



2021 Local Plan

Anne Arundel County Local Workforce
Development Board

Made with

infogram

INTRODUCTION

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

To ensure Maryland's effective implementation of the new federal law

“*Together, we will create empowered, healthy, safe, educated, thriving and sustainable communities in Anne Arundel County.*”

Steuart Pittman, Anne Arundel County Executive



the WIOA partners agreed on the development and implementation of proven best practices and strategies towards system improvement. The plan outlines the vision, goals, and strategies for WIOA implementation in the Local Area.

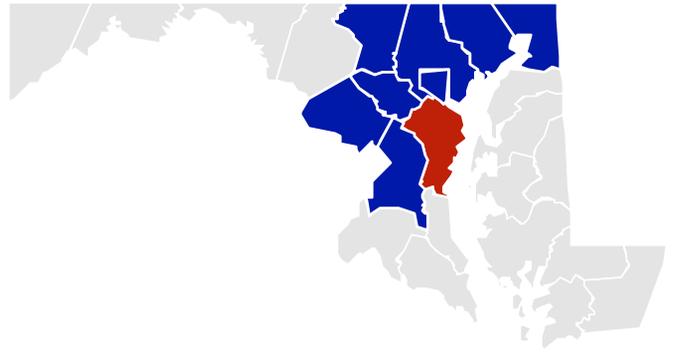
This Plan is in line with Maryland's Combined State Workforce Plan, which has a vision of a Maryland where every person maximizes his or her career potential and businesses have access to the human resources they need to be successful.

The implementation of the Plan will also be governed by the principals outlined by County Executive Steuart Pittman as he strives to make Anne Arundel County the best place for all and states that he is "committed to building a transparent government that encourages community participation".

Anne Arundel County Local Workforce Development Board

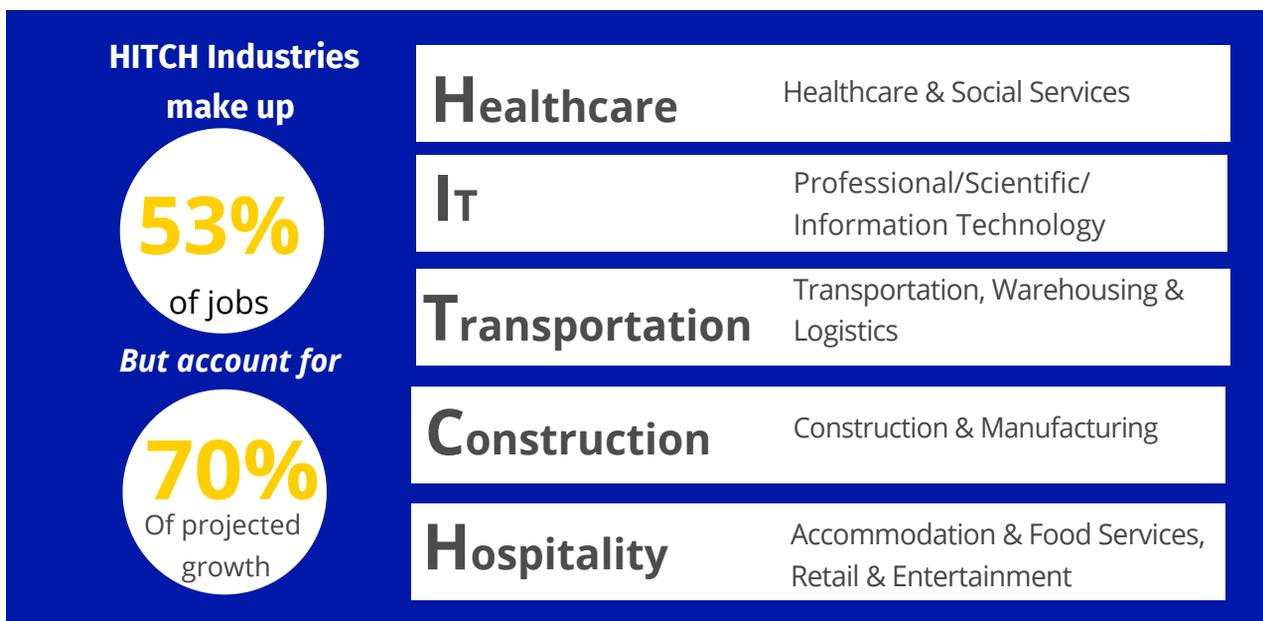
COUNTY OVERVIEW

Located in the cross-section of two major metropolitan regions defined by their government, cybersecurity and data intelligence, and healthcare industries, Anne Arundel County, MD, offers ample opportunity for its residents but also presents unique challenges that require workforce professionals to be innovative and thoughtful when developing service delivery programs. Anne Arundel County is located in the Baltimore Region—consisting of Baltimore City, Anne Arundel, Baltimore, Carroll, Cecil, Harford, and Howard Counties and is adjacent to the Washington Metropolitan region that includes Montgomery and Prince George’s Counties. Both regions have a heavy concentration of government and government contractor jobs as well as a large number of healthcare and professional and scientific services jobs. These industries provide over 1.2 million jobs and are expected to continue to expand over the next four years.



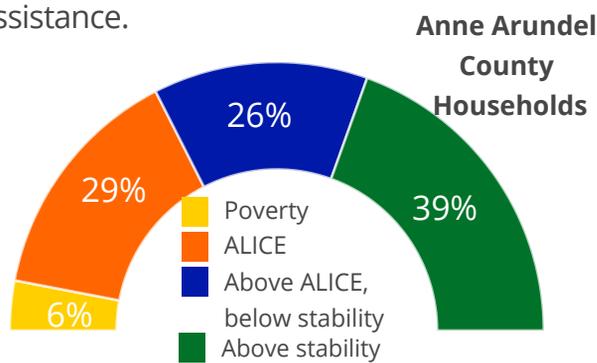
The largest single concentration of jobs in the County is at and around Fort George G. Meade including the National Security Agency, the Defense Information Systems Agency, and the contractors that support their missions, accounting for 62,680 jobs. Other significant employment hubs in the County include the North County Industrial zone, the BWI Airport zone, the Arundel Mills zone, two regional hospitals, and the City of Annapolis.

The Anne Arundel County Local Workforce Development Board (the Board) focuses on the high growth industries of Healthcare, Information Technology, Transportation, Construction, and Hospitality (“HITCH”). These industries are projected to grow the fastest in the Region.



THE ECONOMY

The median household income (\$101,147) in the County is higher than Maryland and the poverty rate (5.8%) for individuals is lower than the State as a whole, however there are populations that have substantial barriers to employment and lack a sustainable income. Among those groups are veterans, individuals with disabilities, out-of-school youth, long-term unemployed, low-skilled individuals, ex-offenders, and those on government assistance.



Furthermore, a significant portion of households in Anne Arundel are classified as Asset Limited, Income Constrained, Employed (ALICE). In other words, the working poor. These households do not meet the minimum survival income level for the county. ALICE households represent over 1 in 4 households (29%), an increase of over 6% since 2010. Interestingly, the ALICE level in the county is exactly the same as the US as a whole, meaning the higher median income does not equal more financially secure households.

The highest projected growth occupations align with the HITCH industries and include occupations related to transportation and material moving, food preparation, construction, healthcare practitioners and technical occupations, and computer and mathematical occupations. The top four jobs posted for 2020 mirror this projection but

also include a mix of high-turnover occupations such as retail and freight and stock movers in addition to growing occupations of registered nurses and software developer. Of the jobs posted in 2020, 66% required a bachelor's degree or higher, whereas only 44% of the population has a bachelor's degree or higher.

The Impact of COVID-19

The full impact of the pandemic is yet to be seen. The unemployment rate at the end of 2020 was 6.8%, up from 3.6% in December of 2019. The University of Chicago released an analysis identifying the most exposed industries that were likely to be negatively affected by COVID-19. In Anne Arundel County those industries make up 24.5% of jobs. Those jobs in the most exposed industries are more likely to be low-paying.



Also, 88% of jobs in those sectors require a high school diploma or less and individuals of color disproportionately hold the lowest wage jobs in these most exposed sectors. This tells us that, as anticipated, the pandemic has disproportionately affected low-income workers and individuals of color. Our plan considers the effect the pandemic has had on our region's economy, businesses, and residents and is focused on addressing these inequities. However our strategies account for not only recovery, but are also built to enhance future growth.

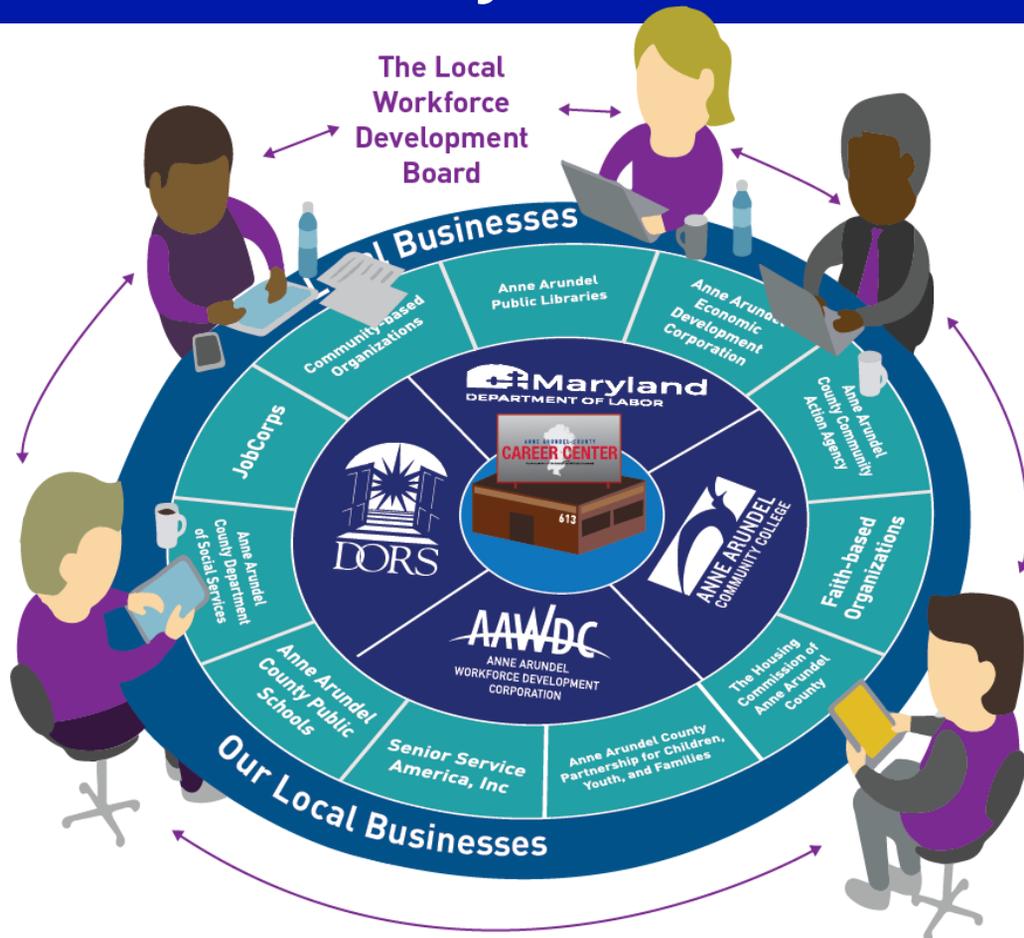
THE ROLE OF THE WOKFORCE BOARD

The Board, whose members are appointed by the County Executive, drives and informs the development of the priorities and strategies of the system. The design of the Board is to align the workforce development system and make sure the partners are working together to meet the needs of customers and clients, where businesses are customers and represent demand and clients are individuals and represent supply. At the same time, the main role of the Board is to narrow the gap between the supply of workers (individual clients) and business demand (business customers) by providing innovative workforce solutions. As a result, businesses will have a

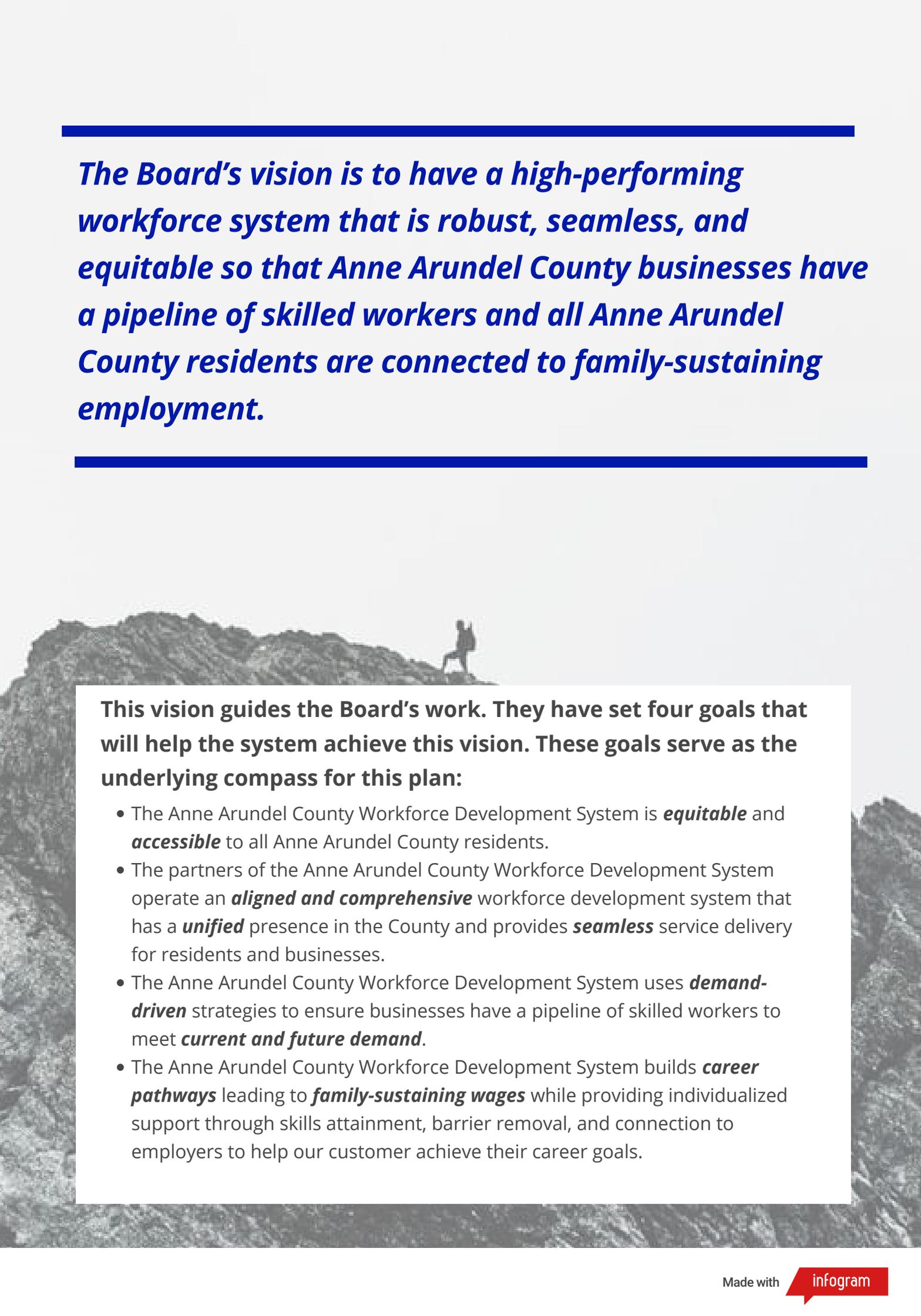


pipeline of skilled workers and individuals will have the skills to reach their full career potential. The Board is representative of all the WIOA mandatory and non-mandatory partners, and the membership includes business representatives from the high-growth industries in the county.

Workforce System Partners



The Board's vision is to have a high-performing workforce system that is robust, seamless, and equitable so that Anne Arundel County businesses have a pipeline of skilled workers and all Anne Arundel County residents are connected to family-sustaining employment.



This vision guides the Board's work. They have set four goals that will help the system achieve this vision. These goals serve as the underlying compass for this plan:

- The Anne Arundel County Workforce Development System is ***equitable*** and ***accessible*** to all Anne Arundel County residents.
- The partners of the Anne Arundel County Workforce Development System operate an ***aligned and comprehensive*** workforce development system that has a ***unified*** presence in the County and provides ***seamless*** service delivery for residents and businesses.
- The Anne Arundel County Workforce Development System uses ***demand-driven*** strategies to ensure businesses have a pipeline of skilled workers to meet ***current and future demand***.
- The Anne Arundel County Workforce Development System builds ***career pathways*** leading to ***family-sustaining wages*** while providing individualized support through skills attainment, barrier removal, and connection to employers to help our customer achieve their career goals.

THE BOARD STRUCTURE

The Board has four committees that work on specific topics and strategies: the Governance Committee, the Alignment Committee, the Target Populations Committee, and the Business Engagement Committee. This structure allows the Board to be an effective convener of businesses, mandatory and non-mandatory partners, and the broader community with the objective of developing a strong and efficient workforce development system in the County. Board committees

are engaged in the development of strategies and the performance of the WIOA partners. In particular, the committees oversee the performance and activities of the Career Centers, WIOA funding allocations, and policy development. These committees drove the development of this plan. Each committee identified focus areas and will be conducting detailed action planning to identify new or improve existing service strategies around these focus areas.

Board Committees

Governance

FOCUS AREAS

- Vision
- Strategic goals
- Performance
- Policy
- Fiscal Oversight

Alignment

FOCUS AREAS

- Internal/ interagency communication
- Unified outreach
- Customer service
- Virtual services

Business and Industry

FOCUS AREAS

- COVID Recovery
- Skills development
- Career pathways
- Registered apprenticeship
- Help businesses achieve equity goals

Target Populations

FOCUS AREAS

- Outreach to hard to reach populations
- Fill technology gap
- Impacts of COVID

THE PLAN

Each partner organization assisted with writing the plan to make this a truly collaborative document. The Board used a four-step process: a community survey, one-on-one partner meetings, board committee strategic planning, and then detailed action planning will take place in the spring of 2021.

Plan Development Process



This local plan serves as the action planning roadmap. It will drive the Board actions and decisions to work toward achieving the strategic goals, in turn meeting the State's benchmarks to maximize the earning capacity of Marylanders by: maximizing access to

employment, maximizing access to and use of skills and credentialing and life management skills, by eliminating barriers to employment, and to strengthen and enhance the effectiveness and efficiency of Maryland's workforce system.

Partnerships

In order for the system to be efficient and ensure that the demand has been met, the Board continues working in close collaboration with system partners. System partners are co-located in our career centers. Over the past four years, the Board has added community career centers and worked to develop a more integrated service structure. New community partners will be engaged to reduce duplication of services across the County. This plan represents the work required to better integrate and align our system.

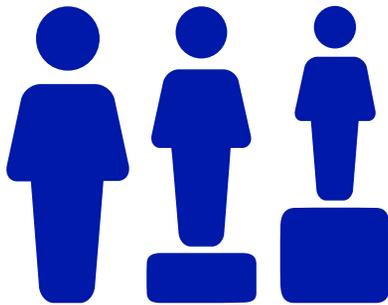
Communication

A recurring theme throughout this plan is communication. The Board has reflected on our internal, inter-agency, and external outreach strategies. Improving communication and outreach in these three spheres will be important to achieve the goal of an aligned, unified system.

THE PLAN

Equity in Our System

Equal opportunity is at the center of WIOA and at the core of the Anne Arundel County Workforce System. However, the Board also wants to do the work to understand what it means for the workforce system to be more equitable.



By engaging our community, partners, and businesses, as well as examining our services, we are gaining a better understanding of how to make sure residents in need of services have the ability to access our services and are provided the correct services that will help them achieve family-sustaining wages, regardless of race, ethnicity, age, disability status, income level or skill level.

Demand-Driven

Working alongside the business and economic development community, the Board uses a demand-driven approach to business services. The Board continues to leverage labor market research and engage

businesses to learn about workforce gaps and trends, ensuring the system meets the needs of businesses. The Board's Industry Collaboratives bring together businesses, economic development, workforce development, education and training, government, labor, and community organizations focused on each HITCH industry. This work is driven by the Anne Arundel County Business Services Team comprised of the Business Solutions Team of AAWDC and Business Service representatives from DORS, MDOL (including LVERs), AAEDC, and AACC. The Business Team conducts an array of services from training development to hiring events to ensure Anne Arundel County businesses have the resources to continue to grow and thrive.

Youth Services

The Board youth services aim to prepare an emerging workforce for starting on a career path and acquiring necessary education, skills, credentials, and experience. To help youth to find their career, the Board administers a model that includes career exploration, essential skills training, occupational training that leads to credentials, and paid work experience.

THE PLAN

Client Services

At the same time, the Board utilizes a client-centric approach in providing services to job seekers. The approach involves innovative ways to engage individuals in the workforce development system. It encourages the partners to develop service strategies to meet clients where they are to start in, advance within or, transition into a career pathway, address their barriers to employment or career progression, and ensure they have essential workplace skills and industry certifications in order to meet their full

career potential. The Board uses a variety of approaches to skills enhancement, including, but not limited to: short-term occupational training, work-and-learn models (including apprenticeships), incumbent worker training, essential workplace skills training, and contextualized trainings. Our innovative Industry Sector Training model conducts training development by involving businesses, training providers, and partner organizations to meet the needs of industry as well as set participants up for success.



