intensive services: assessment, career and labor market guidance, goal setting, individual or group counseling, and job search/job placement assistance. When indicated, the Career Advisor may recommend additional intensive services as part of the customer's ISS/IEP, including, but not limited to, pre-vocational skills training, basic literacy, GED referral, computer fundamentals, and employability training.

WIA-defined training services will be offered subject to the priority of service, self-sufficiency, and other eligibility criteria noted in Sections III.B.6. (a)(5)-(6) above. AAWDC and DLLR staff will be responsible for case management services, MIS, and performance reporting of customers registered for intensive or training services.

In all cases, AAWDC will select a plan of follow-up activities that will involve the least intrusive and most customer friendly activities. Follow-up strategies may include phone calls, emails, standard US mail, and face-to-face meetings, etc., as well as an examination of wage records.

Career Advisors are required at a minimum to provide follow-up at 30, 60, and 90 day intervals.

8. Performance Management

Describe what tools and strategies will be developed to ensure meeting annually negotiated performance standards

AAWDC will fully participate in all trainings provided by the Maryland Department of Labor, Licensing and Regulations and U.S. Department of Labor relating to meeting performance standards. Staff may also attend other professional development trainings and conferences such as: National Association of Workforce Development (NAWDP) Professionals and other employment and trainings opportunities as appropriate.

AAWDC management will utilize data reports generated by the Maryland Workforce Exchange (MWE/VOS) and in-house management databases and tools to continually monitor local area performance. All service providers (vendors) will receive periodic trainings on performance standards and strategies. Additionally, the LWIB and Youth Council will be briefed on the local area's performance on a quarterly basis. The County Executive or his designee at a minimum will receive monthly and/or quarterly briefings.

9. Sunshine Provision

Describe the process used to involve the public in the development of the local plan.

The AA county WIA 5 Year plan will be posted on AAWDC's website for public comment for at least 15 days. All comments received within the comment period, will be reviewed and presented to the LWIB (or its designated committee) for review and approval. The FINAL APPROVED WIA 5 Plan will be posted on AAWDC's website (www.aawdc.org), as well as on the AAWDC agency shared drive.

ADMINISTRATIVE PROVISIONS (SECTION IV)

A. Participant Eligibility Process

Please describe local policy and procedures regarding Youth, Adult, and Dislocated Worker participant eligibility, as it relates to WIA. Procedures should be developed in accordance with WIFI 02-99.

The following participant eligibility policies for youth, adults, and dislocated workers, based on guidance provided in WIFI 02-99, have been approved by the LWIB. Documentation appropriate to demonstrate the following eligibility indicators will be maintained in customer files.

Adults/Dislocated Workers

Eligibility/Priority of Services

- See WIFI 4-99 and Section III.B.6 (a) of this plan.

Provisions of Intensive and Training Services

- See WIFI 6-99 and Section III.B.6 (a) of this plan.

Youth

Deficient in Basic Skills

- Performs below 8.9 in literacy or numeracy skills, as demonstrated on a standard method of measurement; or
- Is unable to compute and solve problems, read, write, or speak English at a level necessary to function on the job, in an individual's family, or in society, as indicated in IEDP, based on professional judgment and/or other indicators.

Requires Additional Assistance (see Section III.B.6 (b) (5)

- Has not completed high school or obtained a GED, or
- Has had only low-wage, short-term employment, or
- Attests to inability to secure a wage at a self-sufficiency level

Other Eligible Youth Who Face Serious Barriers to Employment

- Serious barriers include, but are not limited to, homelessness; substance abuse; involvement with Department of Juvenile Services (DJS) or related juvenile system; history of truancy, abuse, school suspensions or disciplinary actions, family estrangement, anti-social behavior, ADD, or hyperactivity.
- Concurrent enrollment will meet requirements outlined in WIFI 2-99.

B. Oversight and Monitoring

Describe the LWIA procedures for conducting oversight and monitoring of its WIA activities and those of its subrecipients and contracts. The monitoring plan shall address the monitoring scope and frequency and shall include the following:

A requirement that all subrecipient agreements and contracts be monitored on-site at least annually

Oversight Monitoring

Where applicable, all sub-recipients, vendors and OJT contracts and in-house services are monitored no less than annually or at least once during the contract period. More frequent monitoring is scheduled on an as-needed basis. Monitoring is defined as encompassing both desk audits and on-site visits.

1. Fiscal staff and other review staff procedures include, but are not limited to:

    - Reviews of all incoming invoices for completeness, accuracy, appropriateness, and compatibility with cost allocation procedures;
    - Notification to payee in the event a corrective action that would include a basis for an adjustment is either anticipated or required;
    - Ensuring that required corrective action is accomplished and maintaining appropriate documentation regarding the accomplishment of recommended corrective action;
    - Review of timesheets for completeness, accuracy, and compliance;
    - Review and verification of MIS records to ensure contract compliance and/or evaluate performance against goals;
    - Reconciliation of participant information submitted by sub-recipients with MIS participant records;
    - Conducting scheduled and non-scheduled site visits to ensure compliance with the planned scope of work;
    - Issuing "Required Actions" notifications to sub-grantees in the event of unsatisfactory findings.
    - Conducting follow-up visit(s) to verify compliance with corrective action recommendations;
    - Reviewing required documentation during on-site visits, (e.g., timesheets, payroll records, etc.) which impact the fiscal reporting and accountability of the sub-recipient, as well as sub-recipient independent audit reports, whenever possible, appropriate, and/or required;
    - Conducting regular desk-audit procedures to ensure contract compliance by OJT sub-recipients;
    - Conducting at least one site visit to OJT sub-recipients during the term of the contract with the purpose of ensuring fidelity with the terms of the contract.

2. On-site Program monitoring will also ensure compliance with provisions of WIA Section

667, Subpart B, of the regulations, and other applicable laws and regulations.

Monitoring reports will be dated, signed, and handled as follows:

- Copies of all monitoring reports will be filed sequentially by fiscal year;
- Findings requiring corrective action will be reviewed and signed by the President and CEO prior to submission to the sub-recipient. Documentation will request a response by a specified date;
- Results of required corrective actions shall be verified and recorded;
- Findings of a minor nature relative to performance may be communicated to the service provider at regular program oversight meetings or at the time of the monitoring visit.

Monitoring reports will generally include the following information:

- Date of the monitoring visit or communication;
- Name of the sub-recipient or program operator;
- Identification of those areas which were reviewed and the results of such review;
- Description of any perceived problem area or instance(s) of noncompliance;
- Written notice of corrective action, where applicable;
- Signatures of the President and CEO and/or appropriate senior staff members.

NOTE: In the case of a serious contract violation, or in the event corrective actions are insufficient to address the identified problem(s), AAWDC's response may include, but is not limited to, cancellation of the contract and the initiation of action to reclaim any funds in question. Possible corrective actions include:

1. Technical assistance may be offered: (a) at the request of the vendor or contractor during routine visits; (b) following a complaint or grievance; (c) as a result of a performance review; or (d) during a scheduled or unscheduled monitoring visit to ensure that any corrective actions will be implemented prior to the official monitoring visit.
2. Performance will be measured based on common data elements captured by all partner agencies and recorded in the State MIS system.
3. Employment and training activities under Title I of WIA, as reflected in State performance reports, will be reviewed by the LWIB regularly, but no less than annually.

Procedures for determining that expenditures have been made against the cost categories and within the cost limitations specified in the Act and WIA regulations

All sub-recipient agreements (including sub-grants and contracts) are monitored annually. More frequent monitoring is scheduled on an as-needed basis. Monitoring includes both desk audits and on-site visits. Every sub-recipient agreement contains a provision for these on-site visits as well as access to all sub-recipient financial records and personnel.

Monitoring of sub-recipients and contractors begins with insuring that the sub-grants and contracts are written to require adherence to the programmatic requirements of the funds/grant and all federal assistance requirements. The budget will specify only allowable and appropriate costs. With this solid foundation is in place, the fiscal and program staff have the tools to monitor sub-recipient performance and financial compliance against the terms of the sub-grant/contract. These actions include:

- Review of invoices by knowledgeable program staff to insure that satisfactory progress is being made and the expenditure level appears reasonable given the levels of activity on the program/project;
- Fiscal review of all invoices and supporting documentation by staff for completeness, accuracy, appropriateness, and compatibility with cost allocation procedures and compliance with the terms of the agreement;
- Notification of sub-recipient in the event a corrective action is required;
- Ensuring that required corrective action is accomplished and maintaining appropriate documentation regarding the accomplishment of recommended corrective action;
- Review and verification of MIS records to ensure contract compliance and/or evaluate performance against goals;
- Reconciliation of participant information submitted by sub-recipients with MIS participant records;
- Conducting scheduled and non-scheduled site visits to ensure compliance with the planned scope of work;
- Issuing "Required Actions" notifications to sub-grantees in the event of unsatisfactory findings;
- Conducting follow-up visit(s) to verify compliance with corrective action recommendations;
- Reviewing required documentation during on-site visits, (e.g., timesheets, payroll records, etc.) which impact the fiscal reporting and accountability of the sub-recipient, as well as sub-recipient independent audit reports, whenever possible, appropriate, and/or required;
- Conducting regular desk-audit procedures to ensure contract compliance by OJT sub-recipients;
- Conducting at least one site visit to OJT sub-recipients during the term of the contract with the purpose of ensuring fidelity with the terms of the contract.

Procedures for determining compliance with other provisions of the Act and regulations and other applicable laws and regulations

LOCAL WORKFORCE INVESTMENT BOARD (LWIB) - CHIEF LOCAL ELECTED

OFFICAL (CLEO) WORKING AGREEMENTS

Per the requirements of WIA, the County Executive and the LWIB agree to the following items.