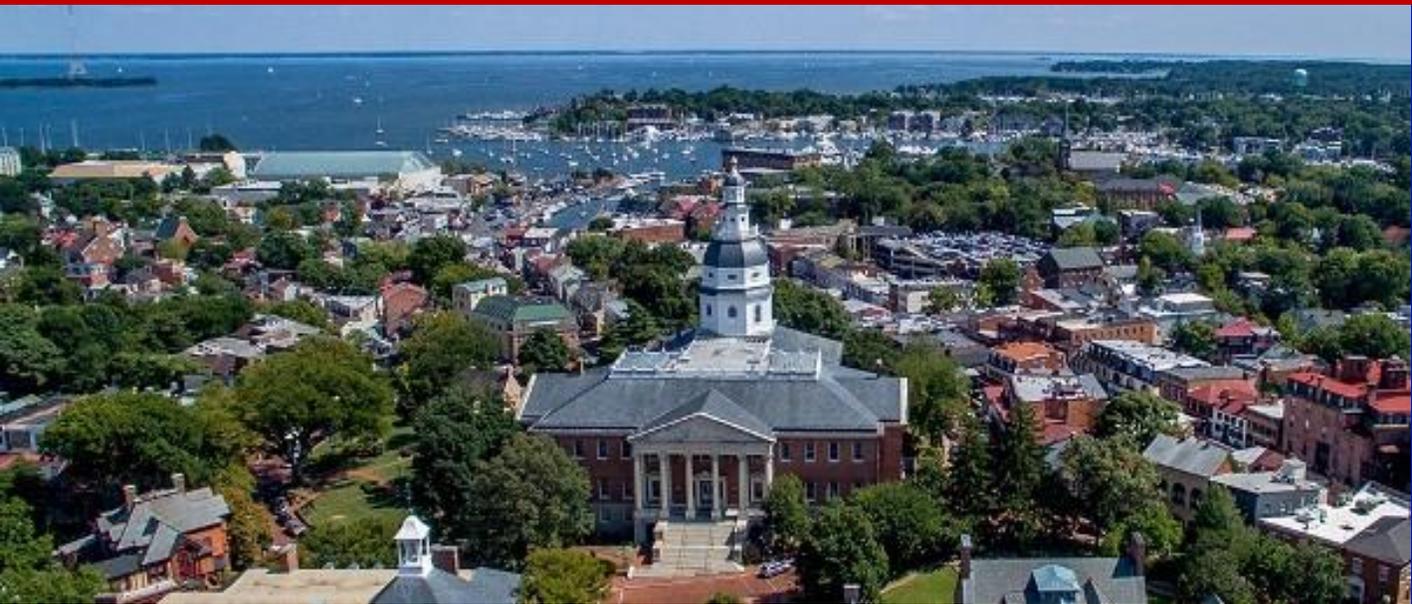
The Board puts people before performance; however, it will make certain that continuous improvement and analysis of performance is a priority for all programs. Development of initiatives and programs will be based on industry demand. Program activities and outcomes will be tracked and analyzed to uncover trends and evaluate efficiency and effectiveness of strategies. ***The Anne Arundel Local Workforce Board will implement this plan with its continued commitment to excellence to enhance the region's economy to ensure an equitable, robust, seamless system delivering a pipeline of skilled workers and connecting Anne Arundel County residents to family-sustaining employment.***



ANNE ARUNDEL COUNTY
**LOCAL WORKFORCE
DEVELOPMENT BOARD**

2021

Local Plan



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

Local Elected Official

Date

Local Workforce Development Board Chair

Date

Table of Contents

Table of Contents.....	1
Index of Topics.....	2
Glossary.....	1
Section 1: Economic Analysis.....	2
Section 2: Strategic Planning to Maximize the Earning Capacity of Marylanders.....	4
Section 3: Strategic Planning to Strengthen the Local Workforce System.....	13
Section 4: American Job Center Delivery System.....	7
Section 5: Title I – Adult, Youth and Dislocated Worker Functions.....	16
Section 6: Title II – Adult Education and Family Literacy Functions.....	26
Section 7: Wagner-Peyser Functions.....	30
Section 8: Title IV - Vocational Rehabilitation Functions.....	32
Section 9: Temporary Assistance for Needy Families Functions.....	34
Section 10: Community Service Block Grant Functions.....	36
Section 11: Jobs for Veterans State Grants Functions.....	38
Section 12: Trade Adjustment Assistance for Workers Program Functions.....	42
Section 13: Unemployment Insurance Functions.....	42
Section 14: Senior Community Service Employment Program Functions.....	44
Section 15: WIOA Section 188 and Equal Opportunity Functions.....	45
Section 16: Fiscal, Performance and Other Functions.....	50
Attachment 1 – Anne Arundel County Local Workforce Development Board Member List.....	62
Attachment 2 – Policy Development Schedule.....	66
Attachment 3 – Complaint guidelines.....	67
Attachment 4 – Anne Arundel Customer Centric Design.....	68
Attachment 5 – “Quality Assurance Guidelines” Policy.....	0
Attachment 6 – Personally Identifiable Information (PII) Policy.....	0
Attachment 7 – WIOA Adult and Dislocated Worker Priority of Service Policy.....	1
Attachment 8 – Case Management Policy.....	2
Attachment 9 – Occupational Training Services.....	3
Attachment 10 – Privacy and Data Security Policy.....	4
Attachment 11 – Self-sufficiency and Underemployment Guidelines.....	5
Attachment 12 – Incumbent Worker Training Policy.....	6
Attachment 13 – Supportive Services Policy.....	7
Attachment 14 – WIOA Dislocated Worker Unlikely to Return Policy.....	8
Attachment 15 – Procurement Policy.....	9
Attachment 16 MOU.....	12
2016-2020 Local Plan Assurances.....	13

Index of Topics

Accounting System, 56
Adult Education & Family Literacy Act Program, 26
Adult Services, 16, 21
ALICE Population, 7
Alignment Committee, 14, 16, 15, 25, 26, 30, 47
American Job Center, 20, 7, 25, 28, 30, 33, 36, 43, 44, 45, 47, 50, 52, 53, 61
apprenticeship, 19, 20, 21, 23, 4
Business and Industry Committee, 19
business services, 10, 18, 19, 20, 21, 22, 1, 2, 11, 15, 30, 35, 37
Community Service Block Grant, 36
COVID-19, 3, 8
dislocated workers, 15, 3, 14, 16, 21, 25, 43, 60
Dislocated Workers, 40
EARN, 21, 4
economic development, 16, 18, 20, 2, 4, 30
Equal Opportunity, 45
grievances, 47
HITCH, 3, 4, 18, 19, 4, 10, 28
incumbent worker training, 10, 19, 22, 15, 16, 21
Industry Collaborative, 18, 19, 20, 22, 3, 4
Industry Sector Strategies, 22
Industry Sector Training Model, 19, 5, 20
ITA, 13, 21, 23, 51, 58
Jobs for Veterans State Grant, 38, 41
One Stop Operator, 33, 41
One-Stop, 7, 11, 50, 51
priority of service, 14, 19, 30, 38, 41
rapid response, 17
Rapid Response, 42
Senior Community Service Employment Program, 15, 44
Targeted Population Committee, 11, 18
Temporary Assistance for Needy Families (TANF), 14, 19, 25, 34
Trade Adjustment Assistance Act, 42
unemployment insurance, 10, 15, 20, 9, 16, 30, 40, 42
virtual services, 11, 16, 17, 13, 15, 33, 35, 47
Vocational Rehabilitation, 25, 32
Wagner-Peyser, 18, 9, 11, 30, 43, 52
youth workforce activities, 3, 6, 14, 16, 17, 22, 23, 24, 25, 32, 36, 53, 59

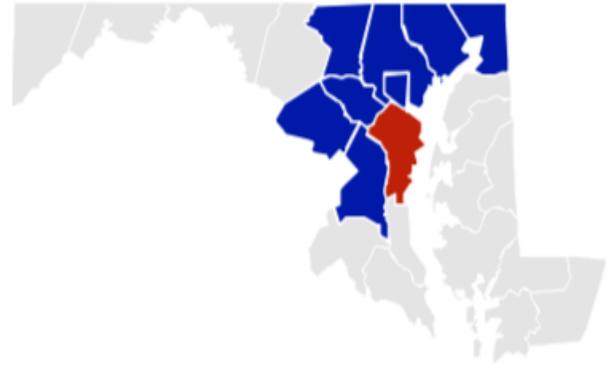
Glossary

AACC – Anne Arundel Community College
AACCC – Anne Arundel County Career Center, a proud partner of the American Job Center network
AACPS – Anne Arundel County Public Schools
AAEDC – Anne Arundel Economic Development Corporation
AALWDB – Anne Arundel County Local Workforce Development Board
AACPL – Anne Arundel County Public Library
AACCAA – Anne Arundel County Community Action Agency
AAWDC – Anne Arundel Workforce Development Corporation
ABE – Adult Basic Education
AD – Adult Workers, anyone who is looking for training or employment
AJC – American Job Center
ALICE – Asset Limited, Income Constrained, Employed = “working poor” per United Way definition
CASAS – Comprehensive Adult Student Assessment Systems
CBO – Community-based organization
Client = individual seeking training and/or employment
CP – Career pathways
CSBG – Community Service Block Grant
Customer = Business
DOL – U.S. Department of Labor
DORS – Division of Rehabilitation Services
DSS – Department of Social Services
DW – Dislocated Worker, someone who lost a job to no fault to their own
EARN Maryland – Employment Advancement Right Now Maryland
FBO – Faith-based organization
GED – General Educational Development (High School Diploma)
GWDB – Governor’s Workforce Development Board
HITCH – Hospitality, IT, Transportation, Construction, Healthcare industries
ITA – Individual Training Account
JWA – JobsWork!. Arundel, AAWDC’s job readiness initiative with DSS
LMI – Labor Market Information
LWDB – Local Workforce Development Board
MDOL – Maryland Department of Labor, Licensing & Regulations
MHEC – Maryland Higher Education Commission
MOU – Memorandum of Understanding
MWE – Maryland Workforce Exchange
NEDP – National External Diploma Program
RFP – Request for Proposals
RR-Rapid Response
RSA – Resource Sharing Agreement
SNAP – Supplemental Nutrition Assistance Program
TABE – Test of Adult Basic Education
TANF – Temporary Assistance for Needy Families
UI – Unemployment Insurance
Wagner-Peyser – The 1933 law that created & funds the employment services offices
WIOA – Workforce Innovation and Opportunity Act

Section 1: Economic Analysis

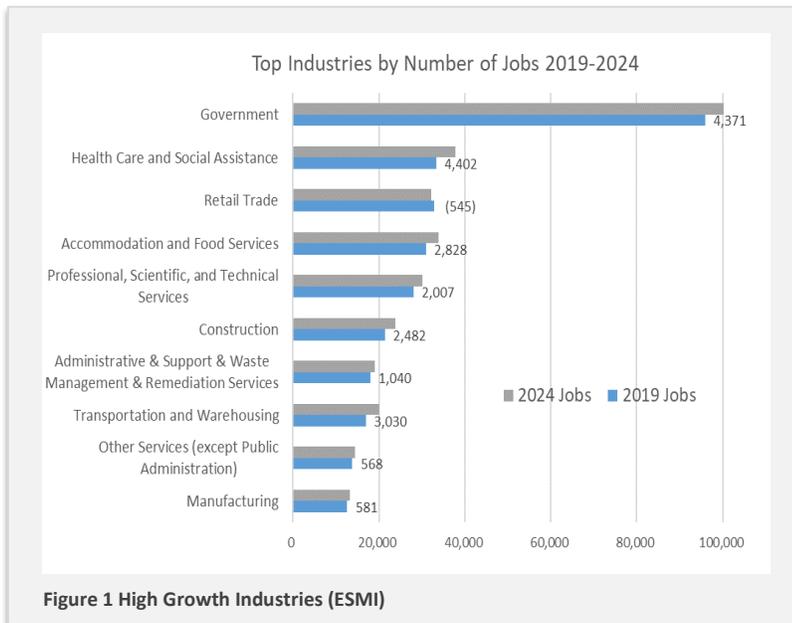
A. An analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of businesses in those industry sectors and occupations. The analysis should identify local priority industries based on employer (and WIOA partner)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

Anne Arundel County is located in a region that consists of Baltimore, Anne Arundel, Howard, Carroll, Hartford, and Cecil Counties and Baltimore City. However, being adjacent to Montgomery and Prince George's counties, Anne Arundel County is also considered to be a part of the larger Washington metropolitan area. Both regions are heavily represented by government organizations, their contractors, as well as healthcare and professional and scientific services. In addition, arts and entertainment and transportation and warehousing are also projected to grow in the next 4 years.



The same industries represent the top industries in Anne Arundel County. The government industry is the largest employer in the County. The National Security Agency and Fort George G. Meade campuses and companies and organizations that are located on those campuses and associated with its activities employ 62,680 (Anne Arundel Economic Development Corporation) people, 49% of which are civilians, 16% are contractors, and 35% are military. In fact, government jobs account for 28% of jobs in the county and account for approximately the same number of jobs as the sum of the next three largest industries

(healthcare, retail trade, and accommodation and food service) (EMSI). Additionally, being the capital of Maryland and housing many state government agencies, the City of Annapolis is one of the most important economic drivers and employment hubs in the County. Other economic drivers and employment hubs in the local area are the North County Industrial Zone, BWI Airport area, Arundel Mills, two regional hospitals, and the City of Annapolis. An estimated 159,000 jobs are created within these zones¹. The top industries by number employed and that have the largest projected



¹ Anne Arundel Economic Development Corporation

growth include health care and social assistance, accommodation and food service, professional, scientific and technical services, construction, manufacturing, and transportation and warehousing. When excluding government, these top industries include 53% of the current job market, however account for 70% of projected growth. When government is included in the projected growth number (since a majority of the government jobs are IT/cybersecurity occupations), together they account for 91% of projected growth in the county. Additionally, the government; transportation and warehousing; professional, scientific, and technical services; construction; and accommodation and food service industries have a location quotient above one, meaning they have a higher concentration of jobs in Anne Arundel County than the average county of similar size. When determining the industries for our system to focus on, we not only look at job numbers and projected growth, but we also look at the occupations within industries to understand which offer job growth and family sustaining wages. This helps to define the skills and education needed to be employed in these industries. The top 10 occupational families representing jobs that workers in high growth industries occupy and their average hourly wages are as follows: Sales and Related (\$21.95), Transportation and Material Moving (\$23.37), Food Preparation and Serving (\$13.55), Computer and Mathematical (\$52.59), Construction and Extraction (\$25.35), Healthcare Practitioners and Technical (\$41.60), Healthcare Support (\$16.22), Production (\$22.71), Arts, Design, Entertainment, Sports, and Media (\$30.46) and Life, Physical, and Social Science (40.57)².

Based on the industry data, the Board decided to concentrate on industries that are projected to grow in the region and the local area. These are shown in Figure 2. These will be referred to as “HITCH” industries. The Board will pay particular attention to analyzing trends and providing employment services to those individuals who intend to pursue a career in these industries. In addition, the Board will place emphasis on occupations, specifically the mid-skill and high-skill occupations, that are projected to grow within these industries.



Figure 2 HITCH Industries

The Effect of COVID-19 on Regional Industries

The Board has also been monitoring the effect of COVID-19 on the industries in the region. While much of the data is lagging, the Baltimore Metropolitan Council has been closely tracking the data that is available. The University of Chicago released an analysis identifying the most exposed industries that would likely be the most negatively affected by COVID-19. A part of the Baltimore Metropolitan Council’s analysis on COVID-19 includes this data. In the Baltimore Metropolitan Region, Anne Arundel County has the second highest number of jobs in these industries with 66,942 jobs, or 24.5% of jobs in the county. In the Baltimore region as a whole, 18% of jobs are within these industries, and the Washington DC metro area to which Anne Arundel County is adjacent to, has the highest number of jobs in the most exposed sectors (though not the highest proportion of total jobs) when looking at metro areas across the country. When drilling down further into the data, we can see that the exposed industry sectors that have the most

² EMSI

presence in the region are restaurants and bars; other sensitive retail; travel and transportation; and entertainment, personal services; and sensitive manufacturing.

Section 2: Strategic Planning to Maximize the Earning Capacity of Marylanders

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

As cited above, the Board focuses on the HITCH industries which represent the high-growth, high-demand industries in our region. Understanding occupations’ characteristics within these industries will help to define the skills and education needed to be employed in these industries. The top ten occupations in the County are shown in Table 1 below. With the exception of military-only occupations, all fall within the HITCH industries.

Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change	Avg. Hourly Earnings
Transportation and Material Moving Occupations	29,112	31,681	2,570	9%	\$23.47
Food Preparation and Serving Related Occupations	27,665	29,439	1,774	6%	\$13.55
Construction and Extraction Occupations	16,643	18,396	1,753	11%	\$25.35
Healthcare Practitioners and Technical Occupations	15,414	17,025	1,611	10%	\$41.60
Business and Financial Operations Occupations	24,525	26,025	1,500	6%	\$40.07
Healthcare Support Occupations	9,208	10,680	1,472	16%	\$16.22
Management Occupations	22,860	24,282	1,422	6%	\$59.96
Office and Administrative Support Occupations	39,988	41,280	1,292	3%	\$21.69
Military-only occupations	9,329	10,521	1,192	13%	\$28.82
Computer and Mathematical Occupations	17,520	18,660	1,140	7%	\$52.59

Table 1 Occupations-Projected Growth and Median Earnings (EMSI)

When reviewing job listings which provides us insight closer to ‘real-time’, the highest demand jobs as determined by number of postings are as follows: retail salespersons, software developers, laborers and freight, stock, and material movers, registered nurses, first-line supervisors of retail sales workers, managers all other, sales representatives for wholesale and manufacturing, customer service representatives, combined food preparation and serving workers, and computer systems

engineers/architects³. With the exception of retail sales (which are high due to turnover rate), these align with the projections. The education level most requested in job postings in the region is a Bachelor's degree, as shown in Figure 3 below and the skill clusters most in demand are below in Figure 4. These skills clusters are found across industries.

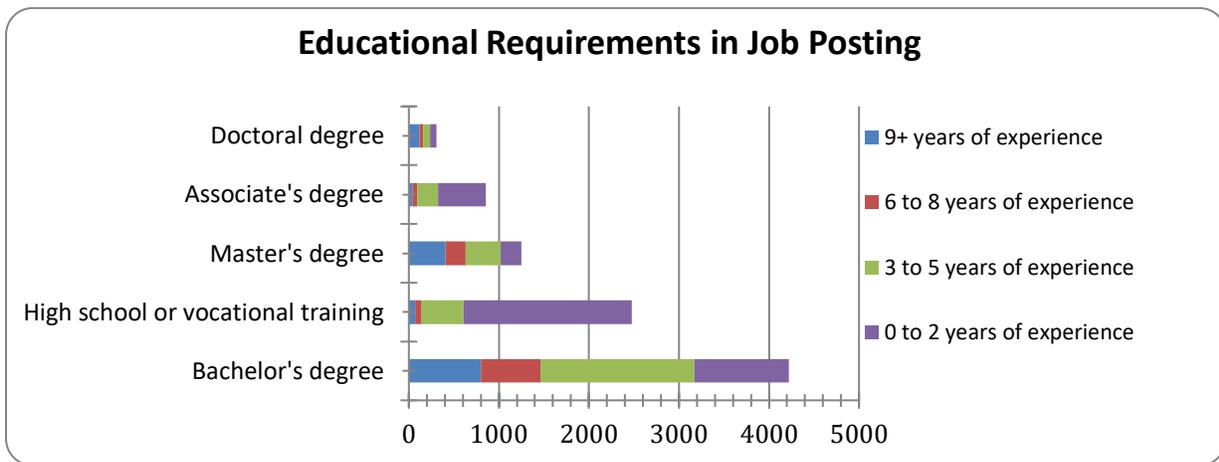


Figure 3 Education Required in Job Posting (Burning Glass)

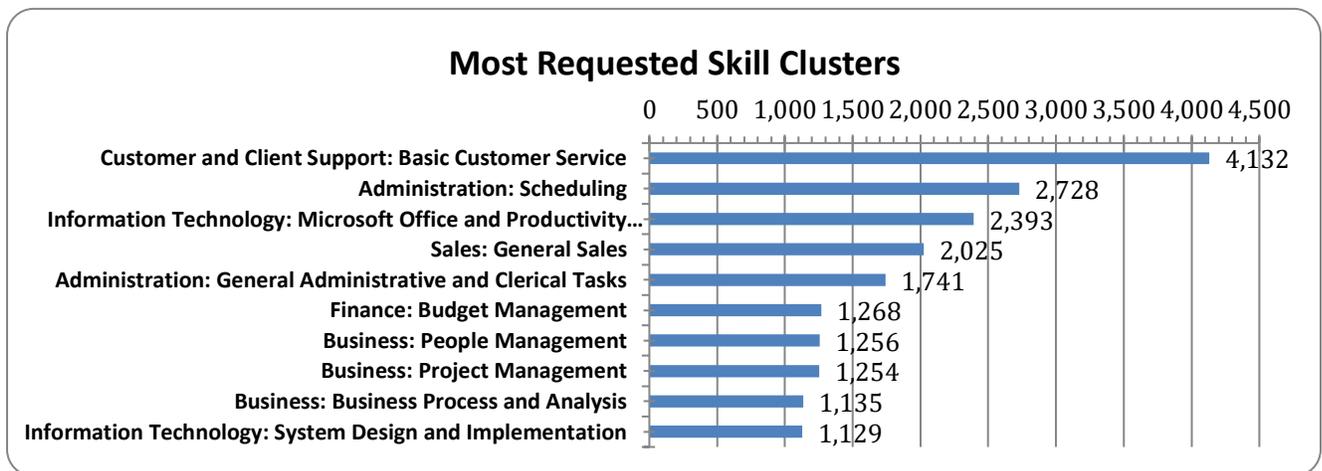


Figure 4 Most Requested Skill Clusters (Burning Glass)

In addition to education and more general skills, many businesses require individuals to have industry recognized credentials, certifications, and hands-on experience. The following certifications were the most in-demand by Anne Arundel County businesses in the last quarter of 2020: Security Clearance, Registered Nurse, First Aid CPR, Casino Gaming License, CDL Class A, Basic Life Saving, CompTIA Security+, Licensed Practical Nurse, Certified Information Systems Security Professional (CISSP), Advanced Cardiac Life Support, and Certified Nursing Assistant.