1. Appointments to the LWIB

   The County Executive will make appointments to the LWIB based on the recommendations of local business service organizations, educational institutions, community-based organizations and local government officials. The LWIB will solicit nominations, in accordance with the nominating requirements of WIA, and present them to the County Executive for acceptance or rejection.

2. Joint Areas of Responsibility

   a. The County Executive and the LWIB acknowledge that any action relating to joint responsibility may be taken only with the concurrence of the County Executive and the LWIB.
   b. The County Executive and the LWIB agree that AAWDC, as the direct descendant of BWDC, meets the terms of the grandfather provision as approved by the State, and will serve as the One-Stop Operator under the terms of the approved grandfather provision.
   a. The County Executive and the LWIB agree that AAWDC will serve as the administrative entity for WIA.
   b. AAWDC, with input from the County Executive, the LWIB, WIA One-Stop partners, and the public at large is assigned the responsibility for development of the local plan.
   c. A One-Stop partner may be identified as an Intensive Service Provider as part of the MOU process. The One-Stop Operator may procure other intensive services, as described in the procurement section of this plan.
   d. Administrative support for the LWIB will be provided by AAWDC.
   e. The County Executive and the LWIB will delegate program monitoring and oversight to the administrative entity and will require AAWDC to provide quarterly oversight reports and recommend corrective action, as necessary.
   f. The County Executive and the LWIB will delegate the negotiation of performance standards with the State to the administrative entity. Should the administrative entity and the State be unable to reach agreement, representatives of the County Executive and the LWIB will become a party to the negotiations.
   g. The County Executive and the LWIB agree to establish the Youth Council as a subgroup of the LWIB. The Youth Council chair, which will represent the private sector, is the only mandatory member from the LWIB.
   h. The Youth Council, in coordination with AAWDC, will recommend to the LWIB and the County Executive the designation of eligible youth providers.
   i. The County Executive acknowledges serving as the local grant recipient and will be liable for any misuse of the grant funds allocated to Anne Arundel County under the Workforce Investment Act.

3. Administrative Issues

a. The County Executive acknowledges that designation of AAWDC as the grant sub-recipient does not relieve the County of the liability for any misuse of grant funds.

b. AAWDC, the administrative entity, will administer such funds in compliance with WIA and its regulations; federal, state, and county laws and regulations; and in compliance with the fiscal controls section of this plan.

c. The LWIB will hold meetings at regularly scheduled times and as needed, in accordance with the by-laws.

d. The County Executive and the LWIB acknowledge that any dispute resulting from non-concurrence between the County Executive and the LWIB will be resolved as expeditiously as possible by either reaching concurrence on their own, or by appointing ad hoc committees from their membership to confer and resolve the dispute.

RESPONSIBILITIES OF THE ONE-STOP SERVICE DELIVERY SYSTEM

1. AAWDC, in its identity as immediate descendant of BWDC, meets the test for existing One-Stop Operators, as described in WIA. The County Executive and the LWIB jointly agree (Attachment 2) to designate the Anne Arundel Workforce Development Corporation (AAWDC) as the One-Stop Operator, exercising the grandfather option (See WIFI 7-99).

2. The role and responsibilities of the One-Stop Operator shall be as follows:

- Coordinate One-Stop system services on behalf of the LWIB;
- Provide comprehensive services in the One-Stop Center;
- Oversee the integration of services as proposed by the LWIB and agreed to by all partners.
- Manage fiscal responsibility for the Center.
- Evaluate performance and implement required actions to meet standards.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Plan and report responsibilities.
- Act as liaison with the LWIB.
- Monitor adherence to the provisions of the Memorandum of Understanding.
- Market One-Stop services.
- Recruit additional partners.
- Define and provide means to meet common operational needs (i.e., training, technical assistance, additional resources), etc.
- Facilitate the sharing and maintenance of data.
- Clearly define and communicate the strategic objectives of the LWIB to the One-Stop Center partners.
    - Continuously assess customer needs, and make recommendations

to the LWIB on the need for additional access points or specialized centers.

- Respond to community needs.
- Facilitate groups/teams on common issues --- what works, what doesn't.

3. AAWDC, as immediate descendent and successor organization of BWDC, qualifies as the One-Stop operator under the WIA grandfather clause, Section 121(c) (WIFI 7-99). By agreement of the County Executive and the LWIB, BWDC met the fiduciary and JTPA performance requirements that enabled Anne Arundel County to qualify as a Workforce Investment Area, and was designated the One-Stop Operator. AAWDC in partnership with DLLR, Division of Workforce Development, operates comprehensive and full-service one-stop career centers in Glen Burnie, Hanover, and Annapolis.

4. The comprehensive One-Stop Centers will provide access to all WIA Title I services and will coordinate the delivery of all partner services in a manner that will accommodate, to the extent possible, the needs of all system users. Fee-for-service activities may be developed and implemented at the comprehensive One-Stop Centers. The One-Stop Centers will also be responsible for all WIA-related system reporting.

   Partner sites will provide core and some intensive services, labor market information, and access to the One-Stop Center Operator. Partner sites will provide appropriate performance data to the One-Stop Center Operator for purposes of reporting to the LWIB and the State.

5. A customer-satisfaction instrument has been developed to assess both job seeker and business customer satisfaction. This questionnaire is given to each One-Stop job seeker customer and to each business that receives services from the One-Stop system.

6. Performance by the One-Stop system and Operator will be reviewed and evaluated by the LWIB using WIA performance indicators, as agreed to by the GWIB, LWIB, and the County Executive.

7. The AAWDC has been authorized by the County Executive and the LWIB to negotiate MOUs with partner agencies on their behalf.

CONTINUOUS IMPROVEMENT/CONSUMER REPORT

As a member of the USDOL Enterprise system for quality management, BWDC was committed to the Baldrige principles of continuous improvement and customer service. Maintenance of quality review of system processes is, and will continue to be, an ongoing function of AAWDC's management of the One-Stop system.

The pulse of consumers is tapped at several points in their progress through the delivery system, including, but not limited to, orientation, post-training (both pre-vocational and

occupational), at placements, and during follow-up. Questionnaires, services, anecdotal material, and training performance reviews are used to evaluate the quality of service provided and the degree of customer satisfaction achieved.

Provisions for the recording of findings made by the recipient's monitor (s), the forwarding of such finding to the subrecipient or contractor for response and the recording of all corrective actions

Further clarification from DLLR is needed

Provision of technical assistance as necessary and appropriate; and specific local polices developed by the WIB for oversight of the On-Stop system, youth activities and employment and training activities under Title I of WIA.

Further clarification from DLLR is needed

B. Grievance Procedures/Complaint Processing Procedures

Describe the Workforce Investment Area's procedures for handling grievances and complaints from participants and other interested parties affected by the local Workforce Investment system, including one-stop partners and service providers.

These complaint procedures were developed in accordance with Section 181(c) of the Workforce Investment Act (WIA):

1. Availability of Anne Arundel County LWIB Complaint Procedures

   Participants and other interested parties affected by the local workforce investment system, including One-Stop partners and service providers, may file complaints using these procedures:

   Notice of availability of these procedures will be given to:

   a. Participants upon enrollment into the MIS.
   b. Sub-recipients and subcontractors as part of grant agreements or contracts.
   c. Other interested parties, upon their request to AAWDC.

   Documentation of the receipt of the complaint procedure information will be maintained by AAWDC. This documentation will include a copy of Attachment 11c and the disposition of the complaint. Records will be maintained in a confidential location for a period of not less than three years from the date of complaint resolution.

2. Types of Complaints

   Complaints alleging violations of the WIA or its implementing regulation will be classified as one of two types, based on content. Each type of complaint will be handled in a different fashion, pursuant to Section 667.600 of the WIA regulations. The two types of complaints are:

a. Type I Complaints – These are complaints which allege discrimination on the basis of any of the following:
    - Race
    - Sex
    - Color
    - National Origin
    - Participation in WIA programs
    - Political Affiliation
    - Citizenship
    - Disability
    - Religion
    - Age

b. Type II Complaints – These are complaints that do not allege any form of illegal discrimination. They include grievances from individuals alleging labor standards violations.

3. Complaint Procedures

Type I Complaint Procedure (alleging discrimination on the basis of race, sex, color, national origin, religious belief, age, political affiliation, citizenship, disability, or participation in a Workforce Investment Act program)

4. Filing the Complaint

AAWDC encourages all persons with complaints to first discuss their concerns with the person(s) who has generated the concern(s). If, after attempting to resolve the problem informally, the individual still wishes to formally pursue resolution of his/her complaint, he/she may choose one of the following options:

a. Pursue resolution through AAWDC, by contacting the AAWDC President and CEO (or designated program area Manager) directly and attempt to resolve the matter;
b. Pursue resolution through the Directorate of Civil Rights;
c. Concurrently pursue the complaint through the Directorate of Civil Rights and the Anne Arundel County LWIB and/or its sub-recipients;
d. All complaints alleging discrimination on any of the bases listed above must be filed within 180 days of the event that triggered the complaint;
e. Complaints filed with AAWDC must be documented on the WIA Complaint Record form. *(See Consumer Complaint Form and Procedures #3)*

5. Resolving the Complaint

a. Directorate of Civil Rights (DCR) Investigation – A complainant or his/her representative may file a Type I complaint with the DCR at any time. There is no waiting time or lower-level hearing that must precede this filing. Details on the steps that the complainant must follow in filing a complaint with the DCR will be provided to the complainant when requested.
b. Representatives of sub-recipients or other interested persons have the option of either filing their complaint with the sub-recipient (e.g., for interested persons) or with AAWDC. If a complainant elects to pursue resolution through a sub-recipient he/she must file the complaint in accordance with the

procedures established by the sub-recipient.

c. Procedural guidelines for filing a complaint are as follows:

Sub-recipients - AAWDC sub-recipients (vendors) must immediately notify AAWDC of all complaints received in writing that allege discrimination on the basis of race, sex, color, national origin, religious belief, age, political affiliation, citizenship, gender, disability, or participation in a WIA program. AAWDC will notify the Maryland Department of Labor, Licensing, and Regulation and the Directorate of Civil Rights of the complaint's existence and content. The form to be used in notifying these agencies is included as Attachment 11f.