³ Burning Glass

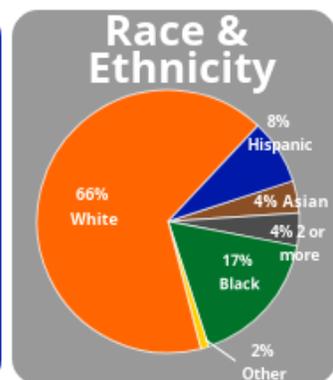
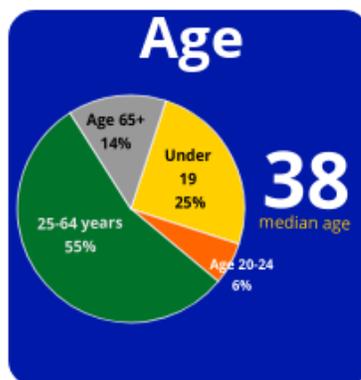
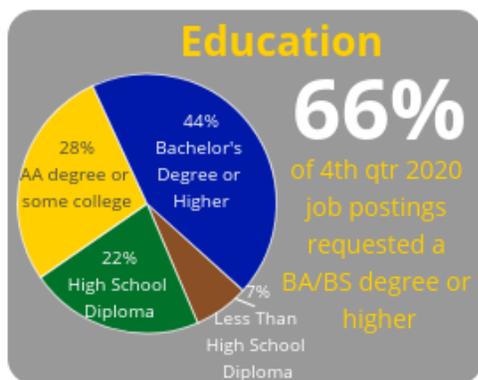
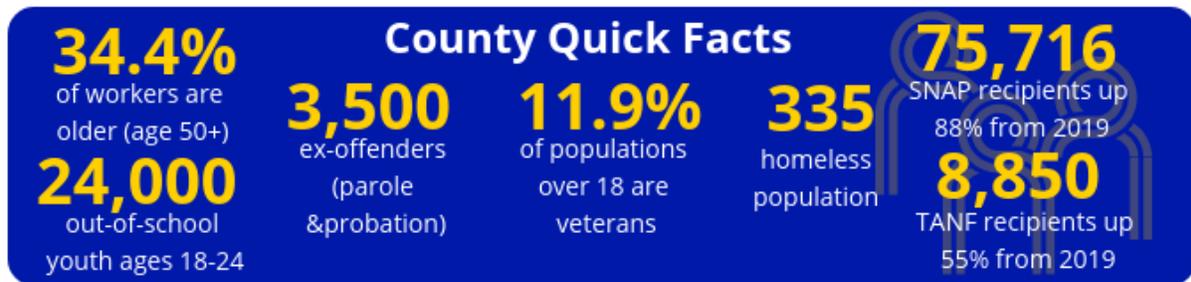
Focus Industry	Sub Industries	In Demand Credentials/Certifications
Healthcare	Healthcare and Social Services	Registered Nurse, Licensed Practical Nurse, Advanced Cardiac Life Support, certified medical assistant, First Aid CPR, Basic Cardiac Life Support, certified nursing assistant, certified pharmacy technician, american heart association certification, geriatric nursing assistant
IT	Professional/Scientific/IT	Security Clearance, Project Management Professional, CompTIA Security +, CISSP, CISCO, Certified Information Systems Auditor, Network +
Transportation	Transportation, Warehousing and Logistics	CDL class A, Environmental Protection Agency certification, Security Clearance, Automotive Service Excellence (ASE),
Construction	Construction and Manufacturing	security clearance, CISSP, SANS/GIAC, project management, Security +, Network +, OSHA
Hospitality	Accommodation and Food Services, Retail and Entertainment	Servsafe, Casino Gaming License, registered dietitian, certified pharmacy technician, bartender certifications

Table 2 Focus Industry Occupations

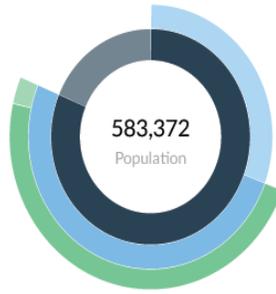
The Board also works closely with businesses to identify areas of need. Section 3 Part E of this plan details the work our Business Services team does with business to continuously evaluate needs and to develop or adjust training to meet those needs. The partners in the system leverage resources to increase job-seekers’ skills and knowledge, in turn increasing their chances to find family-sustaining jobs and careers. Partners will be guided by the MD Benchmarks for Success and will use the calculations methods identified by the State Data and Dashboard Committee.

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

Anne Arundel County is home to over 582,386 people, and has grown by roughly 10% in the last ten years.



In Anne Arundel County there are a total of 343,553 jobs which grew by 5.5% over the past five years (EMSI). There are 329,940 people residing in Anne Arundel County who are part of the labor force (either working or actively looking for work) ([AAEDC](#)).

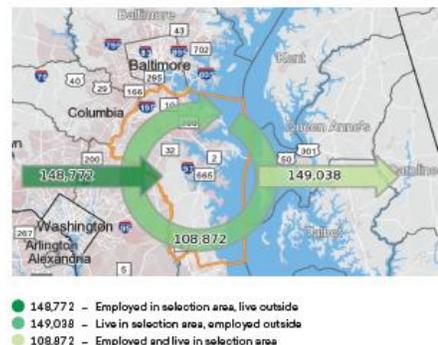


	Population
● Total Working Age Population	474,435
● Not in Labor Force (15+)	178,715
● Labor Force	295,720
● Employed	278,809
● Unemployed	16,911
● Under 15	108,938

The current unemployment rate is 6.3% as of 4th quarter of 2020 which is an increase of 3.7% since the end of 2019. The labor force participation rate as of the last quarter of 2020 is 62.3%, down nearly seven percent since January 2020 and is now about the same as the US as a whole whereas prior to the pandemic the Anne Arundel County labor force participation rate was nearly 5% above that of the nation as a whole. The full impact of the pandemic has yet to be seen in the data as occupation and industry data for 2020 are not yet available. However, we anticipate the data, once available for 2020, will show that jobs have decreased in the Accommodation and Food Service industry which accounted for 9% of all jobs in Anne Arundel County in 2019, ranking as the 4 largest industry by number of jobs in the county. The size of this industry in the county and its drop due to COVID-19 may help to explain the outsized labor force participation rate drop in the county.

Anne Arundel County is a part of the broader Washington-Baltimore metropolitan area. As stated above, the total number of jobs in the county is larger than the number of individuals residing in the county that are a part of the labor force. Close to 42% of Anne Arundel County’s labor force lives and works within the County, meaning nearly 58% of jobs in the county are filled by those who live outside of the county. Of the 58% of working county residents who work in counties other than Anne Arundel, 80% work in the neighboring counties of Prince Georges, Baltimore and Howard and 9.2% are employed outside the state of Maryland, most of whom work in Virginia or Washington DC. (MDOL). According to data from the Anne Arundel EDC, the average commute time for workers is 29 minutes.

COMMUTER FLOWS, ANNE ARUNDEL COUNTY (2015)

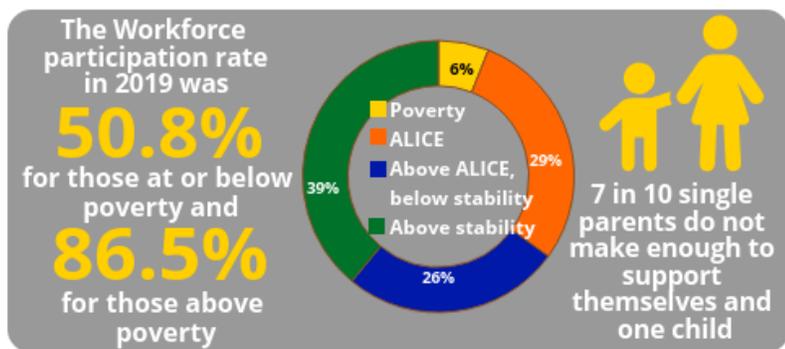


Even though the median household income in Anne Arundel County is relatively high (over \$101,147) and poverty rate is low (6% for AA County versus 9% for the state as a whole)⁴, there are population segments that have substantial barriers that prevent a sustainable income. Among those groups are veterans, individuals with disabilities, out-of-school youth, long-term unemployed, ex-offenders, and people receiving government assistance. While median household income is significantly higher than the median income in the nation, the cost of living means these wages don’t stretch as far. Furthermore, the stability budget for the County is \$139K, which is the budget that includes things like saving for the future and a financial safety net. The United Way did a study on the working poor, or the Asset Limited, Income Restrained, Employed (ALICE) population. They found that 27% of households in Anne Arundel County fall

⁴ 2019 American Community Survey

into the ALICE, meaning these households earn less than the minimum household survival budget need to cover the cost of housing, child care, food, transportation, and health, leaving no room for savings and thus no cushion for unexpected expenses. This population is vulnerable yet also does not qualify for social safety nets in the way that individuals in poverty qualify. Those above ALICE, but below stability make up 26% of families. A fast downturn in the economy such as the pandemic can be catastrophic to this population who may quickly find themselves desperate for work to continue to fund their housing,

healthcare, and transportation costs essential to maintaining employment.



In a report commissioned by AAWDC that looked more deeply into the ALICE population, the data tells us more about who the ALICE population is and more about the barriers they may face. For example, single parents are the largest demographic earning less than

\$51,000, the threshold that is a survival wage for a family of one adult and one child. Roughly seven-in-ten single parents in Anne Arundel County do not make enough to support themselves and an infant. Additionally, the disparity in individual income seen in means of transportation to work demonstrates the barriers the low-income ALICE population faces. This group is substantially more likely to walk, bicycle, or use public bus transit. These forms of transportation severely limit commuting distances, particularly populations with other obligations such as single parents. Six of the top ten entry-level occupations of ALICE individuals are also occupations that have been greatly impacted by the pandemic (waiter/waitress, cashiers, hotel/motel desk clerk, host/hostess, food prep workers and retail salesperson).

Partners will be working together to address barriers to training and employment that jobseekers are facing and will be creating referral and tracking systems to be able to identify gaps and make the process more efficient. Statewide Data and Dashboard Committee experienced challenges in creating methods for calculating benchmarks for success as it relates to elimination of barriers to training and employment; however, the Local Board will strive to resolve some of the challenges on a local level.

The Impact of COVID-19 on the Workforce

As anticipated at the outset of the pandemic, those affected have been those already in a dire economic situation. The occupations within the most exposed sectors disproportionately are at the lowest end of

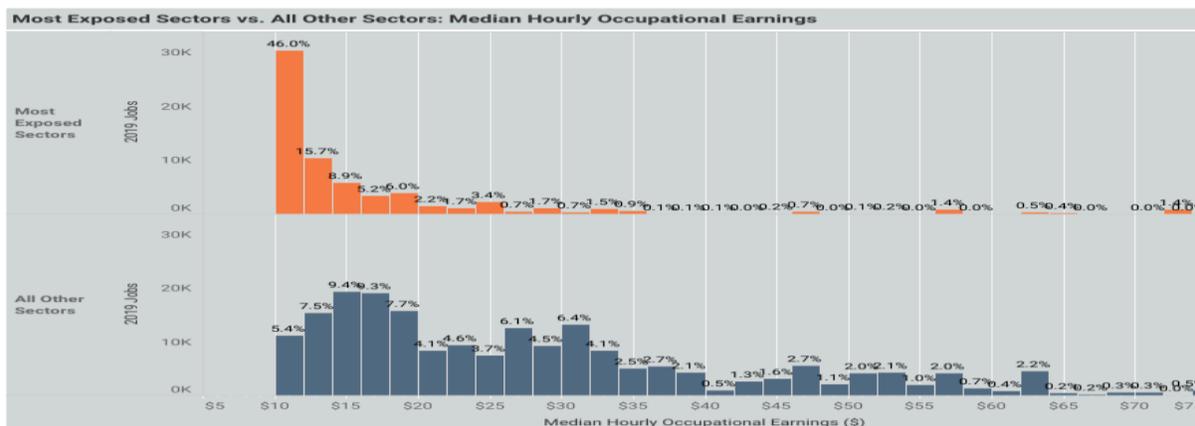


Figure 5 Distribution of Jobs in Most Exposed Sectors

the income scale. Figure 5 above shows the distribution of jobs in the most exposed sectors (the top graph) versus all other sectors. In Anne Arundel County, 46% of jobs in the exposed sectors have an hourly wage of \$10 to \$12 compared to only 5.4% of jobs in all other sectors and 70% of those in the exposed sectors have a wage under \$16 compared with 22% of all other sectors. Of the jobs in the most exposed sectors in the County, 87.5% require a high school diploma or less. Indeed, the most recent unemployment data from MDOL including Pandemic Emergency Unemployment Compensation (PEUC), Pandemic Unemployment Assistance and Extended benefits show the largest cumulative claims have been for Sales and related occupations (this includes retail), personal care and service occupations, and food preparation and serving. When looking at claims by industry for regular UI claims, the highest number by far is in the accommodation and food service, followed by retail trade, and then interestingly in the healthcare and social assistance industry. This means that those most likely to

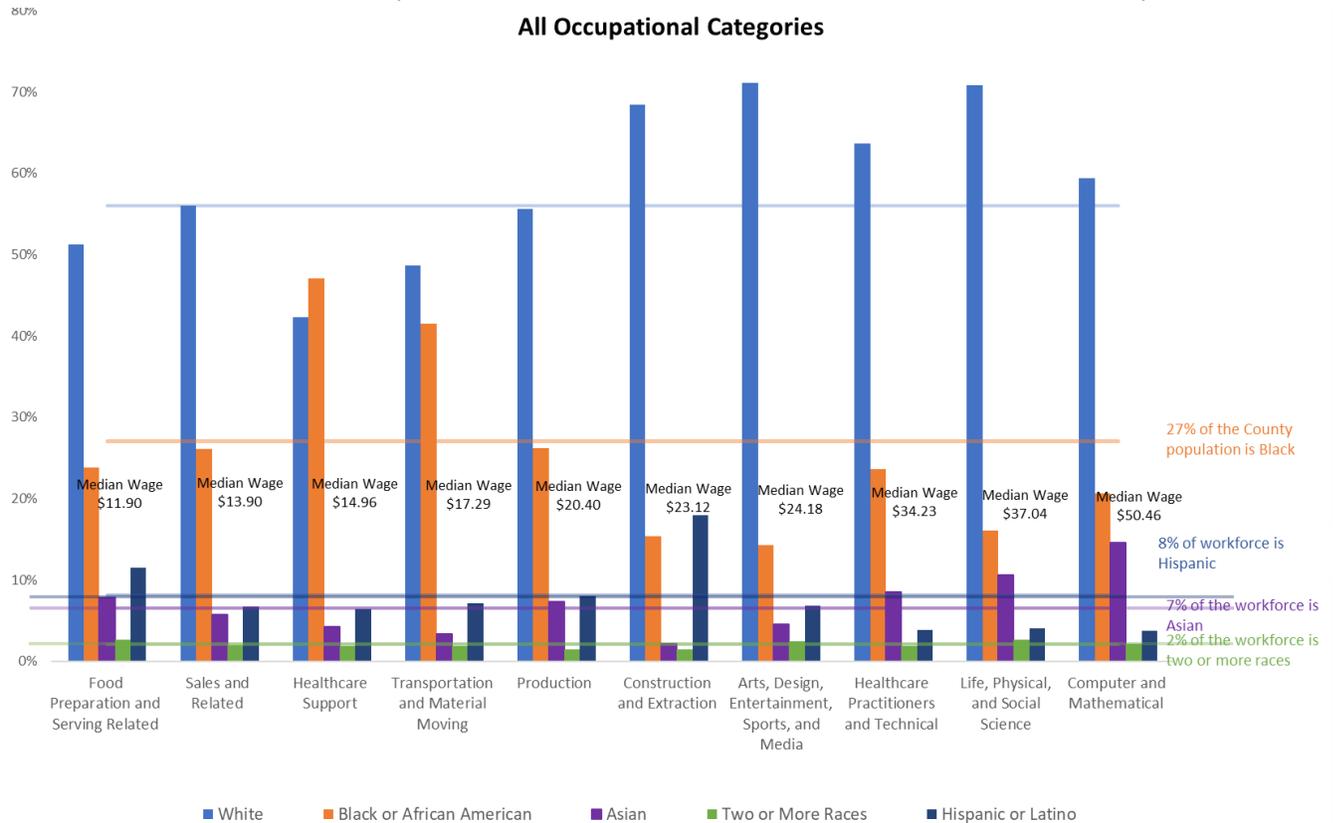


Figure 6 Race and Ethnicity of Occupations (EMSI)

be out of a job were already in a dire financial situation and have the lowest skill level and higher barriers to entry. In addition to being concentrated in the most exposed sectors, lower wage jobs in Anne Arundel County region are also disproportionately held by Black and Hispanic workers and they also hold disproportionately low shares of higher wage jobs. Figure 6 above shows the race and ethnicity breakdown by occupational category with the median hourly earnings for each category. The horizontal lines show the percentages of jobs held by the race or ethnic group as labeled. If a bar is above the corresponding line for the race or ethnic group, that means a higher percentage of jobs are held by the group than the percentage that group makes up of the workforce force, and vice versa. For example, in the Food Preparation and Serving Related occupational category, the dark blue bar representing the Hispanic population is above the dark blue line. Hispanic workers make up 11% of total workers in this occupational category, but only 8% of the workforce as a whole. So, this means Hispanic workers hold a

disproportionately higher percentage of jobs in the Food Preparation and Serving Related occupational category. Additionally, further breakdown of this data reveals that within many of these occupational categories, people of color disproportionately hold the occupations at the lower end of the wage levels. Labor market information on COVID-19 will continue to be monitored and will inform our action planning.

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

The Anne Arundel Workforce System Offers a wide range of services. The chart below shows the variety of job-seeker and business services that make up our workforce development activities.

Activities	Partner
Eligibility of Services	WIOA Required Program Partners
Outreach	WIOA Required Program Partners, Library
Intake and Orientation	AAWDC, DORS, CWI, DSS, AACC, MDOL
Initial assessment	AAWDC, DORS, CWI, DSS, AACC, AAPS
Labor Exchange services	MDOL
Referrals to programs	All Required WIOA Program Partners, Library
Labor market information	AAWDC, MDOL, AAEDC
Supportive services information	All WIOA Required Partners, Library
Unemployment Insurance information & assistance	MDOL
Financial Aid information	WIOA Required Program Partners
Comprehensive assessment	AAWDC, DORS, CWI, AACC
Individual employment plan	AAWDC, DORS, CWI, AACC
Career planning, counseling	AAWDC, DORS, CWI, AACC
Short-term prevocational services	AAWDC, DORS
Paid work experience	AAWDC, DORS, DSS, CWI
Out-of-area job search	MDOL, DORS, CWI
Financial literacy services	AAWDC, local CBOs and FBOs
English language acquisition	Adult Education Providers, CBOs
Job readiness training/workshops	AAWDC, MDOL, DORS, CWI, AA County Library
Occupational skills training	Training Providers, DORS
Work and Learn	AAWDC, DORS
Contextualized Learning Programs	AAWDC, DORS, Training Providers
Training programs operated by private sector	AAWDC
Skill upgrading and retraining	Training Providers, DORS
Entrepreneurial training	AAWDC, Training Providers, AAEDC
Customized training	AAWDC, Training Providers, DORS
Incumbent worker training	AAWDC, AAEDC, MDOL, Training Providers
Adult education and literacy activities	Adult Education Providers, DORS
Job Fairs and hiring events	AAWDC, MDOL

*Adult Education Providers – Anne Arundel Community College (AACC) and Anne Arundel Public School System (AAPS)
 ** All WIOA Required Program Partners – Maryland Department of Labor (MDOL); Division of Rehabilitation Services (DORS); Anne Arundel Workforce Development Corporation (AAWDC); Anne Arundel Community College (AACC), Anne Arundel Public School (AAPS), Center for Workforce Inclusion (CWI), Anne Arundel County Community Action Agency (AACCA), The Housing Commission of Anne Arundel County, Anne Arundel Department of Social Services (DSS), Job Corps.

Our partner organizations work closely together alongside businesses and community partners in order to identify workforce needs and to eliminate barriers. As described in Section 3 Part A below, our board structure includes leadership committees focused on different aspects of our system.

All of our partners and education providers come together to create a comprehensive system. The system partners with community-based and faith-based organizations in addition to businesses to meet workforce needs in the region however, the above chart does not include a comprehensive list of programs conducted by community and faith-based organizations and a further analysis needs to be conducted to collect information on their outcomes.

There is an array of training providers not located in the County, that also serve County clients. There are only five training providers in the County that are on the Eligible Training Provider List and 31 programs. However, only 4 programs have information on their completions and other outcomes as well as the outcomes for the WIOA funded portions of those programs. The Board is working on developing its own ETPL.

There are a number of organizations that provide wrap-around and supportive services and refer clients to workforce providers. At the same time, workforce providers refer their clients to these service providers. These providers include DORS; Arundel House of Hope; Anne Arundel County Department of Social Services; Light House Shelter; Anne Arundel County Partnership for Children, Youth and Families; Anne Arundel County Department of Health; YMCA; Arundel Lodge; MD Cash; Seedco; Community Action; Behavioral Health Bureau of Anne Arundel County Department of Health; Arundel Community Development Services; and other county agencies and local organizations.

As part of our planning process, we surveyed our community and core partners to understand the needs of the AJC customers and to identify gaps. We asked about which populations to which we need to devote more resources and asked about top barriers to employment, skills attainment, and career progression. We also asked about challenges that have come from the COVID-19 pandemic, including the impact of virtual services, which workforce services are not currently offered or need to be expanded, and which support services are not currently offered or need to be expanded. This survey gave us insight on the current needs of individuals in our community and from this information the Targeted Population Committee identified priority focus areas.

The Target Populations Committee identified three major areas where gaps have emerged:

- Outreach
- Fill the technology gap
- Effects of COVID-19

First, a communications and outreach gap, or the need to expand awareness among both potential AJC customers/jobseekers and businesses about the services available and how to access those services. Second, a technology gap which includes both a lack of access to hardware or broadband for accessing services or jobs and a technological skills gap among jobseekers. Lastly, they identified a variety of COVID-19 related gaps that will have a rolling impact even following a full reopening once the pandemic has passed. These gaps include targeted services to individuals laid off due to COVID-19 which has had an outsized impact on low-wage workers as well as workers in particular industries. As well as gaps that have arisen due to the impact COVID-19 has had on youth or young adults planning to enter the job market,

graduate from high school, and/or enter post-secondary programs. Through this process they identified additional partners to bring to the table such as the mental health community. They also identified several areas where they will need to conduct more research and are preparing to conduct action planning to build out service strategies that will address these gaps.

A gap analysis that will look at the number of graduates and the number of people being trained and educated for jobs in targeted industries will be conducted in the next year. A comprehensive database of all training and service providers will be developed on the basis of Info Anne Arundel, which contains supportive and wrap-around service providers and is scheduled to be updated in the nearest 2 years. We also would like to create a system that tracks partner activities to allow for the development of a comprehensive gap analysis to better inform strategies for increased efficiency of service delivery and addressing needs of job-seekers.

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

The Board's vision is ***that Anne Arundel County has a high-performing workforce system that is robust, seamless, and equitable so that Anne Arundel County businesses have a pipeline of skilled workers and Anne Arundel County residents are connected to family-sustaining employment.*** To carry out this vision, the Board has set the below goals to guide their services:

- The Anne Arundel County Workforce Development System is equitable, and accessible to all Anne Arundel County residents.
- The partners of the Anne Arundel County Workforce Development System operate an aligned and comprehensive workforce development system that has a unified presence in the County and provides seamless service delivery for residents and businesses.
- The Anne Arundel County Workforce Development System uses demand-driven strategies to ensure businesses have a pipeline of skilled workers to meet current and future demand.
- The Anne Arundel County Workforce Development System builds career pathways leading to family sustaining wages while providing individualized support through skills attainment, barrier removal, and connection to employers to help our customer achieve their career goals.

By focusing on these elements, the Board will remain a high performing system meeting or exceeding the performance indicators described in Section 116(b)(2)(A) of WIOA and have a positive economic impact on the local and regional economy.

The Anne Arundel County Workforce System prides itself on its ability to meet its performance goals. Each partner has established performance goals for their programs that they each track through their internal systems. The partners will work together to develop a dashboard of common metrics and other performance metrics from each partners that will be regularly reported and reviewed by the entire Board. By developing this dashboard partners can increase their understanding of each other's performance metrics and the impact of the entire system can be measured in one place.

Section 3: Strategic Planning to Strengthen the Local Workforce System

A. Taking into account analyses described in Section 2, a strategy to work with the entities that carry out the core programs to align resources available to the Local Area, to achieve the strategic vision and goals.

The Board includes representation from all core partners and targeted industries (Attachment 1 – Anne Arundel County Local Workforce Development Board Member List). To ensure goals are met, the Board created four committees. These committees are tasked with specific roles to ensure core programs are carried out and resources are aligned so that the strategic visions and goals can be achieved.

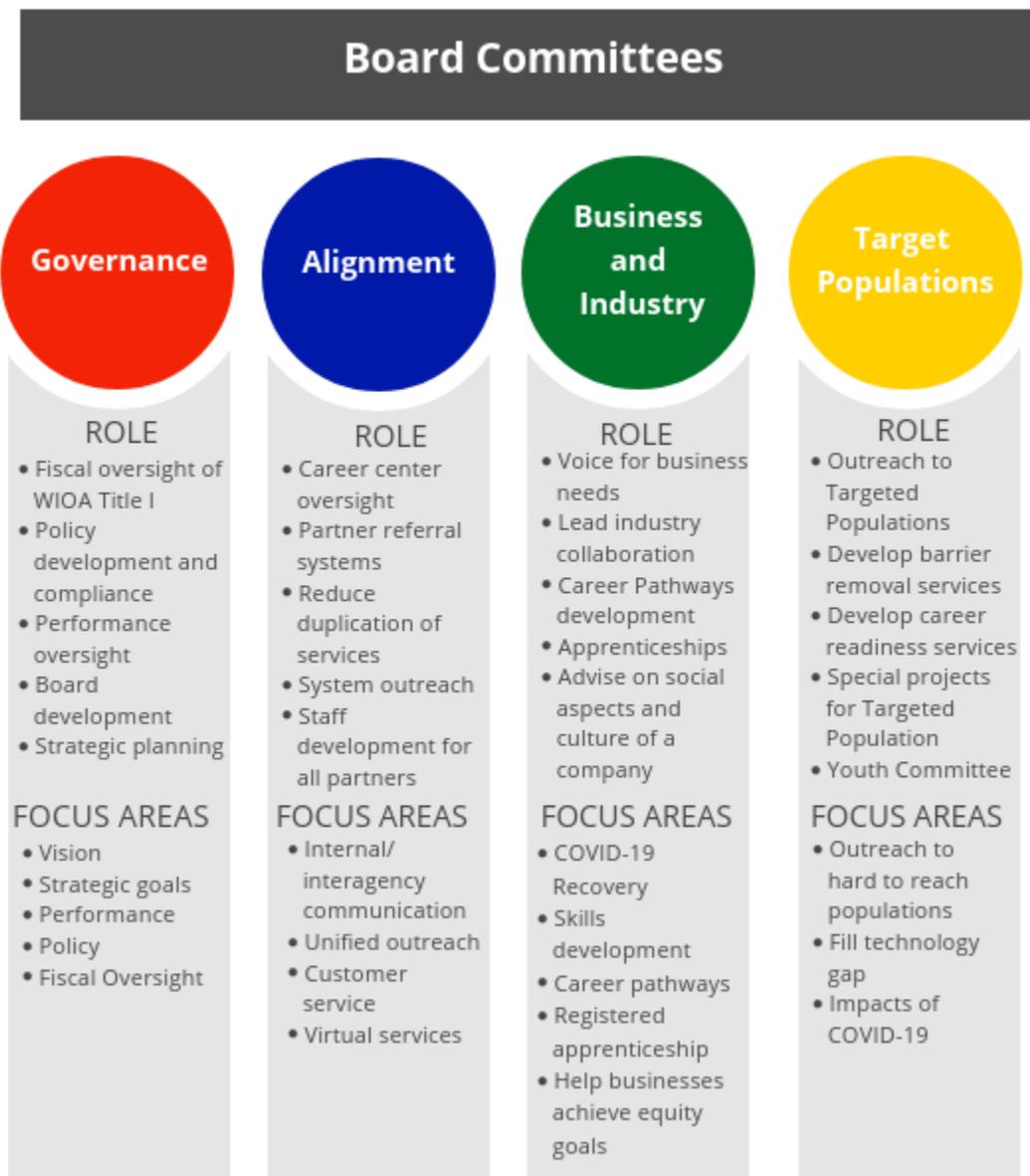


Figure 7 Board Committee and Focus Areas

These committees define the focus of our work and steer the system. These committees bring together all of our core partners and make decisions relating to resource allocation and work priorities. Regular meetings for these committees and cross training of staff are core to being able to achieve our goal of operating an aligned and efficient system.

Each of these committees met to identify priority focus areas during this planning process as shown above in Figure 7. They will be conducting detailed action planning around these priorities and developing an implementation calendar over the coming year. Details on the Governance Committee focus areas can be found in Section 2, Part D. Details on the Alignment Committee focus areas can be found in Section 3, Part C. Details on the Business and Industry Committee focus areas can be found in Section 3, Parts C and E. Details on the Target Populations Committee focus areas can be found in Section 2, Part C.

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

Detailed roles and responsibilities are described in the MOU signed by all the required partners (Attachment 16 MOU). The alignment of functions and activities conducted by each program will be ensured through work of the Alignment Committee which includes representatives from all partners of the county workforce development system. Section 4 of this plan provides details about the integrated service delivery of the WIOA required programs as well as additional system partners. Table 3 below includes the WIOA required programs and the local partners who administer their programs as well as the services provided.

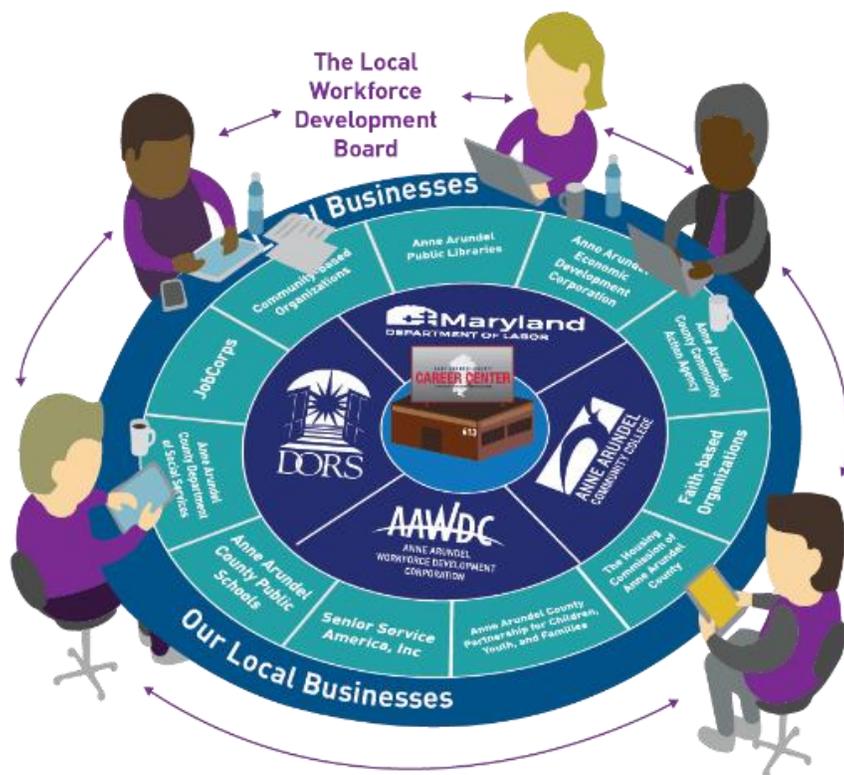


Table 3 WIOA Required Programs - Partners and Services

WIOA Required Program	Partner	Services
WIOA Title One	Anne Arundel Workforce Development Corporation (AAWDC),	Adult, Dislocated Workers, Youth services including case management, job placement, barrier removal, occupational training, work-and-learn, individualized employment plans, mentorship for youth, internships, career exploration, career pathway development, career mapping, connection to business, business outreach, hiring events, manage industry collaboratives, training development, business-led jobseeker services, consultative services for businesses, labor market and economic analysis
Wagner-Peyser Act	Maryland Department of Labor	Job-readiness workshops, intake, assessment, referrals, hiring events, job fairs, business outreach
Adult Education and Family Literacy Act (WIOA Title II)	Anne Arundel Community College	Career and technical education programs at the post-secondary level, high school diploma/GED
Vocational Rehabilitation (WIOA Title IV)	Division of Rehabilitation Service	Individualized employment plan (IEP), assessment, job-readiness workshops, occupational training, job placement services, supportive services, case management, referral to occupational training
Senior Community Service Employment Program	Center for Workforce Inclusion	Job-readiness training, occupational training, employment services, supportive services
Carl D. Perkins Career and Technical Education Act	Anne Arundel County Public Schools, Anne Arundel Community College	K-12 Career and Technical education at the secondary level
Trade Adjustment Assistance Program	Maryland Department of Labor	Support services, training, case management, job search assistance, relocation allowances, employment services wage subsidies, and income support
Jobs for Veterans State Grants	Maryland Department of Labor	Employment and training services for veterans
Community Services Block Grant	Anne Arundel County Community Action Agency	Community Block grant administrator, supportive services provider, career exploration, job readiness workshops, summer youth jobs program, supportive services and outreach, Early Head-Start preschool, energy assistance, housing assistance, Health and Wellness Initiative, re-entry program including: occupational training, workforce readiness, and case management
Department of Housing and Urban Development	The Housing Commission of Anne Arundel County	Supportive services, housing assistance, Career Connection partner
Temporary Assistance for Needy Families	Anne Arundel County Department of Social Services	Individualized employment plan, case management, supportive services, barriers removal, job placement, job readiness.
Unemployment Insurance Program	Maryland Department of Labor	Re-employment Services and Eligibility Workshop and Re-employment opportunity Workshop
Job Corps	Woodland Job Corps Center	Job-readiness services and vocational training for youth
Reentry Employment Opportunities	AAWDC, MDOL	AAWDC and MDOL do pre-release work for career readiness and occupational training at county and state facilities; career development, education, job-readiness, hiring events for ex-offender friendly employers, record expungement.

In addition to WIOA required programs, the Board partners with other community organizations and coordinates services to better serve Anne Arundel County residents and businesses. Table

Table 4 Other System Partners

Other System Partners	Services
Anne Arundel Economic Development Corporation	Business Engagement, market research for businesses, labor market data, industry data, business financing and tax credits, site selection assistance, short-term office space, workforce training grants, business advisory boards, business consulting
Anne Arundel County Partnership for Children, Youth, and Families (Local Management Board)	Service delivery system for children, youth, and families. Provides: prevention services; mental health; school completion; outcome; measure and evaluation; and community resourcing.
Community and Faith-based organizations	Outreach, community engagement, and supportive services
Anne Arundel Public Schools	K-12 Education, career pathways, career exploration

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

The Board’s Alignment Committee will be charged with ensuring that access to employment, training, education, and supportive services for all clients is expanded with special emphasis on individuals with barriers to employment. The Business Engagement Committee is tasked with identifying business needs in order to create talent pipelines and building career pathways within high growth industries that lead to industry-recognized credentials that are portable and stackable and lead to family-sustaining wages.

The Alignment Committee conducted strategic planning to identify operational areas to improve in order to more effectively and efficiently provide services that result in achieving our goals to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including facilitating the development of career pathways and co-enrollment, as appropriate, and improve access to activities leading to a recognized postsecondary credential. Our Alignment Committee priorities are as follows:

- Internal communication/interagency communication
- External communication and outreach
- Customer service/customer experience
- Virtual services, expanding and improving

During the first year of the next 4-year performance period, the Alignment Committee will conduct action planning and identify tailored strategies to improve our system within these four priority areas. They will use the concept of human-centered design which integrates action planning with deployment of solutions and a continuous feedback loop to ensure high quality, effective and efficient solutions. The process will

look at internal practices and policies that will affect the system's performance and enable it to improve services for system customers and achieve our goals surrounding the first four benchmarks of success thus achieving our goals related to the fifth benchmark by improving our system operations. The committee identified these areas for improvement since they are at the core of ensuring an effective and efficient system.

A theme that continues through our plan to increase access to our services is communication. The Alignment Committee's focus on internal and interagency communication refers to improved information sharing within agencies, across agencies and partners, cross training of programs, better understanding of partner goals and performance requirements, efficient internal work processes and effective use of collaboration tools. While our system currently conducts cross-training and holds regular meetings with partners in the AJC and with other community partners, a robust and more formal internal communication strategy will ensure our system is aligned and operates efficiently. Customers will have better access to services across programs, co-enrollment in programs will be easier, and staff will be better equipped to maximize resources available to provide services.

The Alignment Committee's focus on external communication has to do with aligning outreach and external communication so that county residents understand that we are one interconnected system rather than separate service providers. In our survey to partner organizations, it was clear that not only did our internal partners not have a complete understanding of services available by all of our partner agencies, but they also indicated that customers were surprised that all of our core partners work together. This told us that we need to do a better job of joint outreach and community engagement. As a result, we intend to develop a website and collective outreach strategy so that the community better understands our system and how to access our services. This will in turn expand access to employment, training, education, career, pathways and supportive services.

Continued excellence in customer service and customer experience will help our system respond to customers' needs. We plan to continue to cross-train employees and train staff to understand our customers. This will include training to understand trauma experienced by our customers that may be related to job loss, stresses of poverty, or racism. High-quality customer service will make every aspect of our system more accessible.

Another focus will be on virtual services. As with organizations in every sector, our system had to shift quickly to virtual services in response to COVID-19. We had been planning to offer more services virtually, but COVID-19 was a forced experiment giving us a glimpse of ways our system can benefit from expanded virtual services. For example, we discovered that for many jobseekers, the availability of virtual workshops and career counseling alleviated barriers such as transportation or lack of childcare and continued to be just as helpful as they are in-person for many participants. Additionally, because employers have become more open to virtual work, we've been able to offer training that helped customers gain virtual work that may not have been an option if it weren't virtual. During the coming year we plan to closely review our virtual services and determine which services should stay virtual and assess how we can improve those virtual services.

The Business Engagement Committee is committed to building out talent pipelines and career pathways. The committee put skills development and career pathway development at the top of their list of highest priorities. Part E below includes more detail on the work priorities of the Business Engagement

Committee. The Board supports the synergy between industry partnerships and career pathways, which ensures that there is a system and support that allows a client to step on a career pathway at any on-ramp and proceed to the next level. Industry partnerships inform and drive the building of career pathways, which include decision-making regarding training and other skills enhancement models; and lead to work and learn opportunities, and ultimately to unsubsidized employment. The Board will continue its work to design career pathways and ensure that those credentials include industry recognized certifications which are portable and stackable.

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

The Board conducted a survey with our core and community partners to understand customer needs. Additionally, the Board conducted a series of strategic planning meetings with our board committees including the Alignment Committee, Governance Committee, Business and Industry Committee, and the Targeted Population Committee. These committees include leadership from each mandatory partner organization as well as business representatives, union representatives, and other community-based organizations. We have also conducted individual meetings with each mandatory partner’s leadership to discuss future integration of services and development of the Local Plan. The committees reviewed and approved subsections of the plan and the entire plan was reviewed by the full Local Board and distributed for public comment. Additionally, during the next year, our board will conduct more in-depth analysis and action planning to further define our strategies and develop an implementation plan.

E. Description of the strategies and services that will be used in the Local Area:

To facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs.

The Business Engagement Committee of the Board oversees the performance of an integrated business services team, the “Anne Arundel County Business Services Team” (BST), representing the key partners identified in Section 3B to ensure business outreach and service delivery is coordinated and efficient. The strategy includes the management of Industry Collaboratives in each of the HITCH industries and overseen by the Industry Talent Consultants who are a core part of the Business Services team. These collaboratives are discussed in more detail below in part G of this section. The Business Services Team is comprised of Local WIOA Business and Industry Solutions staff, Anne Arundel Economic Development, MDOL (Wagner-Peyser) staff, Local Veteran Employment Representatives (LVER), Department of Commerce, Division of Rehabilitation Services (DORS), and other agencies engaging businesses to source talent. This team ensures coordination, collaboration and data sharing minimizing duplication of outreach to the same business. Our business services team develops working relationships, learns about a business and its operations, and listens to the business leaders’ concerns, needs, and challenges. Each team member will be cross-trained in understanding each program’s services to the business customer.