Sub-recipients are permitted 30 days to attempt a resolution of the complaint using the procedures developed by the sub-recipient. If, after 30 days from the date of filing the complaint, the complainant has not achieved a satisfactory resolution of his/her complaint, he/she may file the complaint with AAWDC. The form included as in the Attachment should be used to document the complaint.

AAWDC Procedures – Upon written receipt of a Type I complaint, AAWDC will send a written notice to the complainant acknowledging receipt of the complaint and providing notice that the complainant has the right to be represented. The written notice will list the issues raised, with a statement as to whether the recipient will accept or reject each issue for investigation. A period of fact-finding investigation will be provided and AAWDC will convene a hearing, to which the complainant and any other person(s) involved in the complaint are invited. Both the complainant and respondent have the right to be represented by an attorney or representative of their choice. AAWDC will hold this hearing within 15 days of receipt of the complaint and will identify a person who is not involved in the complaint to preside as the hearing officer. The written notice of complaint procedures to be used is included as Attachment 11e.

If a recipient determines that it does not have jurisdiction over a complaint, the complainant will be notified in writing through a "Notice of Lack of Jurisdiction." This notice will state the reasons for determination and will advise the complainant of their right to file a complaint with the DCR.

AAWDC will process discrimination complaints within 90 days with one of these final actions: issuance of a Notice of Final Action, issuance of a written Notice of Lack of Jurisdiction, or referral of complaint to another federal grant making agency.

General - The hearing officer will issue a written description of his/her judgment regarding the complaint, including his/her recommendation for resolving the complaint, within 30 days of the date that the complaint was first filed (either at the sub-recipient level or with AAWDC).

Concurrent Procedure – Complainants may choose to file their discrimination complaint with both AAWDC/Sub-recipient and the Directorate of Civil Rights at the same time. In that case, the procedures described above under (a) and (b) should be followed concurrently.

6. Type II Complaint Procedure (not alleging any form of illegal discrimination)

Filing the Complaint

AAWDC strongly encourages all persons with complaints to first discuss their concerns with the person(s) who has generated the concern(s). However, if after attempting to resolve the problem informally, the individual still wishes to formally pursue resolution of his/her complaint, he/she must adhere to the following guidelines.

a. Complainants who are participants in AAWDC's sub-recipient programs must file their complaint in accordance with the procedures established by the sub-recipient. Representatives of sub-recipients or other interested persons have the option of either filing their complaint with the sub-recipient (e.g., for "interested persons") or with AAWDC.

b. All complaints not alleging discrimination must be filed within one year of the event that triggered the complaint.

c. Complaints filed with AAWDC must be documented on the WIA Complaint Record form, which is Attachment 11b to this document.

Resolving the Complaint

Sub-recipient Procedural Guidelines – Sub-recipients are not limited by time in their handling of non-discrimination complaints. The existing complaint procedures adopted by the sub-recipient should be followed.

If, after exhaustion of the sub-recipient's procedure, a complainant is dissatisfied with the proposed solution to his/her complaints, he/she may file the complaint with AAWDC. The form included as Attachment 11b should be used to document the complaint.

AAWDC Procedures – Upon receipt of a written complaint not alleging discrimination, AAWDC will convene a hearing to which the complainant and other persons involved in the complaint will be invited. Written notices (invitations to attend) about the hearing will include the date, time, and location of the hearing. AAWDC will hold the hearing within 30 days of the date on which it received the written complaint (on the form included as Attachment 11b) and will identify a person who is not involved in the complaint to preside as the hearing officer.

At the hearing, an opportunity will be provided for all parties (persons) involved in the complaint to present evidence. An audiotape of the complete hearing will be made and maintained for possible review by the Maryland Department of Labor, Licensing, and Regulation.

A written decision on the complaint, arising from the hearing, will be issued to all persons present at the hearing within 60 days of the date on which AAWDC received the complaint.

7. Additional Procedures

If a complainant does not receive a decision by AAWDC within 60 days from the date he/she filed the complaint with AAWDC, or received a decision satisfactory to him/her, the complainant only has the right to request a review by the Maryland Department of Labor, Licensing, and Regulation. A request for this review must be made within 10 days from the date on which the complainant should have received a decision (60 days after filing with AAWDC). Details on how to file a request for Maryland Department of Labor, Licensing, and Regulation review will be provided in the written decision rendered by AAWDC on request from AAWDC.

8. Other Complaint Procedures

Complaints arising from action taken by the grantee with investigation or monitoring reports of sub-grantees, contractors, and other sub-recipients will follow the course of Type II Complaints, as stated in the above procedures.

9. Remedies

Upon review by the LWIB, the following remedies may be imposed for a violation of any requirement under WIA Title I, including but not 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 WIA 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;

d. Where appropriate, other equitable relief.

PROCUREMENT AND CONTRACTING PROCEDURES

1. As a non-profit 501(c) (3) organization, AAWDC has established procurement regulations that meet the requirements Anne Arundel County Government and all Federal requirements delineated below. These regulations have been reviewed by our attorney and approved by the Corporate Board of Directors (CBOD).

2. AAWDC procurements will comply with WIA and WIA Final Rules, as well as standards established by the State.

   Property contracts will adhere to Property Management Procedures taken from the Office of Management and Budget, OMB Circular A-110, and Department of Labor regulations 29 CFR Part 97, Uniform Administrative Requirements for Grants and Cooperation Agreements to State and Local Governments.

Major service providers will be selected by utilizing the Competitive Bid or Request for Proposal formats. Selection of all service providers will be based on the vendor's ability to demonstrate prior effectiveness in the performance of job training programs and achieve performance standard goals; provide fiscal account ability and cost effectiveness; and serve the targeted population. Proper consideration shall be given to the community-based organizations based on cost, quality of training, characteristics of participants, and meeting performance goals.

3. Sole-source contracts may be necessary for services not available by multiple vendors, or by vendor ability/knowledge to perform necessary service. Sole source procurements will be justified in accordance with the criteria in Chapter II-10 of the One-Stop Technical Assistance Guide.

4. Duplication of services or facilities available from federal, state, or local funds will not occur unless it can be demonstrated that alternative services or facilities are more effective or contribute to the achievement of the Anne Arundel County Workforce Investment Area's goals.

5. Local Education Agencies will be given the opportunity to provide services unless it is demonstrated that alternative agencies would have greater potential to enhance the participant's occupational and career growth.

6. AAWDC will not fund any skills training unless the level of skills provided in the program is in accordance with any guidelines which may have been established by the LWIB.

7. AAWDC and the LWIB agree to adhere to a code of conduct and procedures to avoid conflict of interest, or the appearance of such conflict, in the exercise of their responsibilities, particularly those relating to the awarding of contracts. All members of the LWIB and the Corporate Board of Directors (CBOD) must sign a Conflict of Interest Statement as a condition of their continued membership. The standards governing the conduct and performance of members of the LWIB (as noted in its by-laws), its officers, AAWDC officers and staff, its CB members, and authorized agents who are engaged in the procurement of goods and services using federal funds. Except as otherwise permitted or provided by federal, state, or local laws, rules, and regulations, the following provisions shall apply:

8. LWIB members, CBOD members or AAWDC employees will not be permitted to participate in the selection or award of a contract supported by federal or state funds if there is an apparent conflict of interest.

9. LWIB members, CBOD members or AAWDC employees will not be permitted to solicit or accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to any agreement, or to accept gratuities, favors, or anything of a monetary value in excess of $35.00 from contributors, etc.

10. LWIB members, CBOD members or AAWDC employees will not be permitted to

use any knowledge gained through their position for personal profit or the profit of family or associates.

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

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

Provide a separate description for the following categories of complaints:

- Complaints alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIA Title I – financially assisted program or activity;
- Complaints and grievances not alleging illegal forms of discrimination. This includes grievances from individuals alleging labor standards violations.

NON-DISCRIMINATION AND EQUAL OPPORTUNITY PROVISIONS

No otherwise qualified individual with a disability shall, solely by reason of her or his disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under, any program or activity conducted by AAWDC and its One-Stop partners.

Reasonable Accommodation

AAWDC and its One-Stop partners will provide reasonable accommodation to qualified individuals with disabilities to assure access to aid, benefits, services, training, and employment, unless providing the accommodation would cause undue hardship.

Communication – Individuals with Disabilities

AAWDC and its One-Stop partners will take all reasonable and appropriate steps to assure that communications with individuals with disabilities are effective. Appropriate steps may include, but are not limited to, the following.

- Providing auxiliary aids or services
- Providing telecommunications devices or telephone relay services
- Providing sign language interpreters
- Converting materials to Braille or purchasing computer assisted aids
- Collaborating with DORS

Notice and Communication – Languages Other Than English

For customers with limited English-speaking abilities, AAWDC will make every effort to ensure that all One-Stop partners and contractors provide appropriate assistance. AAWDC in partnership with DLLR contracts with Language Link or other service providers to provide interpretation services. Whenever practicable, limited English-

speaking participants will also be referred to local "English As A Second Language" programs prior to, or concurrent with, receipt of One-Stop services.