To facilitate engagement with businesses, the Team uses a variety of strategies including the following:

- Conducts a consultative business outreach program to gain better understanding of businesses' workforce needs and challenges. This includes calling, sending regular emails and outreach materials to businesses, and one-on-one meetings.
- Conduct roundtables to bring businesses together to facilitate discussion around workforce challenges within a particular industry locally or regionally.
- Manage industry sector partnerships in "HITCH" industries to develop strategies and solutions to address the challenges within a particular industry. Sector partnerships will be coordinated and led by Industry Talent Consultants.
- Develop and facilitate training using the Industry Sector Training model. This includes customized training, cohort training, industry certifications, and incumbent worker training.
- Facilitate work and learn opportunities
- Participate in business and industry associations and community organizations including sponsoring industry-related events, participating in industry-related event and coordinating events
- Offer business-led jobseeker services including guest speaker series, information sessions, job clubs, mock-interviews and industry panels
- Act as an intermediary between businesses and job-seekers ranging in activities from keeping career center staff informed of business needs to creating career maps to arranging hiring and networking events

Additionally, the team will use Salesforce to allow for ease of documentation, data tracking, and reporting. The tool will be used to better plan for and track business outreach, services provided, and outcomes associated with the efforts. The team will also use it to track outcomes for industry-based projects.

To support a local workforce development system that meets the needs of businesses in the Local Area

Led by our Business and Industry Engagement Committee and through our Business Services Team, including the Industry Talent Consultants, and our Industry Collaboratives, we engage businesses in strategic decision-making to ensure we meet the needs of businesses.

The Business and Industry Engagement Committee brings together a cross-section of businesses from the high-demand HITCH industries. This committee provides a broader perspective on businesses and allows us to identify common needs across the business community and helps to steer the workforce system to develop collective solutions that help meet business needs regardless of industry. During the development of this local plan, our Business and Industry Committee identified some major focus areas for the coming four years:

- Help businesses recover from the impacts of COVID-19
- Skills development
- Career pathways and skills progression
- Registered apprenticeship
- Help business meet their goals pertaining to equity

These major focus areas cover a wide range of more specific needs that vary by industry. For example, helping businesses recover from the impacts of COVID-19 will include a variety of strategies that differ for

each of our focus industries. The Hospitality Industry experienced a big hit to demand and thus laid off or furloughed a large number of employees who as a result may have left the industry for good. Business partners on our committee anticipate that this may cause a big gap in experienced employees and require dedicated pipeline development. In the Healthcare Industry, some of the employers have seen a large number of earlier than expected retirements and excessive burnout among younger employees causing a brain drain from the industry. They indicated a need to build up skills of individuals to move up career pathways to make up for the early retirements. Yet another problem is faced by the construction industry. Because of the nature of how training is conducted using hands-on techniques, the trades training programs are not able to graduate as many individuals in 2020 and 2021 because of COVID-19 precautions. They anticipate this will leave a gap in individuals entering the field.

The variation across industry continues for each of the other priority areas of skills development, career pathways and skills progression, registered apprenticeship and meeting businesses' equity and social justice goals. The Business and Industry Committee will set specific objectives pertaining to these focus areas followed by action planning to identify the details of how they plan to address these needs. The action planning will be coordinated with the Industry Collaboratives and the Business Services Team to then carry out the plans.

The Board leads in the development of solutions to address the workforce needs of a targeted industry as a whole guided by our Industry Collaboratives using outreach, training, recruitment, retention, and other solutions. Our Industry Talent Consultants have been trained using the U.S. Chamber Foundation's Talent Pipeline Management techniques which is described in Section G below in more detail. The Industry Talent Consultants also coordinate with partner organizations such as the Economic Development Corporation or other CBOs providing business services as well as those providing job-seeker services. Additionally, as described in the previous section, the Business Services team implements a solutions-focused, consultative approach to help businesses and industries in the County and region. For those challenges that fall outside of workforce development, the Team will connect businesses with the appropriate local, state, and federal resources.

To better coordinate workforce development programs and economic development

The Local Board recognizes that economic development creates jobs and the workforce development system supports the development of qualified talent. Economic development is a key member of the Team and provides information on attraction, expansion, and retention of local businesses.

To ensure the system is meeting the needs of all businesses, the Business Services Team works collaboratively to engage in a business call program, leverage resources, share intelligence, coordinate outreach efforts, and co-host business events.

To strengthen linkages between the American Job Center delivery system and Unemployment Insurance programs

Career Center and Unemployment Insurance (UI) programs utilize a number of strategies to align and integrate their services. Information about all the programs and initiatives are being presented during the UI workshops held at the Career Center. Referrals are being made from one partner to another and follow

up and referral outcomes will continue to be shared. We will continue conducting a targeted outreach to ensure that UI recipients are aware of the services available in the career center.

In addition, information on long-term unemployed individuals provided compiled by UI and provided to the local areas by MDOL will allow partners to aggressively outreach to those individuals who have been out of work for more than 27 weeks. Partners will offer their services to long-term unemployment individuals, which will ensure clients obtain skills required by businesses and receive gainful employment and advance in their careers.

MDOL will do weekly workshops and talk with the claimants, also will look to incorporate more collateral materials for customers regarding UI and services available. The MDOL also grants some partners access to the Beacon system so they can have read-only info to determine program eligibility for support services and training opportunities.

F. A description of how the Local Board will ensure jobseekers have a role/voice in the board's decision-making process and in informing the services the Local Area provides.

Area partners will employ the following strategies to ensure jobseekers' voice is included in decision making:

- Regular (annual, quarterly, monthly) satisfaction surveys to be conducted and analyzed; We already conduct evaluation surveys for all the participants of the events, workshops and trainings
- Jobseeker and business focus groups; Business collaboratives serve as a business focus group for us to gage feedback
- Representation on various committees

G. A description regarding the implementation of initiatives designed to meet the needs of businesses in support of the strategy described in Section 1, including, where applicable: EARN Maryland; Pre-apprenticeship and Registered Apprenticeship; Incumbent worker training programs; On-the-job training programs; Customized training programs; Industry and sector strategies; Integrated education and training; Career pathways initiatives; Utilization of effective business intermediaries; and Other business services and strategies.

The Board takes a demand-driven approach that is designed to meet the needs of businesses in support of our strategies. Our workforce system implements a variety of initiatives in order to carry out our strategic vision. This includes EARN Maryland, pre-apprenticeship and registered apprenticeship, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, integrated education and training and career pathways initiatives, utilization of business intermediaries and other business services.

Employee Advancement Right Now (EARN) Program

EARN Maryland is a state-funded, industry-led grant program with the aim of helping businesses cultivate a skilled workforce. Funding is provided to Strategic Industry Partnerships which are made up of workforce development, economic development, community-based organizations, and education partners. The

grant period is in 2-year intervals. Each Strategic Industry Partnership focuses on an industry and in some cases a niche within each industry. Anne Arundel Workforce Development Corporation (AAWDC) operates in three Industry spaces: Construction, Transportation, and Information Technology. AAWDC is committed to assisting businesses statewide in their talent pipeline be it entry-level, incumbent, re-skilling, up-skilling, or mid to high level careers. We can provide training opportunities with meaningful endpoints such as industry relevant certifications and employment. Will continue to use EARN funding to contribute to our Industry Collaborative work.

Incumbent Worker Training

Incumbent worker training is a strategy developed to ensure career pathways programs are implemented efficiently and current employees advance in their careers through additional trainings and obtaining credentials. Incumbent worker training funds shall be expended on a project-by-project basis. Projects may consist of a single firm or utilize a sector-based approach that combines several businesses with similar workforce needs. Each project will meet guidelines established by the Board. The Board developed and adopted an incumbent worker policy (see Attachment 12 – Incumbent Worker Training Policy).

Industry Sector Strategies

The local area services revolve around industry sector strategies. Core to this focus are the Industry Talent Consultants (ITC) who are part of the Business Services Team. These subject-matter-experts act as program managers for an industry, balancing a variety of projects at a time based upon the priorities identified by industry sector partnerships we call Industry Collaboratives. It is vital to keep the program manager perspective so that ITCs have a high-level viewpoint when making decisions at the project level or when pursuing additional projects. This aspect of their job blends the other elements of subject matter expertise, coordination, focus on supply and demand, working with partners, and going beyond legislative and geographical borders to advance the work of the industry sectors. ITCs guide industry to workforce solutions, act in an advisory role on broader talent pipeline solutions and connect industry to services.

A pivotal component in creating success for businesses in these high-demand industries is the creation of the Business Collaboratives for each industry and for select sub-industries. These Business Collaboratives are managed by the ITCs and give clarity and focus to initiatives within an industry, giving employers of all sizes a critical forum to connect industry best practices and to leverage resources around talent considerations that they might not otherwise be able to affect. It also gives a forum to align skills requirements of industry with training and education programs in the region. For the approach to be successful, business must play a leadership role that centers them as the end customers for closing the skills gap for the jobs most critical to their missions. By assisting businesses in organizing and managing talent pipelines as a collaborative, ITCs can ensure that the talent pipelines remain flexible and responsive to business needs and communicate objective data to determine the education and training providers that meet the needs of the collaborative as well as the other sources of quality talent.

Career Pathways Initiatives/Integrated Education and Training

Career Pathways initiative funded by the MD Labor provided an excellent foundation allowing for college and AAWDC to work together on processes and procedures and make them aligned and efficient. The initiative allowed participants who don't score at a sufficient level at their TABE to participate in occupational training. We are working to incorporate contextualized learning so that participants gain basic skills while also working toward a certificate or industry-recognized credential.

Business Intermediaries

The Business Solutions Team also works with a variety of business intermediaries:

- Northern Anne Arundel County Chamber of Commerce,
- Central Maryland Chamber of Commerce,
- Greater Severna Park and Arnold Chamber of Commerce,
- Crofton Chamber of Commerce,
- Annapolis Chamber of Commerce,
- South Anne Arundel Chamber of Commerce,
- Pasadena Business Association,
- Maryland Aviation Administration,
- Baltimore-Washington International Airport (BWI),
- Fort Meade Alliance,
- BWI Partnership.

We plan to continue and expand these partnerships and explore further ways we can work together to align services.

OJT

The goal of an OJT is permanent, unsubsidized employment at a family-sustaining wage. During the initial phase of employment, AAWDC provides reimbursement to the employer for a portion of the employee's wage. The reimbursement amount depends on the size of the organization and the duration of subsidized wages vary based on training needs of the employee and the needs of the position. A training plan, goals and milestones, are developed for each participant and the employer and career coach evaluate the progress of the training. Employers benefit by being able to train employees and get to know them before they start paying a full salary. In this way, OJT offers advantages to both the businesses and the jobseeker/employee.

Businesses find OJTs to be very effective. OJTs incorporate a mentorship component and personalized training. This increases job satisfaction and leads to higher employee retention rates and improved engagement. OJTs also encourage employee development by helping the company create a clear pathway for internal talent.

We work with business in the HITCH industry sectors. OJT opportunities range in wages and skill level as do business size. However, we see improved outcomes at all wage and skill levels making it an effective services strategy we will continue to implement.

Pre-apprenticeship and Registered Apprenticeship

Another way we plan to support our vision is through apprenticeship opportunities. Registered Apprenticeship Programs (RAP) are a proven pathway to family-sustaining employment. Workers earn throughout the training period, making it a more feasible pathway for many of Anne Arundel's most vulnerable residents and the ALICE population. Area employers are interested in exploring apprenticeship opportunities for non-traditional positions, meaning for occupations that aren't in occupations such as the construction trades, which in the past are occupations that are most likely to use apprenticeships as the main training pipeline. We are working to help the business community in the HITCH industries find new ways this model can be applied. We have hosted events around this topic to educate businesses on the different ways apprenticeship can be used, how they can become involved, how they can develop RAPs as well as highlight how the State is supporting these efforts.

Other Business Services

In addition to the above strategies, the Business Services team provides a wide variety of services based on the needs of the businesses. Additional services we offer include

Individual and Multi Company Hiring Events: Traditionally these are done in a face-to-face setting. Once we are able to resume these events, we will continue to hold them at the Career Center and other locations around the county so businesses can get maximum exposure to fill the positions they have. COVID-19 has made us shift to virtual Hiring Events and we now know the advantages hosting them virtually and plan to continue to offer them beyond the pandemic. We recently purchased a license for a software that will allow us to have more companies at an event and allow the companies to have more access to the individuals who attend the event.

Business-to-Business Events: Recently, we have been hosting a series of B2B events that focus on topics that the business community is facing. These are timely topics that drill down and share information that businesses can use. These events have been very successful, and we will continue to offer more of these Based on the needs of the business community.

Targeted Recruiting: The Business Services Team has a recruiter help the business fill roles with the best candidate they can. If a candidate is lacking some skills, the business services team explores how we can assist them to overcome these deficiencies by utilizing one of the training methods (work and learn, train to hire, etc..). We will continue to promote this service to the business community.

BWI Business Services Center: The Business Services team staffs a Business Center at BWI Airport. Because of security and other regulations required for this unique work environment, the BWI business community faces a unique set of challenges with recruiting and retaining employees. We connect with businesses through this center and offer recruiting services, host hiring events, oversee meeting space for businesses, promote opportunities to individuals within and beyond the BWI community, and support these companies any way they need. We are continuing to upgrade this center to offer more services that are needed for this unique situation.

Outreach to the Business Community: The Business Services team works together to increase awareness and outreach to businesses in the county who need workforce development services. Cross-partner referrals are the number one way that businesses in the county are connected to all services available to them from system partners. In addition, major business programs and service launches are promoted by every partner to increase awareness and reach of new programs. By having a collective Business Services Team that has members from each business-facing partner, the team is able to coordinate across the entire system to ensure a cohesive service delivery model. The team will work together to strengthen this model and develop system-wide outreach materials that cover all services available to businesses from the workforce system in one piece.

Workplace Excellence Training

To address the customer demand for essential workplace excellence skills, the Board supports Essential Workplace skills trainings as an integral part of many training models. The training is focused on teaching clients the competencies that businesses want and the Workplace Excellence Training modules are aligned with those competencies. Those competencies and modules are:

Adapting to Change: **ADAPT**ability Module
Managing Your Outlook: **REASON**ability Module
Multi-Generational: **RESPECT**ability Module
Managing Your Time: **DEPEND**ability Module
Verbal Communication: **COMMUNICATION**ability Module
Non-Verbal Communication: **COMMUNICATION**ability Module
Written Communication: **WRITE**ability Module
Work Realities & Expectations: **WORK**ability Module
Think Like the Employer: **WORK**ability Module
Personal Presentation: **PRESENT**ability Module
Fitting In On the Job: **SUIT**ability Module
Managing Work & Life: **TRANSITION**ability Module

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

Coordination of workforce activities with economic development strategies is the Board’s priority, as the Board takes a “demand-driven” approach to business services. Business is a customer in the system and represents demand, whereas individuals are clients. To ensure the system is meeting the needs of all businesses, the Team works collaboratively to engage in a business call program, leverage resources, share intelligence, coordinate outreach efforts, and co-host business events.

By understanding the needs of businesses, the workforce development system can better prepare individuals with the skills they need to satisfy business recruitment requirements. AAEDC is a key member of the Board and the Team. AAEDC supports entrepreneurship through their Small Business Resource Center co-located in their office. Anne Arundel County has two small business development center counselors to assist local entrepreneurs and small to mid-size businesses.

The Team will work closely with the small businesses and microenterprises to support the growth and development of their workforce including offering entrepreneurial/microenterprise workshops. The Board has a high priority in supporting small veteran-owned businesses.

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

The Board recognizes that in certain circumstances the provision of services that directly impact employability must be supplemented by client supportive services. Supportive services provide financial assistance to participants who would not be able to participate otherwise. In all cases, the Board first brokers these services for the client 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 client's need, WIOA funds may be used to provide short-term supportive services to eligible participants. Supportive services are approved on an individual basis when determined necessary and reasonable. The service could include transportation, business attire, tools, work or training equipment, child or dependent care, graduation fees, licensing and testing fees, union fees, clothing for interviews or job fairs, medical and healthcare needs, and more.

The local supportive services policy on submission procedures (see Attachment 13 – Supportive Services Policy) and payment issuance will follow and conform with State Policy Issuances and WIOA; and provide for approval forms, receipts, and supporting documentation are available for review.

The emphasis on co-enrollments for Title I Adults, Dislocated Workers, and Youth Programs will provide an opportunity to leverage resources and coordinate supportive service efforts across eligible funding streams. The Alignment Committee will work together to identify and discuss opportunities for co-enrollments and corresponding contributions toward workforce activities and supportive services. This will help to avoid duplication of service delivery and leverage existing resources

The Board will coordinate activities with the Local Management Board, a partner in our system, which will fall in line with the Management Board's areas of focus: prevention service, mental health services, school completion, outcomes, measures, and evaluations, and community resourcing. Additionally, the Board will seek out non-federal funds to supplement supportive service resources.

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

The Board emphasizes that businesses are the primary customers and individuals are clients. Hence, the Board is made up of business representatives (51% of the membership) who oversee and set priorities for training policies including the demand-driven approach. The Board uses an innovative approach to business engagement carried out by a dedicated business-focused team, overseen by the AAWDC VP of Business and Industry Solutions and facilitated by a team of Industry Talent Consultants (ITCs). Talent Consulting is an innovative and unique service developed to implement industry sector solutions to workforce pipeline challenges. ITCs enable the workforce system to take a holistic approach to addressing industry needs. It blends the concepts of industry sector strategies and career navigation to effectively serve the unique needs of an industry, while ensuring jobseekers have a strong understanding and connection to key regional economic drivers. The ITCs guide industry to workforce services and act in an advisory role on broader talent pipeline solutions.

The concept of ITCs evolved as part of an iterative process beginning with industry training programs funded by grants within the trades and cybersecurity industry sectors. During those years, staff and programming for each grant became more focused and responsive to the needs of the industry. At the end of those training grants, these training strategies turned into sector strategies. The focus was instrumental in the success of sector training.

Coordinated by the ITCs, the Industry Collaboratives identify skills gaps and help to design training strategies to best fill those gaps. Our Industry Collaboratives are a strategic partnership between

businesses and workforce development partners to build a skilled talent pipeline. More information about the Industry Collaboratives are in the next section.

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

Industry partnerships and career pathways are integral parts of the Board's Sector Strategies definition. This synergy ensures that there is a system and support that allows a client to step on a career pathway at any on-ramp and proceed to the next level. Industry Partnerships inform and drive the building of career pathways, and includes decision-making regarding trainings and other skill-enhancement models. The Board will continue to use Employment Advancement Right Now (EARN) funding to initiate and support sector partnerships and career pathways in the "HITCH" industries.

Industry Talent Consultants (ITCs) lead the Anne Arundel Workforce System's industry partnerships. ITCs blend the concepts of industry sector strategies and career navigation to effectively serve the needs of an industry while ensuring individuals have a strong understanding and connection to key regional economic drivers. ITCs operate and are engaged in workforce projects that include cohort training, industry-wide recruitment strategies, career pathway articulation, enhancement of regional training options, and industry awareness campaigns. In this way, AAWDC approaches workforce development from a macro to micro level, identifying regional industry trends and needs from research data, our local Board, and our various industry employee-partners, and filtering them down to individuals who are seeking support, direction and advancement within their chosen careers.

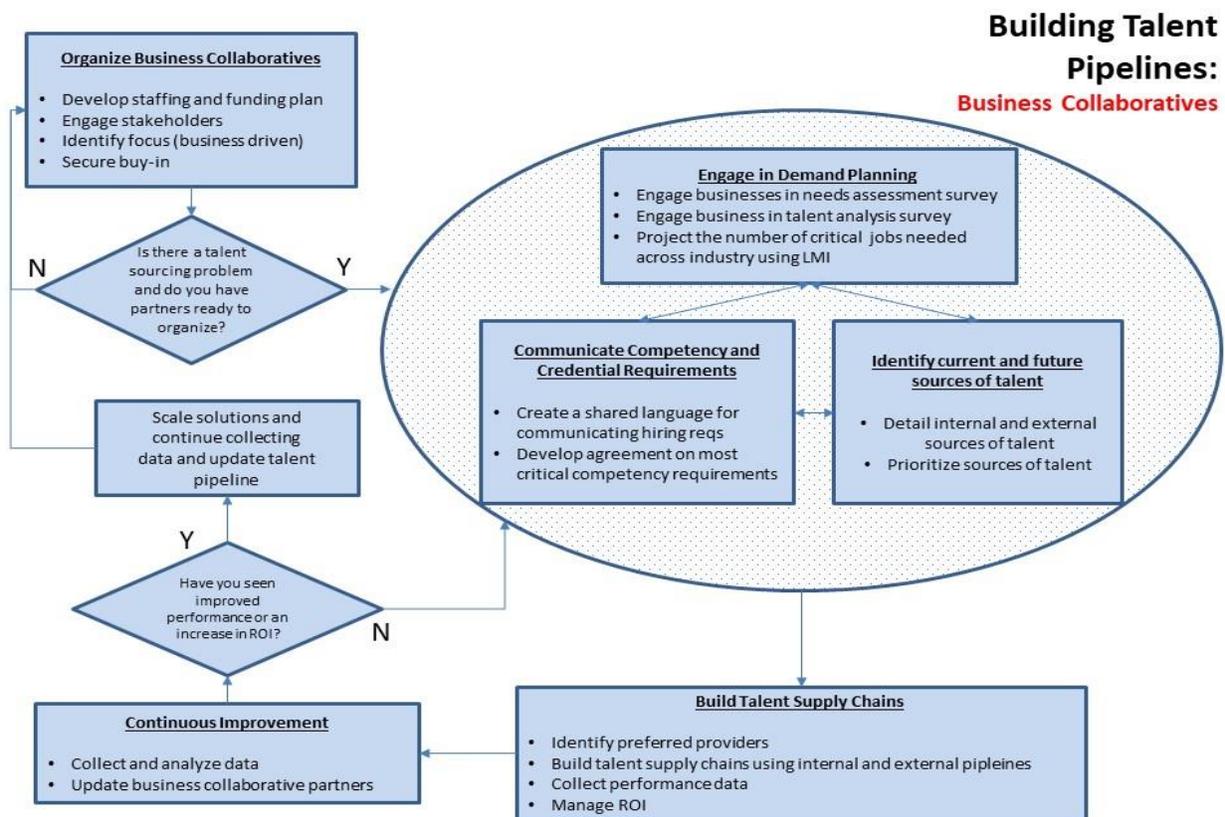
Our Industry Collaboratives are made up of business representatives from the target industry or sub-industry, industry associations, AAWDC, Anne Arundel Economic Development Corporation, Anne Arundel Community College, Anne Arundel County Public Schools, and other workforce partners. The businesses lead the collaborative and the workforce partners provide support and implement the projects outlined by the Collaborative. By having the full spectrum of workforce partners at the table, we can move all the available resources toward targeted activities in order to meet both industry demand and worker needs. The Board manages 6 collaboratives and partners with an existing collaborative for the Construction:

- Healthcare Collaboratives: Allied Health Collaborative and Geriatric Health Collaborative
- IT/Cybersecurity Collaborative
- Transportation Warehouse and Logistics Collaborative
- Construction: partner with the Associated Builders and Contractors of Chesapeake Shores
- Hospitality Collaboratives: Hotel Collaborative and Restaurant & Retail (in development)

In order to implement a strong demand-driven approach to training development, the Board focuses on sector-based training. The Business Collaboratives drive the process and it is facilitated beginning to end by the Industry Talent Consultants. The Industry Talent Consultants were trained in the U.S. Chamber of Commerce Foundation's Talent Pipeline Management (TPM) initiative. Talent Pipeline Management (TPM) is an initiative created to share best practices in creating value and increasing return on investment for demand driven workforce systems. Talent Pipeline Management (TPM) has six strategies.

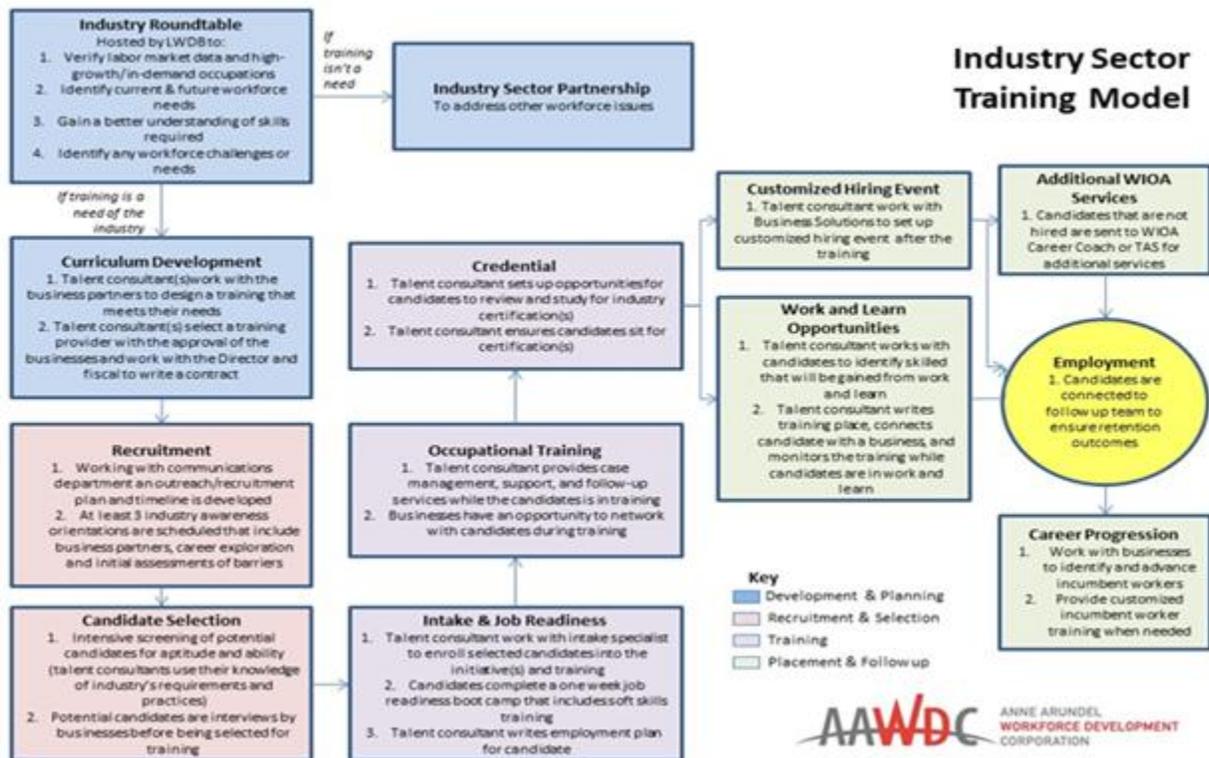
- Strategy 1: The organization of business collaboratives around a common need. It is critical at this stage to know who should be a part of this collaborative and what the focus should be.
- Strategy 2: Demand planning that focuses on organizing data regarding talent needs. Data can be gathered from many sources, including State Occupational Projections and Real Time LMI like Burning Glass or EMSI. One of the unique parts of TPM is the use of needs assessment surveys that poll the members of the business collaboratives.
- Strategy 3: Creating agreed upon competency and credentialing requirements for in demand positions by ensuring you have a shared language that allows comparisons of the similarities and differences across the industry.
- Strategy 4: Analyzing the sources of talent and the capacity of current sources to provide the required talent needed for business success as well as identifying the untapped resources. These talent sources include high schools, colleges, other employers, feeder jobs from within the company and the military.
- Strategy 5: Building talent supply chains. By using the data gathered in steps 2-4, business collaboratives can identify if they need to source talent internally, externally, or both and evaluate the performance of training providers.
- Strategy 6: Continuous Improvement. As with any long-term strategy, continuous improvement and evaluation of results is critical to determine where further improvements can be made. If efforts have been entirely successful, can they be scaled up to help a larger group of businesses?

Below is the TPM cycle and how our system uses it for training development:



Training development and implementation integrate a detailed set of services provided from our workforce system and is created using our Industry Sector Training Model. The process is facilitated from start to end by the ITCs. Training is first developed and then implemented using the guiding principles of

TPM. Individuals entering training are screened for suitability by the participating businesses and the training mixes essential skills training and occupation training aligned with businesses' needs. At the end of training participants either enter Work and Learn opportunities or attend a customized hiring event, or move on to receive additional WIOA services. The next graphic provides detail on the development, recruitment, training and placement/follow-up stages.



L. A description of the role (if any) of local faith or community-based organizations in the local workforce development system.

The Board recognizes that community-based and faith-based organizations provide essential services to their constituencies and are critical partners in building a strong workforce development system. A member of a community-based/faith-based organization will be represented on the Board. The Board will also partner with faith-based and community-based organizations to provide supportive and wrap-around services to address barriers to employment, as well as employment and training services to hard-to-serve populations. Other non-financial, cooperative initiatives may include: providing jobseeker workshops at faith-based and community-based organizations facilities, and working with these organizations on recruitment efforts for youth programs.

Section 4: American Job Center Delivery System

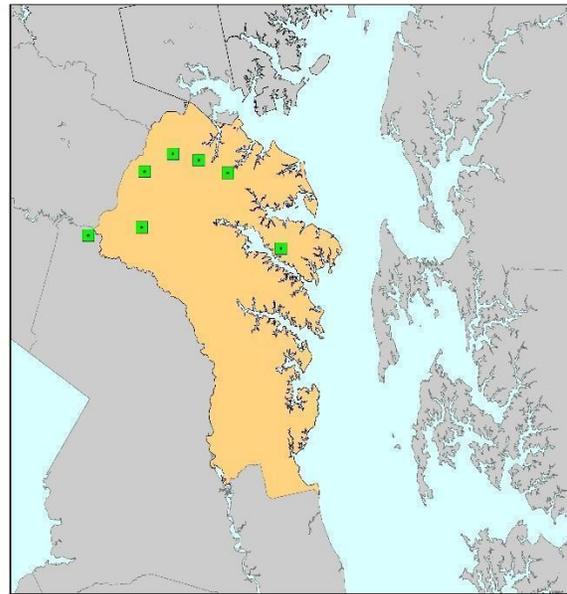
A. List the American Job Centers in your Local Area, including address and phone numbers. Indicate the One-Stop Operator for each site and whether it is a comprehensive or satellite center.

Anne Arundel Workforce Development Corporation (AAWDC) is the county’s authorized Workforce Administrator, pursuant to Title 14 of the Anne Arundel County Code. The selection of Career Centers will be made by the AAWDC President/CEO in conjunction with and approval by the Board.

Anne Arundel County Career Center, a proud partner of the American Job Center network includes three types of Career Centers:

- Comprehensive – full customer and client services where all core partners are co-located;
- Affiliate Centers – full-service centers or those that focus on targeted populations or business customers. These centers do not have representatives of all the core partners;
- County Career Access Points – provide job search and job readiness services to clients and are located in the community.

Anne Arundel Centers



Comprehensive Center

Anne Arundel Career Center

613 Global Way, Linthicum Heights, MD 21090, 410-424-3240

Affiliate Centers

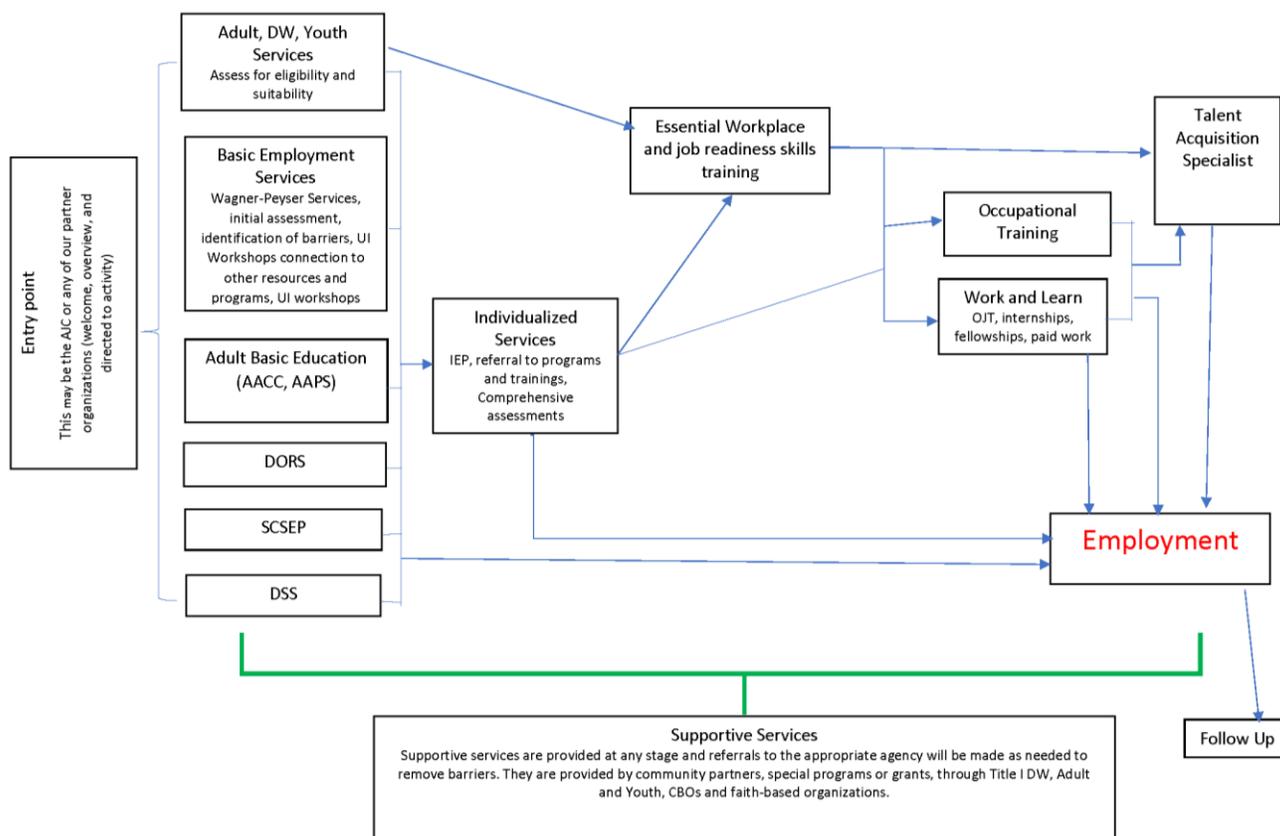
BWI Workforce and Commuter Resource Center BWI Workforce and Commuter Resource Center BWI Airport, MD 21240, 410-684-6838	Ft. Meade Outreach Center Building 4432 Ft. Meade, MD 20755, 410-674-5240
Ordnance Road Correctional Center 600 East Ordnance Road Glen Burnie, MD 21060, 410 222-6350	JobsWork!. Arundel Glen Burnie 7500 Ritchie Highway, Suite 307 Glen Burnie, MD 21061, 410-421-8580
JobsWork!. Arundel Annapolis 80 West Street, Suite C, Room 200, Annapolis, MD 21401, 410-269-4535	

Community Career Connections

@ Freetown Village 7831 Huff Court Pasadena, MD 21122, 410-437-305	@ Stanton Community Center 92 W. Washington St. Annapolis, MD 21401, 410-349-5013 ext. 300
@ Meade Village 1700 Meade Village Circle, Severn, MD 21144, 410-846-6964	

The Board is working with AACPL and other community organizations to establish a presence in Brooklyn Park, South County and other library branches.

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



The Board directs the planning and execution of a premier comprehensive workforce system where both customers (businesses) and clients (jobseekers) are able to seamlessly access workforce-related resources and support through multiple entry points within the County. The system is easy to use, and provides exceptional service delivery, ultimately meeting the customers' and clients' needs. The graph presented above shows that a client can access the system at any entry point where information about the services will be provided and s/he will be directed to a service at the location it is being delivered.

The County offers multiple *entry points* that include:

Community Career Connections

Working closely with targeted communities in the county, the workforce system provides career-related information and resources for residents that are in closer proximity to these resources than to the Career Centers. The Board ensures that these Community Access Points are located in areas of high unemployment and poverty. Career Access Points include Freetown, Meade Village, and Pioneer City. In these locations, satellite offices are established within these respective residential areas and are staffed

by Workforce Specialists who provide resume writing and interviewing assistance; referrals; access to computers for job search; connection to hiring events; and access to Career Center workshops.

Community Partners

Community Partners play a critical role in the community. Partners are able to provide services unique to a client's personal circumstances (i.e., mental health issues; substance abuse; GED tutoring; access to public assistance; housing). A referral process will be developed to ensure that clients experience a seamless transfer from one partner to another with minimal duplication of registration, eligibility, and documentation requirements. Community partners include: OIC, Community Action, Arundel Lodge, Arundel House of Hope, the Lighthouse, Way Station and other organizations that serve veterans.

Targeted Outreach

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

Accessing the Anne Arundel Career Center, a partner of America's Job Center

As a subset of the Alignment Committee appointed by the Board, the Career Center workgroup consists of the Department of Labor, Licensing and Regulations, the Division of Rehabilitation Services, Adult Basic Education, and AAWDC.

The Career Center workgroup meets regularly to implement a premier client flow model that places the client at the center of service delivery and ensures that clients have a clear understanding of what services are available to them within the center and how to access those services.

The County's premier client flow provides the following Career Center experience:

Clients arrive at the Career Center through one of the above-mentioned entry points. Upon entering the Center, friendly and knowledgeable Front Desk staff greet the client and serve as the first point of contact. Similar to a traffic cop, the well-trained Front Desk staff are responsible for gaining a better understanding of why the client has come to the center and assist with the navigation of services.

Basic Services

Many clients are seeking immediate assistance with employment attainment. These clients will be referred to Wagner-Peyser staff that assist with resume review and writing, job search, and interview preparation. Using state-of-the-art assessment tools, the staff will determine the career level of clients to determine the need for additional training to improve or establish in-demand skills that lead to industry-recognized credentials. Wagner-Peyser includes business-facing staff who will work with clients seeking immediate employment opportunities and will successfully connect them to employment.

Wagner-Peyser staff serve as the front-line, working with clients who access the services of the Career Center. Improving services to individuals with disabilities and veterans is a priority. Through intense training on understanding this community, the Career Center staff will better serve this population including determining, through assessments, if a client should be immediately referred to the Division of Rehabilitation Services or other service providers. Clients requiring additional training are referred to Title I staff. Wagner-Peyser staff meet in person with Title I staff to ensure there is a smooth transition, and

minimize duplication of information and eligibility issues. In the future, this process will be automated using an electronic referral process. A Standard Operating Procedure will be put in place to ensure that the referral process is effective and tracks outcomes.

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

Individualized Services

Clients that are referred to Title I services will work with intake staff that will utilize assessment tools to determine suitability and eligibility, and identify any barriers to training and/or employment (i.e., transportation, childcare, etc.). The Intake Specialist will be knowledgeable about all of the workforce system resources available in the community to address these challenges. Upon completing these assessments, clients will be referred to individualized services.

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

Supportive Services

Some clients who access the Career Center will have barriers that make it difficult for them to become successful in pursuing employment. In Anne Arundel County, the primary barriers to employment include transportation and access to reliable childcare. Through strong partnerships and innovative strategies, Career Center staff will have access to funding to address these challenges on a short-term basis until such time the client is stabilized through employment and is able to fund these barrier solutions independently (see the policy in Attachment 13 – Supportive Services Policy).

Essential Workplace and Job Readiness Instruction

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

Occupational Training

Training will be primarily focused on high-growth industries (HITCH) and will be provided through either classroom training or through individual training accounts. Businesses will be integrally involved in curriculum review and development, and meeting in advance with training participants to determine their experience and cultural "fit." This process will ensure that all training will increase the chance of immediate employment upon certification attainment.

Work and Learn

Clients will be assessed to determine if "hands-on" work experience working directly with a business may be required to prepare them to enter the workforce. This experience is beneficial to both the client as well as the business by "testing out" the applicant, as well as providing some work experience within the

industry and occupation. In addition, for those businesses that require additional “customized” training within the context of their business needs, clients may receive On-the-Job-Training (OJT) contracts that secure employment post training. These contracts are short-term and is a shared expense between the business and Workforce Innovation and Opportunity Act (WIOA).

Job Development and Employment

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

Follow Up

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

Businesses are our Customers

The Board recognizes the need to provide exceptional services to businesses seeking skilled and qualified talent. To remain relevant to the business community, Career Center services must be tailored to meet their needs. The Business Services Team will serve businesses in the Career Center by 1) providing guidance in posting job announcements in the Maryland Workforce Exchange; 2) Assisting in identifying qualified candidates represented in the Maryland Workforce Exchange; 3) Engage businesses in presenting industry-related labor market information to clients; 4) Host hiring events that unite pre-screened, qualified clients with businesses with job openings; 5) Assist in upskilling the existing workforce through development and implementation of incumbent worker training.

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

Consistent with section 121(d) of WIOA, the Board, with the agreement of the Chief Elected Officials shall designate or certify one-stop operators and may terminate for cause the eligibility of the provider selected. Selection of the One-Stop Operator will be through a competitive process and shall be a public, private, nonprofit, or consortium of entities comprised of three (3) or more American Job Center partners. The selected One-Stop Operator will have demonstrated effectiveness and will be located in the local area. Examples of organizations that may competitively apply include: institutions of higher education, employment service State Wagner-Peyser Act agencies, community-based organizations, nonprofit organizations, private-for-profit entities, government agencies, local chambers of commerce, business organizations, labor organizations, career and technical education schools, and other interested

organizations or entities. Elementary schools and secondary schools shall not be eligible for designation or certification as a One-Stop Operator.

Organizations applying for One-Stop Operator designation must disclose any potential conflicts of interest arising from the relationships with other service providers. The selected One-Stop Operator(s) may not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services. And, the selected One-Stop Operator(s) must comply with Federal regulations and procurement policies related to calculation and use of profits. The Board will consider proposals that have direct costs associated with providing the One-Stop Operator roles and responsibilities, and proposals that have costs incorporated within other on-site service provider activities and no direct One-Stop Operator budget.

To ensure there is no conflict of interest or perceived conflict of interest, the Board may consider hiring an independent consultant to facilitate the procurement process. In this option, the Governance Committee of the Board will work directly with the independent consultant to develop a request for proposal and evaluation tool. No workforce system service provider or potential service provider will be involved in the development of the request for proposal or the selection process. In the event only one proposal is received, the Board will proceed with sole source procurement with the approval of the Chief Elected Officials.

The One-Stop Operator activities are revised annually and procured as needed.

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

The Board will utilize a pay-per-performance Request for Proposal (RFP) process when warranted. The selection of the vendors will be based on past performance of the vendor and assurance that their curriculum is in line with the needs of businesses. All providers will be required to participate in an initial onboarding process, which includes staff training, understanding of MWE, and paperwork requirements. In addition, regular (30-60-90 days) monitoring and reviews will be scheduled to determine whether the vendor meets requirements of the program. Technical assistance will be provided during the entire implementation process.

The RFPs will be announced publicly and bidder's conferences will be held for interested vendors. The Proposal Review Committee, consisting of selected members of the Board, will review proposals and score them based on predetermined categories.