WIA Compliance

With regard to nondiscrimination and equal opportunity in WIA Title I financially assisted programs; AAWDC will comply with WIA Section 188 and 29 CFR Part 37.

The local area grievance procedures should also include the remedies that may be imposed for a violation of any requirement under WIA 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 WIA Title I;
- Where applicable, reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment; and
- Where appropriate, other equitable relief.

(See Complaint Procedures listed above)

Include a copy of the current Grievance Procedures/Complaint Process Procedures as an attachment to the plan.

D. Nondiscrimination and Equal Opportunity Provisions

Reasonable Accommodation: 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.

No otherwise qualified individual with a disability shall, solely by reason of her or his disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under, any program or activity conducted by AAWDC and its One-Stop partners.

Reasonable Accommodation

AAWDC and its One-Stop partners will provide reasonable accommodation to qualified individuals with disabilities to assure access to aid, benefits, services, training, and employment, unless providing the accommodation would cause undue hardship.

Communication – Individuals with Disabilities: Describe what steps you will take to ensure that communications with individuals with disabilities, including individuals with visual or hearing impairments, are as effective as communications with others.

Communication – Individuals with Disabilities

AAWDC and its One-Stop partners will take all reasonable and appropriate steps to assure that communications with individuals with disabilities are effective. Appropriate steps may include, but are not limited to, the following:

- Providing auxiliary aids or services;
- Providing telecommunications devices or telephone relay services;

- Providing sign language interpreters;
- Converting materials to Braille or purchasing computer assisted aids;
- Collaborating with DORS.

Notice and Communication – Languages Other Than English: Describe what steps you will take to meet the language needs of limited-English-speaking individuals who seek services or information.

Notice and Communication – Languages Other Than English
For customers with limited English-speaking abilities, AAWDC will make every effort to ensure that all One-Stop partners and contractors provide appropriate assistance. AAWDC in partnership with DLLR contracts with Language Link or other service providers to provide interpretation services. Whenever practicable, limited English-speaking participants will also be referred to local "English As A Second Language" programs prior to, or concurrent with, receipt of One-Stop services.

WIA Compliance
With regard to nondiscrimination and equal opportunity in WIA Title I financially assisted programs; AAWDC will fully comply with WIA Section 188 and 29 CFR Part 37.

E. Procurement and Contracting Procedures

Describe your procurement system and include a statement of assurance that the procedures conform to the standards in DOL regulations 29 CFR Part 97 Uniform Administrative Requirements For Grants and Cooperative Agreements to States and Local Governments, or 29 CFR Part 95 Uniform Administrative Requirements for Grants and Cooperative Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations.

As a 501(c)(3) non-profit organization, AAWDC has established procurement regulations that meet the requirements Anne Arundel County Government, the State and all Federal requirements These regulations have been reviewed by our attorney and approved by the Corporate Board of Directors. These internal regulations define the levels of procurement and the different requirements for competition for each level. (This document has been reviewed by DLLR Fiscal Monitors and is available for this process as well if required).

The procurement process is as follows:

- For large procurements, RFP's are developed, widely issued, advertised when necessary, proposer conferences are held, proposals are rated and ranked based on established, known criteria and the best proposer is objectively selected;
- For more routine purchases, needs are identified by mangers/authorized staff and forwarded to the procurement/ purchasing assistant;
- The levels of approval and requirements for competition as defined by procurement regulations are assessed by the assistant;
- Criteria in the procurement regulations are applied and when necessary, competing prices are determined via catalog, internet or telephone as appropriate; At least three prices for equivalent items are entered on the form designed for this purpose including the recommended source;

- The President/CEO reviews the proposed purchase to determine if the item is a valid program need, if the competitive prices are sufficient and if the recommended source is appropriate; If so, the President/CEO signs as approved and the order is placed;
- For routine office supplies, purchases are approved by Manager and sent to procurement/ purchasing assistant to ordered. Orders are sent directly to the office needing the supplies and a staff member at the office will verify the order was completely received.

Provide a statement of assurance or other 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.

AAWDC procurements will comply with WIA and WIA Final Rules, as well as standards established by the State.

Property contracts will adhere to Property Management Procedures taken from the Office of Management and Budget, OMB Circular A-110, and Department of Labor regulations 29 CFR Part 97, Uniform Administrative Requirements for Grants and Cooperation Agreements to State and Local Governments.

Major service providers will be selected by utilizing the Competitive Bid or Request for Proposal formats. Selection of all service providers will be based on the vendor's ability to demonstrate prior effectiveness in the performance of job training programs and achieve performance standard goals; provide fiscal account ability and cost effectiveness; and serve the targeted population. Proper consideration shall be given to the community-based organizations based on cost, quality of training, characteristics of participants, and meeting performance goals.

Sole-source contracts may be necessary for services not available by multiple vendors, or by vendor ability/knowledge to perform necessary service. Sole source procurements will be justified in accordance with the criteria in Chapter II-10 of the One-Stop Technical Assistance Guide.

Duplication of services or facilities available from federal, state, or local funds will not occur unless it can be demonstrated that alternative services or facilities are more effective or contribute to the achievement of the Anne Arundel County Workforce Investment Area's goals.

Local Education Agencies will be given the opportunity to provide services unless it is demonstrated that alternative agencies would have greater potential to enhance the participant's occupational and career growth.

Include a statement of assurance that the LWIB has adopted procedures 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.

AAWDC and the WIB agree to adhere to a code of conduct and procedures to avoid conflicts of interest or the appearance of such conflict, in the exercise of their responsibilities, particularly those relating to the awarding of contracts *(See Attachment – Conflict of Interest Policy)*

All members of the WIB and the CB must sign a Conflict of Interest Statement as a condition of their continued membership. The standards governing the conduct and performance of members of the WIB (as noted in its by-laws), its officers, AAWDC officers and staff, its CB members, and authorized agents who are engaged in the procurement of goods and services using federal funds are as follows.

Except as otherwise permitted or provided by federal, state, or local laws, rules, and regulations, the following provisions shall apply:

a. WIB members, CB members or AAWDC employees will not be permitted to participate in the selection or award of a contract supported by federal or state funds if there is an apparent conflict of interest;
b. WIB members, CB members or AAWDC employees will not be permitted to solicit or accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to any agreement, or to accept gratuities, favors, or anything of a monetary value in excess of $35.00 from contributors, etc;
c. WIB members, CB members or AAWDC employees will not be permitted to use any knowledge gained through their position for personal profit or the profit of family or associates;
d. Conflict of interest standards cover WIB members, CB members or AAWDC employees who are involved in the procurement process in which their relationship to the award recipient could be categorized as:
    1. The member, officer, employee or authorized agent;
    2. Any member of his/her immediate family;
    3. His/her business partner;
    4. Any organization which he/she belongs to or that employs any of the above, or has a financial interest in the firm being considered for an award.

No member of any council under this Act shall cast a vote on the provision of services by that member (or any organization which that member directly represents), or vote on any matter, which would provide direct financial benefit to that member. Further, 20 CFR 627.420(c) adds that, regarding conflict of interest, each recipient and sub-recipient shall maintain a written code of standards governing the conduct of administrative personnel, in addition to ensuring that no individual in a decision-making capacity shall engage in activities such as selection, award, and administration when a conflict of interest, real or apparent, is evident.

F. Fiscal Controls

Describe the LWIB 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 GAAP, your fiscal management system must include the following in your accounting procedures.

The fiscal system must be adequate to track by grant award, the following:
(1) Obligations
(2) Expenditures
(3) Assets

For each individual grant, the fiscal system must permit the tracking of:
(1) Program income

(2) Stand-in costs
(3) Profits
The system must be adequate to prepare financial reports required by the State.

Identify the key staff who will be working with WIA funds.

The fiscal staff includes the Director of Budget and Fiscal Operations (DBFO), Budget and Accounting Analyst, Accounting Assistant and other temporary staff as may be needed from time to time. WIA Program managers have been assigned funds management accountability for their respective programs and participate fully in the development of the WIA budget and the day to day management of the funds.

Describe how the LWIB'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 WIA standards or DOL regulations.

The financial system tracks all purchase orders, invoices and payments as individual transactions. Transactions are summarized in cost/grant reports and the general ledger. The system readily identifies the type of expenditure, the cost category, and the source of funds used to make payment. The appropriateness of the charges is reviewed by the DBFO and President/ CEO and after the fact by A-133 auditors and the DLLR Fiscal Monitors.

Provide a brief description of the Fiscal reporting system

The financial reporting system is a combination of a fully automated, multi-user accounting system (QuickBooks Premier) supplemented by linking spreadsheets. QuickBooks is the engine for paying bills, producing the income statement and balance sheet, and expenditure reports both detailed and summary by expense category and grant. It is supplemented by Excel worksheets, linked together when needed/effective that track obligations like ITA's, contracts and sub-grants and Excel formats of the various reports to grantors like QSRs, MSRs and Cash Requisitions.
The accounting system produces reports that provide information required for reporting and tracking expenditures. Example of these reports are:

Obligation reports	Balance sheet
Check register	Income/expense report
Check summary	Trial balance
Bank reconciliation	Grant/Program reports

Provide a brief description of the Obligation control system

Obligations for ITA's are originated and signed in the program office and then sent to the fiscal office for obligation. Other obligations like contracts and sub-grants are prepared in the fiscal office. Obligations are controlled using Excel Spreadsheets that list obligations separately and captures information like client name, vendor, obligation amount, de-obligation amount, payments, accrual amount, un-liquidated obligation amount, start and end date of training.