In addition, a Scorecard will be developed to include performance outcomes of each service provider and presented regularly to the Alignment Committee and the full Board to ensure continuous improvement.

E. A description of how the Local Board will facilitate access to services provided through the American Job Center delivery system, including in remote areas, through the use of technology and through other means (partnerships, skype, faith-based, toolkits, website resources).

We will continue utilizing technology such as web access to address access to resources for clients who are in remote areas or face barriers to physically accessing the Career Centers. The COVID-19 pandemic forced the system to start delivering most workforce development services remotely. Much of the client flow process is now mirrored virtually including intake eligibility documents; access to the Maryland Workforce Exchange; web-based seminars on resume instruction and practicing interviewing; live streaming and recordings of workshops taking place in the Career Center. We developed a series of topics for workshops that are relevant to this unique atmosphere including such as a workshop on how to do virtual interviews. We developed tools and processes that allow customers to get assessed and enrolled online to ensure that we follow PII and other compliance rules. We have also worked with training providers to ensure training that can be remote is offered online. We are also conducting career coaching services virtually via phone or web-conferencing. We had planned to expand virtual services, but the pandemic forced our hand to do so all at once. Many of these services will continue virtually following the pandemic and we will be reviewing which services benefit most from being virtual as well as intend to hone our virtual services to be more effective.

Agency partners and other partnering organizations work with the workforce development system to ensure their clients have access to services by linking workforce information on their homepage.

In addition, the Board supports establishment of Community Center Connections that are located in communities with high need for the workforce system services.

The Board's Community Outreach activities will ensure information and instructional activities are provided in libraries, housing communities, and faith-based organizations for individuals who are unable to physically access the Career Center.

F. A description of the roles and resource contributions of the American Job Center partners.

The description of partners' roles and responsibilities is located in the signed MOU (see Attachment 16 MOU). The Board is in the process of reviewing the MOU and RSA that will be signed by June 30, 2019.

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

The Board will define how Individualized Training Accounts (ITAs) will be utilized as part of a larger training strategy as part of its local policy guidance (see Attachment 9 – Occupational Training Services). Currently, the ITA development and approval process is guided by the following guidelines:

WIOA Sec. 134(c)(3)(G)(iii) states that “[t]raining services provided under this paragraph shall be directly linked to an in-demand industry sector or occupation in the local area or the planning region.” As such,

the Board limits individual training to those industries and occupations that the Local Workforce Development Board deems in-demand. Those industries and occupations are identified on the documentation that clients received at intake.

The Board seeks to provide training opportunities within high-demand industries or occupations that aligns with the HITCH industries

The Board has set a spending cap on all ITAs of \$3,000.00. This cap is reviewed on an annual basis. In all cases, the Board seeks to provide high-value training solutions by operating cohort trainings in the most in-demand and popular occupations and industries in the local area.

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

The Board ensures that the majority of participants in the WIOA Adult program meet the definitions for veterans, low-income, public assistance, and/or basic skills deficiency.

1st Priority	Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2nd Priority	Individuals who are not veterans or eligible spouses, are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient
3rd Priority	Veterans and eligible spouses who did not meet "first priority" conditions
4th Priority	Additional priority populations established by the Governor or Local Workforce Development Board
5th Priority	All other individuals who qualify for the Adult Worker program

Other population categories that have barriers to employment will also have priority of service. Local priority of service will come after Federal and State priorities have been addressed:

Targeted populations
Veterans
Individuals who do not have a HS diploma*
Individuals with disabilities*
Out-of-school youth ages 18-24*
Long-term unemployed (those who exhausted their UI benefits)*
Ex-offenders*
Older workers (50+)*
Low-income (TANF and SNAP recipients, homeless)
Individuals receiving Public Assistance
Individuals with barriers to employment
Working Poor
Military Spouses*

*Local targeted groups

The Board developed a policy on priority of services that is guided by the principles outlined in the State Plan and provided in Attachment 7 – WIOA Adult and Dislocated Worker Priority of Service Policy.

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

Incumbent worker training is a strategy developed to ensure career pathways programs are implemented efficiently and current employees advance in their careers through additional trainings and obtaining credentials. Incumbent worker training funds shall be expended on a project-by-project basis. Projects may consist of a single firm or utilize a sector-based approach that combines several businesses with similar workforce needs. The Business Services Teams leads the development of incumbent-worker training. Examples of training that businesses have expressed interest in conducting in the coming year include training hotel workers to become managers and for a construction business that would like to offer training for workers to move into mid-level positions. Each project will meet guidelines established by the Board. The Board developed and adopted an incumbent worker policy (see Attachment 12 – Incumbent Worker Training Policy).

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

The Board established and will maintain a customer centric design which will be aligned with the principles outlined in the State Plan: Engaging businesses, providing excellent customer service, building an efficient workforce system, developing standards, policies and procedures, using technology, ensuring a system that serves all and is accessible to individuals.

Customer service is one of the core areas of focus identified by the Alignment Committee. The committee has implemented a customer centric workforce system. They worked together to identify specific staff development training required to serve various population categories and various locations/entry points. The training included instruction on serving clients with disabilities; assessing individuals with low literacy skills and how to ensure their career success; how to assist individuals re-entering the community on overcoming the barrier of having an ex-offender status. Intake Specialists and CNSs serve as subject matter experts on these issues. In addition, the front desk staff received intensive training on targeted populations but will also have extensive knowledge regarding how to access other community resources; transportation routes; and AAWDC and other initiatives. Because customer service continues to be a priority focus and is essential to effectively meeting our program goals, regular staff training will continue to be conducted on system policies, procedures and technology. Additionally, as part of its plan for continuous improvement, the Alignment Committee will conduct action planning to develop a more detailed customer service strategy and will implement that strategy. Excellent customer service will not only include the realm of in-person service, but also virtual services. This may include reviewing and upgrading virtual services to ensure ease of use and comp

The Board will continue to conduct periodic customer and client satisfaction surveys to serve as a guidepost for measuring success in offering excellent customer service. These surveys will assist in identifying systemic issues needing improvement and will be addressed and incorporated into excellent service delivery system immediately.

Section 5: Title I – Adult, Youth and Dislocated Worker Functions

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

Anne Arundel Workforce Development Corporation (AAWDC) was designated by the Anne Arundel County Local Workforce Development Board to be a provider of the Adult, Dislocated Worker, and Youth services in Anne Arundel County.

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

Activities	Partner
Eligibility of Services	Core Partners
Outreach, intake, orientation	Core Partners, Library
Initial assessment	Core Partners
Labor Exchange services	MDOL
Referrals to programs	Core Partners, Library
Labor market information	AAWDC, MDOL, EDC
Supportive services information	Core Partners, Library
Unemployment Insurance information & assistance	MDOL
Financial Aid information	Core Partners
Comprehensive assessment	Core Partners
Individual employment plan	AAWDC, DORS
Career planning, counseling	AAWDC, DORS
Short-term prevocational services	AAWDC, DORS
Work experience	AAWDC, DORS, DSS
Out-of-area job search	MDOL, DORS
Financial literacy services	AAWDC, CBOs, FBOs
English language acquisition	Adult Education Providers, CBOs
Workforce preparation	Core Partners, DSS
Occupational skills training	Training Providers, DORS
Work and Learn	AAWDC, DORS
Programs that combine workplace training with related instruction	AAWDC, DORS, Training Providers
Training programs operated by private sector	AAWDC
Skill upgrading and retraining	Training Providers, DORS
Entrepreneurial training	AAWDC, Training Providers
Customized training	AAWDC, Training Providers, DORS
Incumbent worker training	AAWDC, EDC, MDOL, Training Providers
Adult education and literacy activities	Adult Education Providers, DORS
Job readiness training	Core Partners

*Adult Education Providers – Anne Arundel Community College and Anne Arundel Public School System

** Core Partners – Department of Labor, Licensing and Regulation; Division of Rehabilitation Services; Anne Arundel Workforce Development Corporation; Anne Arundel Community College.

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

The primary goal of Rapid Response is to transition workers to reemployment as quickly as possible. In our increasingly globalized and highly competitive economy, businesses are hardly ever stable. Businesses are constantly growing or shrinking. One of the biggest challenges businesses must face is having a workforce that is skilled enough to allow them to innovate and compete, and ultimately grow and prosper in this economy.

Rapid Response is a pro-active, business-focused, and flexible strategy designed to help growing businesses access an available pool of skilled workers who have been trained in the skills that the business needs to be competitive. Often these workers come from other businesses that are downsizing. It also is designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to businesses and their affected workers.

Rapid Response teams will work with businesses and employee representative(s) to quickly maximize public and private resources to minimize the disruptions on businesses, affected workers, and communities that are associated with job loss. Rapid Response can provide customized services on-site at an affected business, accommodate any work schedule(s), and assist companies and workers through the painful transitions associated with job loss.

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

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

The Board will continue to support a model that includes career exploration, essential skills training, occupational trainings that lead to credentials, and work experience opportunities. Participants start their program by going through a bootcamp that include career exploration activities, job readiness trainings, aptitudes, skills and barrier assessment. Participants develop a success plan incorporating objectives and main milestones. The next step for participants is to build their occupational skills and work further on job readiness skills.

In addition, the Board continues to support the establishment of an affiliate location or a designated area of a career center exclusively focused on the needs of youth ages 14-24.

In order to prepare the emerging workforce, the Board will support further development and improvement of the industry “academies” approach that focuses on high-growth industries in the County and surrounding regions. These academies align with the required elements for youth programming.

Specific focus is made on career exploration, barrier removal, mentoring, essential workplace skills, work-and-learn opportunities, and connection to employment. These tools ensure that all 14 elements are being provided to the youth population. The primary focus is on the out-of-school youth population with a secondary focus on the in-school youth population (specifically seniors not pursuing post-secondary education). In addition, businesses and industry navigators play an integral role in the development of industry-specific training curriculum and certification as well as serving as mentors and supporters of work and learn opportunities.

Targeted outreach efforts will continue focusing on specific areas within the County with the highest unemployment rate of out-of-school youth. Career exploration and job readiness activities, along with work and learn activities (*summer employment*) will still be the focus of in-school youth programming.

The Department of Social Services and the Division of Rehabilitation Services will refer clients to Anne Arundel County YouthWorks initiative for job readiness and occupational training services. This will allow the YouthWorks initiative to customize programs, workshops, and trainings that incorporate case management, GED attainment, and barrier removal. Youth Career Coach in partnership, with the Business Solutions Team, will engage in awareness events for businesses to better understand the return on investment in employing youth with disabilities.

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

The Alignment Committee plans to develop a common referral process which includes referral and information release forms to be used by both education and workforce, as well as setting up a shared tracking system. The community college and workforce will continue to build upon the process the integrated participant assessment and enrollment process developed within the Career Pathways grants programs. This will decrease duplication of efforts spent on document and data/information collection for all partners and, more importantly, will make the service delivery process more efficient from a client perspective.

AAWDC and Anne Arundel Community College (AACC) are now co-located at the new Career Center, improving the integration and alignment processes described above. AACC and AAWDC developed efficient recruitment, assessment, and enrollment processes that they implement together, which improves customer experience and creates savings for both organizations. Examples of the programs that use the process are Career Pathways and multiple CNA/GNA trainings. Within the Career Pathways grant, outreach, recruitment, assessment, and enrollment were conducted by staff from both organizations. The College then proceeded to conduct adult basic education training that was blended with the occupational trainings creating opportunities for individuals who are academic-skills-deficient to increase both of their skills at the same time instead of taking these trainings separately.

The Board recognizes the need to prepare youth who are not continuing into post-secondary education by providing career-related information and resources. In partnership with Anne Arundel County Public Schools (AACPS), the Board will educate counselors on how to leverage the workforce development system and how to connect graduating seniors with career opportunities.

Students attending evening high school will be reached out and offered services that would ensure they are not only getting high school education and diploma but also are prepared for entering the workforce.

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

Transportation barriers have been identified by the Business and Industry committee as one of the major barriers for employment in the County. This problem has to be tackled on both regional and local levels. The Board will continue to actively participate in conversations around workforce transportation on state and regional levels. At the same time, the Board will explore RideShare models and usage of technology in connecting participants to training and employment. The Board is also experimenting with innovative models and working with companies like Uber, Lyft, and others. The COVID-19 pandemic and lockdowns encouraged development of virtual service delivery to include workshops and sessions for the general public, specific job readiness trainings as well as occupational training to be delivered either fully or partially online. This allows participants who have transportation barriers to access services and obtain skills and credentials necessary to meet industry workforce requirements.

The Board will continue to provide transportation supportive services on a case-by-case basis if assistance is required to participate in an education or training activity.

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

The Board will adhere to State and Federal guidelines regarding priority of service provided to veterans and other priority groups identified in the State Plan.

In addition, the Board identified the targeted population groups shown in Table 8 to which it will extend priority of service privileges. Local priority of service will come after Federal and State priorities have been addressed.

The Board recognizes the need to extend the length of time individuals are engaged in the workforce development system and charges the partners to come up with innovative services to meet clients where they are to start, advance, or transition to a new career path; address their barriers to employment; ensure that they have essential workplace skills and industry certifications in order to meet their full career potential. This is particularly important when working with ALICE population

Targeted populations
Veterans
Individuals who do not have a HS diploma*
Individuals with disabilities*
Out-of-school youth ages 18-24*
Long-term unemployed (those who exhausted their UI benefits)*
Ex-offenders*
Older workers (50+)*
Low-income (TANF and SNAP recipients, homeless)
Individuals receiving Public Assistance
Individuals with barriers to employment
Working Poor*
Military Spouses*

*Local targeted groups
Table 8 Targeted Populations

to allow for exploring career opportunities, find the right approach to obtaining additional skills and credentials, and remediate barriers. A holistic approach including a comprehensive barrier and skills assessment as well as an expanded IEP that includes not only the participants, but their families and will leverage the system partners to connect them with expanded services.

The Board encourages the use of population-specific career coaches called Career Navigation Specialists (CNS) that specialize in working with targeted populations. CNSs take a holistic approach to working with a population that needs more intensive services and wrap-around support in order to succeed. CNSs are involved throughout the entire individual experience, from outreach and screening to placement and retention. For example, CNSs might work with individuals with low literacy and use a combination of contextualized and occupational training in order to address adult basic skills deficiency.

Whereas Career Coaches respond to individuals that come into the career center system, CNSs actively seek the targeted clientele to ensure their representation in the system. They become more involved and proactive in the circumstances of their clientele that may ultimately be the tipping point between failure and success in achieving successful employment outcomes. As such, CNSs have a much smaller case load than a typical career coach.

Services to be provided to individuals include essential workplace skills training, life skills, job readiness training, barrier removal, career exploration, hard skills enhancement/occupational training, work and learn opportunities, connection to employment, and follow up and retention.

Contextualized learning and bridge programs will continue to be used to blend basic skills and occupational training for Adult populations to quickly and efficiently move them to employment. Career Pathways initiative funded by the MD Labor provided an excellent foundation allowing for college and AAWDC to work together on processes and procedures and make them aligned and efficient. The initiative allowed participants who don't score at a sufficient level at their TABE to participate in occupational CNA/GNA and electrical training.

In order to support the challenges that clients face in obtaining employment and training, the Board will ensure strong collaboration and alignment of supportive and wraparound services with partners with expertise in providing these services. A flexible supportive services policy was developed to mitigate barriers to employment that clients face.

AAWDC utilizes and disseminates data provided by the Office of Research, Performance, and Compliance that tracks clients using segmentation. The data tracks Adult performance measures including training, industry, and certifications. Local and regional labor market information is utilized as the guidepost for determining both classroom and individual training. Training is required to be aligned with high-demand industries in the county and regional areas along with in-demand occupations. Training curriculum development will be led by businesses and industry leaders using our industry sector training model, and along with the community college system and other training providers in determining content and certifications that align with job opportunities. Clients will provide evidence of employment at the conclusion of training (*this may include stackable credentials*), or will be connected to employment opportunities during the period of training to ensure that all training leads directly to employment.

Primary funding for training will focus on the above criteria along with data that aligns with career interest, alignment with high-growth industries and in-demand occupations and preferred training format (*ITA versus Class-size training*).

Incumbent Worker training will be provided to current employees who need additional upskilling and/or new certifications. This model will allow clients to progress on their career pathway. This strategy is particularly important when serving the ALICE population who by definition are employed, but don't make enough to be at a self-sufficient level. It allows them to work while acquiring skills that will help them progress along a career pathway or begin new career.

G. A description of how the Local Board will utilize Local Dislocated Worker Funding.

The Board's vision is to provide individuals who lost their jobs through no fault to their own with an opportunity to gain the skills that would allow them to quickly reconnect with employment. The Career Navigation Specialists (CNS) conduct an assessment of skills and experience to define skills gaps, identify transferable skills and create an individual training plan. The CNS uses innovative techniques to address barriers to reemployment of dislocated workers. The training plan would focus on occupational trainings that lead to certification/credential and/or work and learn opportunities. Credentials are an important priority since they allow an individual to be marketable within the industry or occupation, and grow in the field along the chosen career pathway. Work-and-learn opportunities do not necessarily provide a certification but they give a chance to obtain work experience and skills through performing an actual job. For certain occupations this experience is very valuable since it cannot be substituted by credential and/or regular training. This model also allows for a business to establish personal relationships with an individual and make decisions about a cultural fit.

In order to support the challenges that clients face in obtaining employment and training, the Board will ensure strong collaboration and alignment of supportive and wraparound services with partners with expertise in providing these services.

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

The Board has adopted a living wage standard for self-sufficiency. To calculate the living wage, the Board has opted to utilize the Massachusetts Institute of Technology (MIT) Living Wage Calculator at livingwage.mit.edu. For Dislocated Workers, the Board will consider a participant as an underemployed Dislocated Worker if the current family income is 75% of the pre-layoff family income. The Policy determining the framework was developed (Attachment 11 – Self-sufficiency and Underemployment Guidelines).

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

The Board defines "unlikely to return" in the broadest terms: family, personal, lack of necessary skills, or financial circumstances that may affect the likelihood of the participant to return to a previous industry

or occupation. The Policy determining the framework was developed (Attachment 14 – WIOA Dislocated Worker Unlikely to Return Policy). Particularly, the definition states that:

An individual who is laid off without a recall date, or the recall date has passed, and falls into one of the following categories:

- The number of jobs in the applicant’s previous industry and occupation is declining based on Labor Market Information data; or,
- The projected annual increase in employment growth within the local area based on Labor Market Information or O*Net is fewer than 100 jobs in the previous industry, including replacements, or the projected annual increase in growth openings is fewer than 30 jobs in the previous occupation; or,
- The applicant is dislocated from a job not on the Local Area’s new and emerging industries and occupation sector priority approved list; or,
- The applicant has conducted a dedicated but unsuccessful job search in the previous industry and occupation, as evidenced by employer rejection letters or employer contact logs; or,
- The applicant is unable to perform the duties of the previous job due to age, ability, or disability.

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

The Board has determined that a youth who has had only low-wage employment, short-term employment, or an inability to secure a wage at a self-sufficiency level for a single adult will be considered as “requiring additional assistance.” Eligibility documentation is defined in local policy guidance. See Attachment 11 – Self-sufficiency and Underemployment Guidelines.

K. A description of how the Local Board will interpret and document eligibility criteria for out of school youth “requires additional assistance to complete an educational program or to secure or hold employment” as set forth in the State’s Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII). DWDAL’s policy on the Title I Youth Program can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi8-15.pdf>.

The Board has determined that a youth who has had only low-wage employment, short-term employment, or an inability to secure a wage at a self-sufficiency level for a single adult will be considered as “requiring additional assistance.” Eligibility documentation is defined in local policy guidance. See Attachment 11 – Self-sufficiency and Underemployment Guidelines.

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

The Board defined the documentation required for training in local policy guidance. See Attachment 9 – Occupational Training Services for policy.

M. A description of how the Local Board will provide the fourteen required program elements for the WIOA Youth program design, including whether the Local Board has contracted with youth service providers or not: Tutoring, skills training, and dropout prevention, Alternative secondary school services, Paid and unpaid work experiences, Occupational skills training, Leadership development opportunities, Supportive services, Mentoring, Follow-up services, Counseling, Concurrent education and workforce preparation activities, Financial literacy education, Entrepreneurial skills training, Labor Market Information (LMI), Preparing for Post-Secondary Education and training

AAWDC will directly provide or procure all fourteen elements of the WIOA Youth program design.