Provide a brief description of the ITA payment system

As indicated above, ITA's are approved in the program office and sent to the fiscal office for obligation. Invoices/bills for the training are sent directly to fiscal office which reviews the document in accordance with the terms of the ITA, the bill is matched to original ITA to insure that the ITA has been signed by both parties, the billed amount does not exceed the ITA amount (by more than 10%). Client information is verified. Document is stamped to show the WIA program that is chargeable then placed in the Accounts Payable process that is described below.

Provide a brief description of the Chart of account system

The chart of accounts identifies balance sheet, revenue and expense accounts. "Classes" are established for each funding source and grant year. The accounting system is also capable of tracking appropriate reportable elements, such as target group and program component expenditures.

Provide a brief description of the Accounts payable system

Receipt of Invoices – Invoices are date-stamped when received and forwarded to the fiscal unit. After receipt, the fiscal unit reviews all invoices to resolve any inaccuracies and enters in the accounting system. The appropriate general ledger expense or asset accounts are debited and Accounts Payable is automatically credited. The appropriate program or cost pool account is also assigned.

Review of Invoices – The Accounting Assistant assembles all the invoices ready for payment. The DBFO reviews the hard copy invoices for proper support and verifying that the cost has been distributed to the correct general ledger account and grant or cost pool account. If corrections are needed, the DBFO marks the correction on the accounts payable document and advises the Accounting Assistant to make the necessary change. When payments are ready, the DBFO "marks" those bills in the accounting system that are approved for check writing.

Check Writing – The DBFO retrieves the appropriate number of blank checks from the locked filing cabinet and laser prints the checks. He/she gives the checks to the Accounting Assistant. Each printed check is supported by the accounting distribution, the invoice and other pertinent information. The DBFO reviews these packages and initials each recommended payment on the bottom part third of a 3 part check.

Check Signature – The DBFO delivers the folder with the above to the President and CEO who thoroughly reviews each proposed payment. Checks that pass this scrutiny are signed and returned to the Accounting Assistant to be mailed and distributed.

NOTE: All checks are pre-numbered and are periodically reviewed to insure that all printed, manual, unused, or voided checks are accounted for sequentially.

As described above, invoices are subjected to a three-step administrative review prior to payment in order to ensure accuracy and allow ability in accordance with OMB Circular A-122.

Provide a brief description of the Staff payroll system

Staff payroll services are provided by a commercial payroll service provider who is responsible for maintenance of payroll data; calculation of wages, taxes, and leave payments; creation of appropriate reports; and payment and filing of all necessary employer taxes and quarterly reports. All employees are required to have direct deposit of net pay to a financial institution as a condition of employment.

Times of attendance and hours worked are entered by employees on bi-weekly timesheets. At the end of each bi-weekly 70 hour pay-period, timesheets are summarized by hours worked, paid leave, etc and signed by the employee. Timesheets are reviewed and signed by the immediate supervisor (and by the next level supervisor, if applicable) and forwarded to the fiscal unit. The fiscal unit posts staff time on payroll transmittal sheets and forwards to the payroll service bureau. A preprocess payroll register is printed and reviewed before the payroll is approved for payment.

The payroll vendor is responsible for the preparation of payroll and all necessary filings and deposits. Direct deposit of pay is a condition of employment and only an employee's first pay is done by check which are mailed to the employee's residence. Payroll output is printed and given directly to the President and CEO or other person independent of the payroll process for review.

Information on payroll reports are sorted by program and general journal entries are made by the fiscal staff and verified by the DBFO.

Provide a brief description of the Participant payroll system

Senior Program: Participant payroll is processed as a separate payroll using the procedures described above. Participant sign-in sheets are approved by Senior Program staff and posted to payroll input sheets and forwarded to the AAWDC fiscal unit. AAWDC's fiscal staff reviews participant timesheets and input's hours worked into the payroll system.

Youth Programs: For youth programs, particularly summer jobs programs, youth stipends/wages are paid in a separate payroll account using a separate program/organization code. Procedures above otherwise apply

Provide a brief description of the Participant stipend payment system

Stipend checks are produced based on the recommendations of Career Advisors in accordance to the requirements of their individual programs. Stipend payments follow the accounts payable procedures. Whenever possible, stipend checks will be made out to the final recipient of the funds rather than the participant. Where applicable, the stipend obligation and payment will be recorded to the obligation log worksheet of the program in question. The participant must sign for any checks they are given including those made out to other parties.

Provide a statement of assurance that all financial transactions will be conducted and records maintained in accordance with General Accepted Accounting Procedures (GAAP).

All financial transactions are executed and records are maintained, in accordance with Generally Accepted Accounting Principles (GAAP). AAWDC's financial management system is capable of tracking obligations, assets, and expenditures, as well as program income, stand-in costs and

"profits".

Describe the LWIB'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.

AAWDC's cash management system is maintained to assure that no excess federal dollars are kept on hand. The accounting process reports cash balances by funding source, which enables the identification of each specific cash balance for reporting purposes.

Receipt of Checks – Checks received by mail are logged into an electronic spreadsheet listing showing date of receipt, payor, and amount by the Executive Assistant and forwarded to the fiscal unit. The recording of deposits, preparation of the deposit slip and the appropriate accounting transactions are performed simultaneously using the accounting system. The deposit slip, the accounting transactions and supporting checks are reviewed by the DBFO prior to the deposit being made at the bank. Copies of all documents are made and later matched with the bank receipt. Bank deposits are made as necessary. Most deposits are made directly to our bank account through the Maryland Comptroller system or other EFT systems

Cash Requests are submitted weekly. For formula funding, cash needs are projected 30 in advance which corresponds to the number of days required for the process to be accomplished through Anne Arundel County. For the cash needs or other than formula that are reimbursed to AAWDC directly, 21 days of cash needs are projected.

Describe your cost allocation procedures including:

- Identification of different cost pools
- Procedures for distribution of staff costs between cost categories.
- Procedures used for distribution of funds from each cost pool.
- Description of funds included in each cost pool.
- Description of cost allocation plans for One-Stop Centers.

Whenever possible, costs are charged directly to the appropriate grant/program. Specific transactions are often split between grants/ program when appropriate.

AAWDC utilizes three cost pools: (1) Program Cost Pool; (2) WIA Youth Cost Pool and (3) Executive and Administrative Cost Pool. Additional approved cost pools may be used when circumstances warrant such as when cost/benefit relationships change significantly due to new grants and other factors.

Cost pools and their respective distribution methods are subject to review/audit during the annual A-133 audit.

Staff charge their time to the grants/program(s) on which they work on the bi-weekly timesheets. Hours are recorded in a labor-hour distribution report, which identifies labor hours and costs per grant and pool. Costs are entered into the accounting system by grant/cost pool via journal entry.

AAWDC maintains separate accounts in the automated accounting system to record and accumulate indirect costs associated with each cost pool. AAWDC selects that method which is determined to be in its best interest.

The Program Cost Pool is distributed to the Adult and Dislocated accounts using one of the following methods:

> Direct Expenses - Under this method, each grant's direct expenses are used to calculate its relative percentage share of the total expenditures. That percentage is applied to the cost pools to distribute the appropriate share of pooled costs to each grant.
>
> Number of Participants - Under this method, the relative number of participants served by each program (based on MIS records) is used to determine the percentage split of the cost pool.

The WIA Youth Cost Pool is established to allocate general WIA Youth expenses on an equitable basis to the In-School and Out-of-School programs and employs the same methodology as the Program Cost Pool.

The Executive and Administrative Cost Pool captures administrative indirect costs such as the salaries of President and CEO, the Executive Assistant, the fiscal staff and the costs to operate the Millersville office which are not practical nor accurate to charge directly to benefiting programs. The pool has been reviewed by the DOL cost staff provisional and actual cost rates have been approved by DOL. Rates are recalculated and evaluated anually complying with the cost principles of OMB Circular A-122. This rate is applied to non-WIA grants where allowed. Costs are applied to WIA grants at the rate allowed by that grant, usually 10% of total cost. Costs that are not allocable to any grant are assigned to Local (County) funds.

NOTE: AAWDC will periodically review the utility and benefit of the above cost pools and allocation methodology, and will modify the process if such a modification will be more fair and accurate. The distribution option selected as the cost methodology of choice will be used to distribute costs through the entire fiscal year.

Cost-allocation plans for One-Stop Centers adhere to those policies and procedures established by DLLR.

Audits - Include the following standard statement:
All governmental and non-profit organizations must follow the audit requirements of OMB Circular A-133. An annual financial and compliance audit will be conducted and submitted to the Department of Labor, Licensing, and Regulation, Office of Employment Training within thirty (30) days after the completion of the audit report, but no later than nine (9) months after the end of the audit period. Furthermore, the LWIB or fiscal agent insures that all required subrecipient audits and all subrecipient audit resolution procedures are completed.

All governmental and non-profit organizations must follow the audit requirements of OMB Circular A-133. An annual financial and compliance audit will be conducted and submitted to the Maryland Department of Labor, Licensing, and Regulation, Division of Workforce Development, within thirty (30) days after the completion of the audit report, but no later than nine (9) months after the end of the audit period. Furthermore, the local WIB or fiscal agent insures that all required sub-recipient audits and all sub-recipient audit resolution procedures are completed.

Debt Collection
Describe in detail the LWIB or fiscal agent's procedure for collecting debts involving WIA funds.

AAWDC will comply with debt-collection procedures, as identified in the WIA regulations. If a debt is established as the result of an audit finding, or through the AAWDC's fiscal monitoring activities, AAWDC will, whenever possible, reduce any payments due the debtor to satisfy the debt. In such circumstances, AAWDC will require the debtor to continue to provide services at existing levels, whenever feasible. AAWDC may also elect to pursue cash collection from non-grant sources to satisfy repayment of debt. However, AAWDC recognizes that cash repayment of debts is not always possible

G. Local Workforce Investment Board (LWIB) Chief Local Elected Official (CLEO) Working Agreements

Include as an attachment, the agreement between the LWIB and the CLEO that clearly delineates each partner's roles and responsibilities. The agreement should address the issues as outlined in WIFI No. 8-99.

Per the requirements of WIA, the County Executive and the LWIB agree to the following items.

4. Appointments to the LWIB

   The County Executive will make appointments to the LWIB based on the recommendations of local business service organizations, educational institutions, community-based organizations and local government officials. The LWIB will solicit nominations, in accordance with the nominating requirements of WIA, and present them to the County Executive for acceptance or rejection.

5. Joint Areas of Responsibility

   a. The County Executive and the LWIB acknowledge that any action relating to joint responsibility may be taken only with the concurrence of the County Executive and the LWIB.
   b. The County Executive and the LWIB agree that AAWDC, as the direct descendant of BWDC, meets the terms of the grandfather provision as approved by the State, and will serve as the One-Stop Operator under the terms of the approved grandfather provision.
   j. The County Executive and the LWIB agree that AAWDC will serve as the administrative entity for WIA.
   k. AAWDC, with input from the County Executive, the LWIB, WIA One-Stop partners, and the public at large is assigned the responsibility for development of the local plan.
   l. A One-Stop partner may be identified as an Intensive Service Provider as part of the MOU process. The One-Stop Operator may procure other intensive services, as described in the procurement section of this plan.
   m. Administrative support for the LWIB will be provided by AAWDC.
   n. The County Executive and the LWIB will delegate program monitoring and oversight to the administrative entity and will require AAWDC to provide quarterly oversight reports and recommend corrective action, as necessary.
   o. The County Executive and the LWIB will delegate the negotiation of performance

standards with the State to the administrative entity. Should the administrative entity and the State be unable to reach agreement, representatives of the County Executive and the LWIB will become a party to the negotiations.

p. The County Executive and the LWIB agree to establish the Youth Council as a subgroup of the LWIB. The Youth Council chair, which will represent the private sector, is the only mandatory member from the LWIB.

q. The Youth Council, in coordination with AAWDC, will recommend to the LWIB and the County Executive the designation of eligible youth providers.

r. The County Executive acknowledges serving as the local grant recipient and will be liable for any misuse of the grant funds allocated to Anne Arundel County under the Workforce Investment Act.

6. Administrative Issues

e. The County Executive acknowledges that designation of AAWDC as the grant sub-recipient does not relieve the County of the liability for any misuse of grant funds.

f. AAWDC, the administrative entity, will administer such funds in compliance with WIA and its regulations; federal, state, and county laws and regulations; and in compliance with the fiscal controls section of this plan.

g. The LWIB will hold meetings at regularly scheduled times and as needed, in accordance with the by-laws.

h. The County Executive and the LWIB acknowledge that any dispute resulting from non-concurrence between the County Executive and the LWIB will be resolved as expeditiously as possible by either reaching concurrence on their own, or by appointing ad hoc committees from their membership to confer and resolve the dispute.

H. Responsibilities of the One-Stop Service Delivery System

Describe the process to be used by the LWIB to meet its responsibilities related to One-Stop operations as outlined in WIFI No. 7-99 - Responsibilities of the Local Workforce Investment Boards for the One Stop Service Delivery System, including:

Describe the process to be used by the LWIB to select One-Stop operator(s) and the selection method to be utilized;

RESPONSIBILITIES OF THE ONE-STOP SERVICE DELIVERY SYSTEM

5. AAWDC, in its identity as immediate descendant of BWDC, meets the test for existing One-Stop Operators, as described in WIA. The County Executive and the LWIB jointly agree (Attachment 2) to designate the Anne Arundel Workforce Development Corporation (AAWDC) as the One-Stop Operator, exercising the grandfather option (See WIFI 7-99).

6. The role and responsibilities of the One-Stop Operator shall be as follows:

- Coordinate One-Stop system services on behalf of the LWIB;

- Provide comprehensive services in the One-Stop Center;
- Oversee the integration of services as proposed by the LWIB and agreed to by all partners.
- Manage fiscal responsibility for the Center.
- Evaluate performance and implement required actions to meet standards.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Plan and report responsibilities.
- Act as liaison with the LWIB.
- Monitor adherence to the provisions of the Memorandum of Understanding.
- Market One-Stop services.
- Recruit additional partners.
- Define and provide means to meet common operational needs (i.e., training, technical assistance, additional resources), etc.
- Facilitate the sharing and maintenance of data.
- Clearly define and communicate the strategic objectives of the LWIB to the One-Stop Center partners.
    - Continuously assess customer needs, and make recommendations to the LWIB on the need for additional access points or specialized centers.
    - Respond to community needs.
    - Facilitate groups/teams on common issues --- what works, what doesn't.

Describe the process to be used by the LWIB to define the role of the One-Stop operator;

AAWDC, as immediate descendent and successor organization of BWDC, qualifies as the One-Stop operator under the WIA grandfather clause, Section 121(c) (WIFI 7-99). By agreement of the County Executive and the LWIB, BWDC met the fiduciary and JTPA performance requirements that enabled Anne Arundel County to qualify as a Workforce Investment Area, and was designated the One-Stop Operator. AAWDC in partnership with DLLR, Division of Workforce Development, operates comprehensive and full-service one-stop career centers in Glen Burnie, Hanover, and Annapolis.

The comprehensive One-Stop Centers will provide access to all WIA Title I services and will coordinate the delivery of all partner services in a manner that will accommodate, to the extent possible, the needs of all system users. Fee-for-service activities may be developed and implemented at the comprehensive One-Stop Centers. The One-Stop Centers will also be responsible for all WIA-related system reporting.

Partner sites will provide core and some intensive services, labor market information, and access to the One-Stop Center Operator. Partner sites will provide appropriate performance data to the One-Stop Center Operator for purposes of reporting to the LWIB and the State.

Describe the process to be used by the LWIB to determine the number and type of One-Stop Centers in the local system;

The number and the type of One Stop Centers will be recommended by the AAWDC President and CEO in collaboration with local partners agencies and upon approval of the LWIB.

Describe the process to be used by the LWIB to define the minimum requirements for each Center;

The minimum requirements for each One Stop Center will be in keeping with the required WIA standards for Core and Intensive Services as described above.

The comprehensive One-Stop Centers will provide access to all WIA Title I services and will coordinate the delivery of all partner services in a manner that will accommodate, to the extent possible, the needs of all system users. Fee-for-service activities may be developed and implemented at the comprehensive One-Stop Centers. The One-Stop Centers will also be responsible for all WIA-related system reporting.

Partner operated sites will provide core and some intensive services, labor market information, and access to the One-Stop Center Operator. Partner sites will also provide appropriate performance data to the One-Stop Center Operator for purposes of reporting to the LWIB and the State.

Describe the process to be used by the LWIB to setting performance standards including a customer satisfaction index;

A customer-satisfaction instrument has been developed to assess both job seeker and business customer satisfaction. This questionnaire is given to each One-Stop job seeker customer and to each business that receives services from the One-Stop system.

Describe the process to be used by the LWIB to review and evaluate performance of the One-Stop system and One-Stop operator(s); and

Performance by the One-Stop system and Operator(s) will be reviewed and evaluated by the LWIB using WIA performance indicators, as agreed to by the GWIB, LWIB, and the County Executive.

Describe the process to be used by the LWIB to negotiate Memorandums of Understanding (MOUs) with One-Stop partners relative to operation of the One-Stop delivery system in the local area.

The AAWDC has been authorized by the County Executive and the LWIB to negotiate MOUs with partner agencies on the behalf of AA county.

I. Continuous Improvement

Provide a description of the process to be used to ensure the continuous improvement of eligible providers of services and that such providers meet the employment needs of local employers and participants.

CONTINUOUS IMPROVEMENT/CONSUMER REPORT

In support of US DOL Enterprise system for quality management, AAWDC (formerly BWDC) is committed to the Baldrige principles of continuous improvement and customer service. Maintenance of quality review of system processes is, and will continue to be, an ongoing function of AAWDC's management of the One-Stop system.

The pulse of consumers is tapped at several points in their progress through the delivery system, including, but not limited to, orientation, post-training (both pre-vocational and occupational), at placements, and during follow-up. Questionnaires, services, anecdotal material, and training performance reviews are used to evaluate the quality of service provided and the degree of customer satisfaction achieved.

Moreover, Customer Surveys are provided at each training to assess participants opinion of training providers. Comments are compiled and used to continually improve services and anticipate customer future needs.

ADDITIONAL INFORMATION REQUIRED

A. Operating Systems and Policies Supporting the State's Strategies

What are the local area policies utilized to support the integration of coordinated WIA Wagner-Peyser services?

In accordance with regulations, core, intensive and training services will be delivered in each comprehensive One-Stop Career Center, while, satellite centers will provide limited services to specific customer groups. One-Stop services are provided by consolidating staffs of AAWDC and Wagner-Peyser staff employed by DLLR. DLLR will provide "Core Services," and AAWDC will provide "Intensive Services." The major lead partners, AAWDC and DLLR will cross-train their staff members to provide seamless services delivery to all job seekers when co-located in the Comprehensive Career Centers. These consolidated efforts ensure that One-Stop customers can conveniently access all available services, as well as have access to MWE (Maryland Workforce Exchange) and job training information without regard to staff members' organizational identities.

Please describe in detail one stop service delivery design for jobseekers?

Core, intensive and training services will be delivered at each comprehensive and full-services One-Stop Career Centers. Anne Arundel's One-Stop delivery system is the primary point for delivery of all WIA funded services to adults and dislocated workers. Additional services are also available through partner agencies; and are an important component of Anne Arundel County's comprehensive One-Stop service delivery plan.

Entry Points

Walk-In Procedures: When a customer enters the One-Stop Center, he/she signs in at the reception desk. Once they are greeted, the receptionist will ask if the customer is a veteran. If the customer is a veteran, he/she is informed that there are specialized services to assist veterans and are referred to DLLR veteran staff. The customer will also be asked if they have registered on the Maryland Workforce Exchange (MWE), if they have not previously registered, they will be asked to do so online in the Computer Lab. DLLR staff will be available to assist customers. During the initial visit, a new customer will meet with a DLLR interviewer to receive an orientation to core One-Stop services.

The customer will receive an informal assessment to determine their goal(s), and possible intensive service and training needs. If customers require intensive or training services, they will be referred to AAWDC staff. Referrals to community resources will also be provided, as appropriate.

Alternative Entry Points: Customers who do not have access to the physical satellite and comprehensive One-Stop Career Centers can also access one-stop services electronically through the Maryland Workforce Exchange; or through Community Career Connection (CCC):

- Annapolis Library

- Arundel Mills Sales and Service Training Center
- Ayuda (Center of Help)
- Crofton Library
- Edgewater Library
- Freetown Community Career Center
- Office of Hispanic and Latino Association (OHLA)
- South County Library
- Maryland City Library
- West County Library

Delivery of Services

Anne Arundel's One-Stop delivery system is the primary point for delivery of WIA funded services to adults and dislocated workers. Services available through partner agencies will be an important component of Anne Arundel's comprehensive One-Stop service delivery plan as well.

One-Stop system staff will be guided by the requirement that all job seekers must receive at least one core service before being eligible for intensive services. Job seekers must receive at least one intensive service before they are eligible for training services. Movement between levels of service will be documented in their case management files. Career Developers continually reassess the job seekers' progress in a specific service or their need to move into training. One-Stop staff will consider such factors as funding, availability of appropriate training, and projected demand for jobs in a particular area. Staff will also consider assessment information on job seekers' ability to handle a requested curriculum.

Core Services are designed to ensure that the most job-ready individuals will receive the level of assistance that will return them to work efficiently and effectively. All One-Stop partners will offer the core services that are applicable to the partner's program through the One-Stop system. Additional core services needs may be met by other One-Stop partners, if necessary, on a referral basis. Thus, the combination of core services from the One-Stop partners will result in a wider array of core services being available and delivered to customers. A more formal needs assessment, workshops, and other staff-assisted services, including occupational skills training will require referral to AAWDC for Intensive Services. Barriers to employment in connection with disabilities or substance abuse problems will also be considered at the time of this initial assessment. To receive Intensive services, all customers will be required to enroll into WIA before receiving intensive services, including formal assessments.

Intensive Services to WIA-eligible job seekers will be provided by AAWDC. These services may be provided to adults and dislocated workers who are unemployed and unable to obtain employment through core services, if the One-Stop Operator determines that the individual is in need of more intensive services to obtain employment. Adults and dislocated workers who are underemployed, but who are determined by the One-Stop Operator to be in need of intensive services to obtain or retain employment that allows for self-sufficiency, are also eligible to receive intensive services. To receive intensive services, an individual must have first received core services. The decision to provide additional services will be made on a case-by-case basis by each One-Stop partner depending on the needs of the customer, after the customer has attended a Kick Start Orientation and been assigned to a Career Advisor.

Training Services may be made available through the One-Stop system to adults and dislocated workers who have met the eligibility requirements for intensive services and who have received intensive services through the One-Stop system and are still unable to obtain or retain employment, as outlined in Section III.B.6 (4)(a). Decisions to provide training services will be made on a case-by-case basis depending on: (1) customer needs and abilities; (2) the availability of both funds and reasonable and appropriate training; and (3) the relevance of the customer's employment goal to labor market demand.

Please describe in detail one stop service delivery design for Employers? Please discuss industry priorities, services delivered, and how you connect these services to job seekers in the system?

AAWDC Business Services Team includes the Business Services Director, Business Services Representatives, Job Developers, and Rapid Response Manager. DLLR Business Resources Representatives and LVERs are part of the larger Anne Arundel County Business Services Team, as is the Economic Development staff of Anne Arundel Economic Development Corporation. The Business Services Director and the Rapid Response Manager will serve as lead staff for AAWDC regarding their respective business services. The Business Services Director will work closely with the rest of the Business Services Team to coordinate business services activities. One-Stop partner agencies, which also market their own services to businesses, refer businesses to the Business Services Team, and, in turn, the AAWDC Business Services Team will refer businesses to partner agencies for services when appropriate.

AAWDC has identified the following industries as priorities:

- Information Technology and Cybersecurity
- Healthcare
- Green Industries, with a focus on alternative energy and environmental
- High-tech Manufacturing
- Retail and Entertainment
- Hospitality & Tourism
- Commercial Construction
- Warehouse, Transportation, and Freight
- Federal, State, and Local Government

AAWDC and DLLR business services teams offer the following services to businesses:

a. Recruitment services:
    - Customized Recruitment Planning
    - Online Job Postings and Recruiting Tools
    - Applicant Pre-Screening
    - Pre-Employment Skills Assessment
    - Targeted Recruitments
    - Job Fairs

b. Training Assistance & Services:
    - On-the-Job Training (OJT)
    - Customized Group Training

c. Other Services and Information

- Rapid Response – assistance to companies facing downsizing:
- Hiring Incentives
- Labor Market Information
- Labor Law Compliance Information
- Retention issues

The Business Services Team delivers its services to jobseekers primarily as recruiters. The service of recruiting takes two forms as it benefits the jobseeker.

Employee Recruiter: Though focused on the business's talent needs, recruiting employees to fill specific employer needs also fulfills jobseekers' need to find employment. Business services conducts needs assessments with employers to determine how AAWDC can support the workforce needs of the business. Businesses complete a job posting form for MWE, which is then disseminated to all job developers and case managers. The job developer finds qualified candidates among the client base.

Business Recruiter: Business Services also supports the Job Developers' effort to seek employment for jobseeker clients by providing contacts and hiring information on a specific company or companies targeted for employment. The Job Developers, collaboratively with their jobseeker client, identify a business where either a known job is advertized or not that meets the interest and experience of the jobseeker. A contact is then established with the business by Business Service and the process of applying for a position is begun with the advantage of having a warm lead to possible employment.

How will the LWIA ensure an integrated service delivery model across programs and services delivered by the One-Stop Career Centers? Provide specific examples. Please include examples of innovative best practices, coordination between partners in the One-Stops, and blending and braiding for funding streams.

AAWDC and DLLR work together, along with other One-Stop and community partners, to ensure an integrated service delivery model within the One-Stop Career Centers system. Currently, staff from both agencies works together on partner teams for both job seeker and business services. Staffs from both DLLR and AAWDC are cross trained to handle core as well as intensive services. For example, case managers from both agencies conduct workshop within the One-Stop system. In addition, the two agencies collectively plan and deliver Back to Work Week activities. This series of workshops and guided resume creation leading up to the Fort Meade Community Job Fair are held throughout the county; within Career Centers and at Community Career Connection sites.

A business resource team consisting of three DLLR and two AAWDC staff, collectively coordinate recruitments, OJT training, job orders, incumbent worker training, drug testing and more. An example is the group effort that took place with the arrival of Maryland Live! Entertainment Center to Anne Arundel County. Both agencies combined resources to offer the employer recruitment, screening, job fairs, job referrals, community outreach and more.

AAWDC quarterly holds All-Hands Meetings that bring together AAWC and DLLR staff to share best practices, provide group training, and ensure all staff know the available resources to job seekers offered through both agencies.

AAWDC utilizes social media to inform job seekers of hot jobs within the county, as well as promote events and give tips on job searching. DLLR Business Resource Representatives share job leads with AAWDC staff, and leads from both agencies are shared with the public through social media channels.

One-Stop partners, in addition to community partners, use funding available to provide comprehensive services to the job seekers in Anne Arundel County. AAWDC and DORS are working together to make the One-Stop Career Centers a Social Security Employment Network Site for individuals with disabilities. DORS, DSS, and AAWDC blend MSDE, foster youth, local county funds, and WIA Youth funds to open summer youth employment opportunities to a wide range of deserving youth. AAWDC also works with community partners to share costs for customized training, including Anne Arundel County Drug Court and the Anne Arundel County Department of Detention Facilities.

How will Local Areas provide WIA rapid response activities to dislocated workers?

AAWDC will provide rapid response services to dislocated workers both before and after layoff to provide workforce development resources and job search support. Staff will use WARN notices to provide timely services to businesses and individuals through the downsizing transition. Services to job seekers include presentations, group workshops and one on one assistance either onsite or at the Arnold Career Center. Job seekers also receive job referrals and placement assistance, pre-screening and skills assessment, career counseling, resume preparation and interviewing skills and occupational training for eligible workers.

Other than MWE what other methods are used for data collection and reporting One-Stop programs and activities (e.g., surveys, customer feedback, suggestions box, etc.)? What other data is collected and how?

In addition to the state MWE/VOS system, AAWDC will utilize a variety of internal databases and programmatic reports to collect information. Additionally, customer surveys, feedback from training evaluations and suggestions are used.

C. Services to State Target Populations

What employment, re-employment, and training needs are provided to unemployment compensation claimants, the long-term unemployed, the under-employed, and dislocated workers (including trade-impacted dislocated workers and displaced homemakers)?

AAWDC conducts outreach to all Unemployment Compensation claimants through a claimant sharing agreement with DLLR. Claimants receive mailings or Constant Contact e-mailings on the services available to them through the public workforce system. Both AAWDC and DLLR offer Early Intervention (EI) workshops in Arnold and Glen Burnie Career Center locations. Through a whole-day workshop, staff address the mindset of job loss, how to manage stress, job search techniques and use of the hidden job market, and introduction to community and career resources. Staff follows up with EI participants to document successes and determine if further career assistance is needed. Training resources and supportive services are focused on the long-term unemployed in many of AAWDC programs to assist them in gaining new skills and develop new job search techniques, and will include transition assistance using career pathways.

AAWDC offers Rapid Response services to dislocated workers part of mass layoffs within the county. Staff assists dislocated workers in identifying and using their transferrable skills effectively in their job search. Dislocated workers are also able to take advantage of targeted workshops at various Career Centers throughout the county that help them gain the competitive edge in their job search and quickly return to work. Workshops including utilizing transferrable skills, developing a job search plan, understanding the new job market, how to effectively network using LinkedIn, among others.

AAWDC focuses efforts in working with under-employed individuals on combining training and employment options to develop a career pathway that leads to self-sustaining employment.

What employment, re-employment, and training needs are provided to low-income individuals (including recipients of public assistance)?

AAWDC serves low-income individuals through the One-Stop system and through contractual partnerships with county agencies. AAWDC has direct connection with the community and conducts outreach and services at locations accessible to low-income communities. AAWDC currently serves job seekers within Housing Authority communities, ESOL organizations, and homeless shelters to target low-income individuals.

TANF recipients are served through a separate contractual partnership with DSS, but many participants are co-enrolled in WIA services. Services include career assessment, work readiness training, job search skills enhancement, and job placement and retention services.

AAWDC provides low-income, low-skilled individuals with workforce and educational training opportunities. AAWDC refers individuals without a high school diploma to AACC Adult Basic Skills Program and the National External Diploma Program (EDP) for basic skills enhancement. In addition, AAWDC offers soft skills and workforce development training to assist low-income individuals become comfortable with the workplace culture.

AAWDC is currently working with AACC and other training providers to develop integrated learning programs that blend basic skills and occupational training to quickly move low-income individuals into employment that fits within a career pathway to help low-income individuals gain sustainable employment with family-sustaining wages.

What employment, re-employment, and training needs are provided to migrant and seasonal farmworkers?

DLLR provides employment, re-employment, training and other needed services to migrant and seasonal farm workers as needed. Currently, DLLR staff makes annual site visits every August to monitor working conditions at the two major farms in the county. While onsite, a variety of workforce services are offered to migrant and seasonal farm workers.

What employment, re-employment, and training needs are provided to veterans?

All veterans within the One-Stop system are referred to DLLR Veteran staff and are often co-enrolled in services across programs to ensure they receive priority of service. Veteran staff assesses the needs of Anne Arundel County veterans and provide job search assistance with

addressing barriers veterans might face, including homelessness, lack of transportation, medical issues, and legal fines.

DLLR Veteran staff conducts aggressive outreach to ensure county veterans receive employment services. Outreach efforts are targeted to female veterans, and staff provides employment services onsite at the VA Veterans Center in Annapolis. Staff also works closely with Veteran Affairs (VA) agencies within the area to ensure participants receive all veteran benefits available to them.

Fort George G. Meade and the U.S. Naval Academy are both located within Anne Arundel County. DLLR staff work with the Naval Academy, Naval Security, Army Pre-Separation, and Army Transition Assistant to provide job services to transitioning or recently-separated veterans.

Veterans receive priority of service in all training programs operated through AAWDC. In addition, AAWDC works with the Anne Arundel County Veterans' Affairs Commission to promote veteran hiring to employers and provide guidance and supportive services related to veterans.

What employment, re-employment, and training needs are provided to individuals with limited English proficiency?

AAWDC currently operates Community Career Connection sites in partnership with the two major Hispanic organizations in the county. AAWDC partners with the Senior Community Service Employment Program (SCSEP) to staff Job Search Specialists at Ayuda (Center of Help) and the Office of Hispanic and Latino Association (OHLA). Services are focused on helping the Hispanic population become work ready and conduct basic job search.

What employment, re-employment, and training needs are provided to homeless individuals?

AAWDC is a member of the Anne Arundel and Annapolis Community Partnership to End Homelessness, which is responsible for developing the continuum of care services for homeless individuals in Anne Arundel County. As part of this partnership, AAWDC and DLLR participate in the county's homeless resource day. Homeless individuals are provided information on employment services and those interested in further assistance are registered on MWE onsite.

In addition, AAWDC works with the two three major community organizations that operate the homeless shelters and transitional housing within the county providing technical assistance, and offering job clubs on site.

What employment, re-employment, and training needs are provided to ex-offenders?

AAWDC provides services to offenders and ex-offenders through a partnership with the Anne Arundel Department of Detention Facilities. Located at Ordnance Road Correction Center, a Re-Entry Specialist works individuals pre-release, and individuals eligible for training are co-enrolled in WIA. The Re-Entry Specialist also works with ex-offenders within the One-Stop to provide employment services targeted to the unique needs and barriers of ex-offenders.

What employment, re-employment, and training needs are provided to older workers?

AAWDC and DLLR provide employment and training services to workers over 55 within universal services of the One-Stop system. Older workers can take advantage of workshops targeted to the older worker, and gain an understanding of the new job market and their transferrable skills.

AAWDC also operates a Senior Service America, Inc. SCSEP grant that provides low-income older workers with additional services.

What employment, re-employment, and training needs are provided to individuals training for nontraditional employment?

Individuals interested in nontraditional employment opportunities are served within the universal services of the One-Stop system. AAWDC also uses training programs targeted green skills and industries to prepare women for nontraditional employment opportunities within construction.

What employment, re-employment, and training needs are provided to individuals with multiple challenges to employment?

Barrier removal assistance is an integral part of AAWDC's focus on serving low-income individuals. The AAWDC Adult Navigator works directly with individuals who need additional employment and training assistance to overcome multiple challenges to employment. AAWDC will provide intensive training in soft skills for individuals to prepare them for the culture and expectations of the workplace. Staff are currently being training in providing trauma-informed services to provide more effective employment services to individuals with emotional barriers, and each Career Center will have a staff certified in Mental Health First Aid.

AAWDC also addresses the transportation barrier for individuals in obtaining and retaining employment through a Mobility Access Program that teaches low-income individuals how to navigate the transportation system and will offer workforce transportation services to major employment sectors within the county.

Staff also address the barrier of a criminal record. DLLR staff in Annapolis and Glen Burnie provide federal bonding assistance to individuals with a criminal record, or that have other barriers that would keep them from obtaining employment. In addition, staff provide knowledge and assistance on the expungement process to eligible individuals.

What employment, re-employment, and training needs are provided to adults with disabilities?

Within the Glen Burnie One-Stop Career Center, AAWDC and DLLR are co-located with DORS, who provides employment assistance to individuals with disabilities. All three agencies refer to each other to ensure that individuals receive quality assessment, employment, and training services.

What types of services are currently provided to eligible youth with disabilities and youth with significant barriers?

In partnership with the local DORS and DSS offices, AAWDC currently provides an array of workforce development services to eligible youth with disabilities and/or significant barriers.

These include:

- Job Readiness Training;
- Career Assessment;
- Subsidized Community Work Experience (summer and year-round);
- Job Search Assistance;
- Information and Referrals; and
- Occupational skills training.

What is the long-term strategy to improve services and employment outcomes of individuals with disabilities? Examples - plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities.

The One-Stop system is committed to improving services to individuals with disabilities in the long term. AAWDC and DLLR will continue to work with DORS to develop and implement long-term strategies to improve employment outcomes for individuals with disabilities. The business services team will promote the benefits of hiring individuals with disabilities to employers. The AAWDC Adult Career Advisor will work with individuals with disabilities and coordinate with DORS to offer employment services. AAWDC will also continue to look at opportunities, such as benefits counseling and Ticket to Work, to better serve individuals with disabilities in the long term.

How will comprehensive services for eligible youth, particularly youth with significant barriers to employment be delivered?

Comprehensive services to AA County youth will be delivered through AAWDC's newly established Youth Employment Services (YES) center. The primarily focus will be to provide core services to youth such as: outreach, assessments, job counseling, access to ersonal Computer Center; and academic screening test (eg TABE) and career inventory (SIGI3). Once youth are assessed and it is determined that they need more intensive services such as: occupational skills training, AAWDC Youth staff will attempt to assist them in meeting the WIA eligibility standards.

AAWDC will also continue to partner with other youth providers and sub-contract to vendors to provide the needed services to AA county youth.

D. Wagner-Peyser Agricultural Outreach (If Applicable)

Each applicable workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farmworkers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each agency must include in its Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:

- Assessment of need
- Proposed outreach activities
- Services provided to agricultural employers and MSFWs through the One-Stop delivery system
- Numerical goals
- Data analysis

(Not Applicable to AA County)