Program Element	Agency	Description of the service
Tutoring, skills training, and dropout prevention	Partner with AACC, OIC, Literacy Council	Referral to resources such as GED prep, tutoring, Basic Computer skills, mentoring, ABE
Alternative secondary school services	Partner with AACPS	Career X – Night School; referral to available resources
Paid and unpaid work experiences	Provided by AAWDC	Work with area businesses to develop suitable opportunities for participants
Occupational skills training	Partner with WIOA approved training providers	Funding assistance, case management – needs assessments and retention/engagement services
Leadership development opportunities	AAWDC, EDC and training providers	Workshops on leadership and entrepreneurship.
Supportive services	Provided by AAWDC and partner agencies	Referral to available supports, needs assessments, funding assistance
Mentoring	Provided by AAWDC and business partners	Case management services provided by career coaches; career guidance and mentoring incorporated into work experiences.
Follow-up services	Provided by AAWDC	Case management to ascertain needs are being met and support for job retention
Counseling	Provided by AAWDC	Case management services provided by career coaches.
Concurrent education and workforce preparation activities	Provided by AAWDC	Case management services provided by career coaches. Cohort trainings and ITA trainings designed to incorporate workforce prep activities into the training plan designed for each participant
Financial literacy education	Partner with Operation Hope and Maryland Cash Campaign	Credit and money management workshops
Entrepreneurial skills training	Partner with Operation Hope, SCORE, EDC, and self-employed business owners	Entrepreneurship workshops, guest speakers
Labor Market Information (LMI)	Provided by AAWDC	Career exploration, MWE, O*Net, Career Coach platform and other online research and statistical websites
Preparing for Post-Secondary Education and training	Provided by AAWDC	Career X curriculum, guest speakers, field trips, extra-curricular club, professional development classes, summer youth program

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

The Board ensures that at least 20% of the Youth funds are used for work-based training activities. The Director of Finance will provide updates to the Board on relevant expenditures at every full Board meeting. The program director and Director of Finance will keep budgetary track of the percentage to ensure that the requirement is met.

O. A description of the Local Board's plan to serve 75%+ out of school youth and identify specific steps that have been taken to meet this new goal.

Note: The U.S. Department of Labor (USDOL) has approved Maryland's request to waive the obligation outlined in WIOA Section 129(a)(4) and 20 CFR 681.410 that not less than 75 percent of funds allotted under Section 127(b)(1)(c), reserved under Section 128(a), and available for statewide activities under subsection (b), and not less than 75 percent of funds available to Local Workforce Development Areas (Local Areas) under subsection (c), shall be used to provide youth workforce investment activities for out-of-school youth. Under this waiver, both the required State and local percentage for Out-of-School Youth (OSY) expenditures has been lowered to at least 50 percent. This waiver is effective July 1, 2019 through June 30, 2022.

The Board recognizes the importance of focusing on serving out-of-school youth. Therefore, 75% of WIOA Youth funds has been allocated to serve this population segment.

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

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

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

To allow for seamless and streamlined referral and customer-centric service delivery process, the Board created the local Alignment Committee to address the coordination of basic and individualized services.

No two customers entering the American Job Center or referred from our partners are alike and each require a unique set of services. These services vary from simply using the resource room to print out a resume or use the computer to apply for a job to a combination of more extensive services which may include workplace excellence skills, occupational skills, supportive services, occupational training, work-and-learn, and job placement assistance. The workforce system partners recognize the need to individualize services. To accomplish this, processes including intake, assessments, and individual employment plans (IEPs) are in place to ensure customers receive the services they need. To date the Alignment Committee has established regular cross-training of staff about each partner and program services so staff know about all of the services available.

The task of coordination across programs and partners is always changing and a challenge, but the Anne Arundel System sees this a central to its ability to provide effective and efficient services. The Alignment Committee has plans to continue its efforts toward a joint referral system and is developing a joint outreach and communication strategy to better communicate both internally within the workforce system and externally to the public about the services we provide to continue effective and efficient services.

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

The Board adopted a case management policy to include follow-up services (see Attachment 8 – Case Management Policy). Currently, the Board uses guidelines and rules established by legislature and the State. Follow-up services are conducted at least once a quarter for adults and dislocated workers and once a quarter for youth clients. A script for a phone call contact was developed and implemented, and an enhanced Verification-of-Employment form was also introduced to track employment outcomes for every participant through the entire follow-up period.

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

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

To ensure that all County residents have an opportunity to enhance those skills that meet business requirements, the Board supports innovative techniques such as contextualized learning that blends both adult basic skills and industry skills, allowing individuals to start on career pathways to middle skill careers. The Board will support the continued development of the career pathway maps for occupations within in-demand, HITCH, industries. This will be explored and implemented by the coordinated effort of workforce development and adult education partners.

The Board will ensure strong alignment between workforce and adult education services including finding innovative and efficient collaboration tools. Representatives of adult education providers will become members of the Alignment Committee that was established by the Local Board to ensure alignment of services and efficiency of their delivery are maintained.

In accordance with guidance provided by MDOL, the Board will review the Title II Adult Education grant application to make sure it is in line with the Board’s vision and priorities.

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

An outline of the agreed upon steps that will be taken to align basic education skills and English language assessments within the local area, including, but not limited to, any Memoranda of Understanding entered into by the workforce development and adult learning partners;

Adult Education and workforce partners will administer the TABE or other National Reporting System (NRS) approved-assessments to participants in need of basic skills remediation Participants with limited English language proficiency will be referred to the AACC ESL program for assessment and will be administered the CASAS or other approved assessments. Participants entering the National External

Diploma program (NEDP) will be administered the CASAS or other NRS approved assessments. An MOU will include core partners and will address the specific responsibilities of each partner under Title II.

An identification of how assessment scores will be shared among WIOA Title I areas and Title II providers (Consideration must be given to the Federal Education Rights and Privacy Act (FERPA));

A process will be developed to ensure that participants are efficiently referred to and from workforce and Adult Education providers. A referral form will be developed and will include basic demographic information and assessment scores. An Information Release (written in accordance with FERPA) statement will be included on the referral form and signed by participants. Referral forms will be sent to the identified contact person within each organization. In addition, the partner organizations will work together to develop a shared, electronic case management database in which pertinent participant information will be stored and will be readily accessible by all partners.

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

The Board will develop a policy on this issue. The Board will maintain the integrity of the tests and assessments and follow regulations and guidelines.

All assessments will be administered according to the Maryland State Assessment Policy. Anne Arundel Community College (AACC) Adult Education staff will train workforce partners who administer the TABE and advise assessment staff on the State Assessment Policy to ensure compliance. Workforce partners will assess participants based on the requirements for various training programs: the choice of assessments will be dictated by industry needs.

AACC staff will administer the TABE, or other approved NRS assessments, to all participants who are interested in entering the Adult Education program. Participants who lack English language proficiency will be administered the CASAS assessment

Trained assessment staff from the National External Diploma program (NEDP) will administer the CASAS, or other approved NRS assessments, to participants interested in entering that program.

An outline of how the local area will coordinate testing between workforce development and adult education providers; and,

Workforce development will assess participants who are eligible for their programs. If participants are identified as lacking a high school diploma or English language proficiency, they will be referred to one of the Adult Education programs at AACC and AACPS.

An outline of how the local area will ensure that test administrators are to be trained in accordance with this policy and applicable testing guidelines as set forth by the applicable test publisher.

AACC Adult Education staff will be responsible for training core partners who use the TABE as an assessment.

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

The Title II representative will have regular communications with the Title II Grant Administrators from AACC and AACPS regarding relevant items discussed with the Local Board. The Title II representative and the AACC and AACPS Grant Administrators are members of the Anne Arundel County Alignment Committee. Title II related issues or concerns are addressed during the monthly Alignment Committee meetings and are also relayed to Local Board members at meetings. Coordination of these efforts will be documented in meeting notes.

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

The AACC Adult Education Program Assistant was relocated to the Anne Arundel County Career Center in Linthicum Heights to provide information and intake to individuals seeking Adult Education services. AACC staff participate in regular combined staff meetings while the AACC and AACPS Grant Administrators serve on the Alignment Committee. The AACC Grant administrator also serves on the Career Center Managers sub-committee. Adult Education classes are provided throughout the county in locations that are easily accessible by public transportation.

The performance outcomes will be shared with the Governance Committee of the Workforce Development Board through a scorecard to be developed by the Office of Research, Performance and Compliance.

E. E. A description of how adult education providers in the Local Area will use the Integrated English Literacy and Civics Education (IELCE) program under section 243(a) of WIOA to prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. Note: Local Areas should check with all Title II-funded providers in their area; not all adult education providers receive IELCE funds.

Using an analysis of county and regional labor market and regional employment demands, the local WIOA board identified the following industries as priorities for employer engagement and jobseeker career pathways: Hospitality; Transportation; Construction, Information Technology, and Healthcare, referred to as HITCH.

AACC, the adult education provider, developed Integrated English Literacy and Civics Education (IELCE) training programs based on HITCH industries. To prepare English language learners for employment in occupations that lead to self-sufficiency, the following components are included in all training programs: occupational skills training, contextualized academic skills instruction and workforce preparation activities.

Workforce preparation activities help learners self-assess, understand, and develop critical skills to obtain and retain employment in technical professions and trades. Learners examine necessary skills for employment through use of authentic case studies and student discussion with a focus on developing both business sense and pride in one's trade.

Curriculum developed for English language learner occupational training programs aligns with the English Language Proficiency Standards for Adult Education and meets the unique needs of our IELCE/IET participants. Instruction focuses on scaffolding the core occupational curriculum by introducing and supporting critical vocabulary and providing context for key technical terms and concepts. Learners receive supplemental English language instruction with a focus on study skills, critical thinking, listening/speaking and reading/writing.

AACC has well established partnerships with area hospitals, dentist offices, healthcare facilities and trade associations. Partners engage in mock interviews, provide internship or externship opportunities often leading to employment.

Section 7: Wagner-Peyser Functions

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

The services provided under the Wagner-Peyser Act will be basic career services including assessment of skill levels, abilities, and aptitudes; career guidance when appropriate; job search workshops; and referral to jobs or training as appropriate. Staff will also informally assess customers to determine job readiness and barriers to employment, and make referrals to internal partners as well as external partners to address any issues affecting job attainment and retention. The services offered to employers, in addition to referral of individuals to job openings, include matching job requirements with an individual's experience, skills and other attributes; helping with special recruitment needs; assisting employers in analyzing hard-to-fill job orders; assisting with job restructuring; and helping employers deal with layoffs.

Additional services include a computerized career information system including access to state job bank resources and institutions and organizations that provide training; the development and distribution of state and local workforce information which allows individuals, employers, providers and planners of job training, and economic development to obtain information pertaining to job opportunities, labor supply, labor market or workforce trends in particular industries.

Priority of service will be given to veterans, including transitioning veterans and eligible spouses.

Though we will assist all workers eligible to work, the focus will be made on unemployment insurance claimants who participate in RESEA and ROW workshops.

The Maryland Department of Labor (MDOL) is a core partner in the Anne Arundel County Career Center, which makes it easier to coordinate services. It creates opportunities for joint staff training, experience and data sharing, and warm referrals. In particular, the Alignment Committee brings all system partners together to share experience and find ways for further coordination and alignment.

In addition, the MDOL business services staff are part of the Anne Arundel County Business Services Team that provides the following services: recruitments, job fairs, and other projects. MDOL business representatives will receive access to Salesforce system to make sure information is being shared in the most efficient way. The teams will continue to discuss possibilities for more integration and collaboration.

A detailed description of roles and responsibilities will be outlined in the MOU and RSA.

B. If applicable, a description of how the Local Board will coordinate with the Wagner-Peyser program to provide migrant and seasonal farm workers in its Local Area will be provided employment services.

Wagner-Peyser staff will verify monthly all jobseekers that enroll as Migrant Seasonal Farm Workers in the Maryland Workforce Exchange. Verified Migrant Seasonal Farm workers will be contacted and informed of the various training, employment, and supportive services available to assist them with achieving greater economic stability. Wagner-Peyser staff and WIOA staff will work closely to achieve those goals.

Outreach Workers will be required to locate and contact MSFWs who are not being reached by the normal intake activities of the local Workforce Center to enhance the employability of MSFWs and provide supportive services.

The goals of the Outreach Program are to:

- Provide basic services where MSFWs work, live, or gather for recreational purpose;
- Inform MSFWs of the full array of services available at the Workforce Center; and
- Provide needed supportive services and referral to other service providers.
- Conduct random, unannounced field checks to agricultural worksites where MSFWs have been placed through the intrastate (MWE) and interstate recruitment system.

The outreach worker ensures conditions are as stated on the job order and that the employer is not violating an employment-related law. The outreach worker will also document and refer information to the LEA for processing if they see or learn of a suspected violation of Federal or State employment-related laws and will conduct Pre-Occupancy Housing Inspections

Should MDOL recruit and/or refer MSFWs to an agricultural employer (either intrastate or interstate) the MDOL MSFW Outreach Worker will complete a housing inspection using ETA FORM 338.

Per Policy Issuance 2018-01, MDOL will conduct one housing inspection, per season and per employer, for agricultural workers who were recruited by MDOL. If the employer also hires a H2-A worker, and a housing inspection was already completed, the housing inspection requirement will be considered met.

C. A description of who is responsible for conducting migrant and seasonal farmworker housing inspections.

The MDOL State Labor Exchange Administrator for Anne Arundel County will determine who is responsible for documenting migrant and seasonal farmworker housing inspections. Right now, there are no MSFW registered in the county.

Section 8: Title IV - Vocational Rehabilitation Functions

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

The Maryland State Department of Education's Division of Rehabilitation Services (DORS), in accordance with 29 U.S.C. 721(a)(11) will provide the following services to youth and adults with disabilities:

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

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

DORS will serve all individuals with disabilities who are both eligible to receive services and meet the Division's Order of Selection criteria through referrals from other partners. For those individuals who do not meet DORS Order of Selection criteria and subsequently are placed on a waiting list for services, referrals to partners will be coordinated to ensure connection to appropriate resources. As outlined in the Resource Sharing Agreement, DORS will contribute to funding a One Stop Operator to oversee operations at the American Job Center in Linthicum, and a Career Center Coordinator to help facilitate a streamlined process for all consumers coming into the American Job Center in Linthicum. Universal referral and service delivery process has been initiated to enable individuals visiting the Anne Arundel County Career Center system the opportunity to access the services that best suit their needs, which in turn, will make the process more efficient. DORS is developing an information release form in order to better accommodate a universal referral process. This service delivery process will continue to be monitored and amended as appropriate to ensure efficiencies and that all information and provided services are accessible, regardless of the individual's abilities or disability. The Career Center will also serve as a Ticket to Work site for populations with disabilities.

The effectiveness of the established referral process, service delivery and service accessibility will be regularly monitored and evaluated, and any identified necessary changes will be implemented accordingly.

Due to COVID-19, DORS began offering a variety of virtual services. These services will be evaluated and those that help to alleviate barriers may continue following the pandemic as a new way of providing services. The DORS virtual services are ADA compliant and DORS will work with referral partners to ensure their virtual services are ADA compliant as well.

Section 9: Temporary Assistance for Needy Families Functions

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

The Board's goal is to ensure that Temporary Assistance for Needy Families (TANF) recipients have the skills needed to become self-sufficient and to advance on a career path to middle- and high-skill jobs. Therefore, the Director of Anne Arundel County Department of Social Services (DSS) is a member of the Board, and Anne Arundel Workforce Development Corporation (AAWDC) is the TANF provider for job readiness and job placement services.

AAWDC staff is co-located with DSS in both the Glen Burnie and Annapolis offices as well as virtually. AAWDC staff provides essential skills workshops, life skills and job readiness training, case management, barrier removal, career exploration, hard skills enhancement/occupational training, work and learn opportunities, connection to employment, and follow up and retention services to TANF recipients to ensure that they are self-sufficient.

The Board will also put an emphasis on working with adults and their children at the same time to implement two generational approaches.

- B. A description of the implementation and coordination process to enhance the provision of services to individuals on TANF that includes:

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

AAWDC has been providing job readiness and placement services for the TANF population for almost 9 years. For easy referral, AAWDC staff has been co-located with the DSS offices in Glen Burnie and Annapolis. Since the pandemic the services have been offered virtual. The DSS locations serve as affiliate career centers to provide services not only to the TANF population but for all DSS clients.

Leverage existing financial and in-kind contributions to the WIOA system

AAWDC will use TANF funds first to provide career readiness, occupational and essential skills training, and barriers removal. Then, the Workforce Innovation and Opportunity Act (WIOA) funding will be blended in to move TANF participants to career pathways and placement at a family sustaining wage.

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

The State of Maryland has required TANF to be a core partner, and therefore the Alignment Committee has discussed integrated staff training and ways to share information between all partners on a regular basis. This is a prerequisite for creating a common intake process and integrated service delivery system.

The Alignment Committee includes local DSS representatives and information about TANF will be discussed and presented at those trainings and included in the distribution materials.

Ensure that activities are countable and tracked for the TANF Work Participation Rate (WPR)

AAWDC contributes to DSS work participation rate (WPR) calculations through the Work Opportunity Record Keeping System (WORKS) tracking shared tracking database. AAWDC is responsible for participation rate calculations and population of relative tracking databases. AAWDC also provides weekly, monthly, quarterly, and annual reports in accordance with DSS requirements.

Access to business services and employer initiatives

AAWDC will continue to operate and expand its work experience initiative, which constitutes the placement phase where clients are matched with potential unsubsidized employment opportunities. Qualified and pre-screened clients could also be referred to entry-level jobs. A Talent Acquisition Specialist is tasked to implement these strategies of connecting clients with meaningful job experiences that lead to full-time employment.

Contribute and provide baseline outcomes data to the WIOA system

The Alignment Committee is exploring ways to share client level data among partners. In the meantime, the reports will be shared on a regular basis with all partners.

The Board's vision is to adopt Benchmarks of Success developed by the WIOA Performance Workgroup.

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

Local Director for the Department of Social Services serves on the Local Board and also participates on the Alignment Committee.

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

Workforce development services are being provided by AAWDC as a DSS vendor. Those services include: barrier and skills assessments, financial literacy, career coaching, facilitation of training and work and learn opportunities, multi-generational services, provision of supportive services as well as referral to other partners, job development and follow up activities. Since the start of the pandemic these sessions are offered remotely. To accommodate our clients who may present with barriers, DSS expects to offer a hybrid model post pandemic which will include both in person and virtual services.

Section 10: Community Service Block Grant Functions

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

CSBG provider in the area is the Anne Arundel County Community Action Agency. They provide the following services and conduct the following activities for county residents:

- Education Opportunity Center
- Expansion of youth employment and training programs – especially targeting disconnected youth
- Will have CAA staff trained to facilitate workforce training program for disconnected youth. As a result, potential participants will be referred to the Career Center.
- Have Partners' staff meet with youth in CAA programs to discuss business sector opportunities in Anne Arundel County and surrounding area. As a result, potential participants will be referred to the Career Center.

B. A description of the implementation and coordination process to enhance the provision of services to individuals on CSBG that includes:

- Potential co-location of Community Action Agencies (CAAs) and/or WIOA Partners at American Job Centers or CAAs depending on the nature of local partnerships and operations;

CAA is a Career Center Partner and is co-located at the Career Center. Potential presence of CAA staff at the community locations will be considered. A process of cross staff training and referrals is being implemented to ensure the flow of services.

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

Referral process will ensure the seamless approach to service delivery.

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

Staff participate in Partner staff meetings to learn about each other's programs as well as educate on CAA programs. This will also allow for developing efficient strategies and tool for service delivery in the county.

- Ensure that activities are countable and tracked for CSBG performance metrics;

CAA will be using CAP60, HCO, and other programs to track CSBG activities and metrics. CAA reports performance numbers to MD DHCD, which provides the Federal pass-through funding for the State of Maryland, on an annual basis.

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

CAA business service staff will become a member of the county Business Services Team that is tasked with developing more efficient and streamlined strategies for addressing business needs and facilitate business engagement.

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

Community Action Agency will develop an outcomes dashboard in alignment with the Benchmarks of Success methodology. This information will be shared with the Partners to be included into the county workforce system dashboard.

C. C. A description of the CAA representation on the Local Board to ensure that CSBG expectations, roles, and responsibilities are addressed in the Local Area. A representative from a CAA is a required partner on the Local Board. The GWDB's Local Board certification policy can be found here: <http://www.gwdb.maryland.gov/policy/lwdbcert.doc>.

The Community Action Agency is a member of AAWDC's Alignment Committee.

Section 11: Jobs for Veterans State Grants Functions

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

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

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

Veterans Priority of Service will take precedence before applying WIOA Priority of Service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Programs with specific eligibility criteria, such as the WIOA Title I Adult program, will ensure covered persons meet all statutory eligibility requirements for the program before receiving Priority of Service.

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

In accordance with Maryland’s State Plan, veterans and eligible spouses will continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs. However, as described in TEG1 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described below, priority must be provided in the following order:

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

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

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

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

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

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

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

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

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

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

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

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

Veterans and Spouses as Dislocated Workers WIOA Title I Dislocated Worker Funds can help Veterans, separating service members, and eligible spouses to enter or reenter the civilian labor force. To receive services under the WIOA Title I Dislocated Worker Program, a Veteran or eligible spouse must be a dislocated worker. By definition, according to WIOA, a dislocated worker is an individual who:

1. Has been terminated or laid off, or received a notice of termination or layoff from employment;
2. Is eligible for, or has exhausted, unemployment insurance (UI) benefits;
3. Has demonstrated an appropriate attachment to the workforce, but is not eligible for UI and is unlikely to return to a previous industry or occupation;
4. Has been terminated or laid off, or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff;
5. Is employed at a facility where the employer has made the general announcement that the facility will close within 180 days;
6. Was self-employed, but is unemployed as a result of general economic conditions in the community or because of a natural disaster;
7. Is a displaced homemaker as defined by WIOA 3(16); or,
8. Is the spouse of a member of the Armed Forces on active duty (as defined in section 101(d)(1) of Title 10, U.S.C.), and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the spouse of a member of the Armed Forces on active duty and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

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

retirement could be considered a dislocation. However, if the service member's separation is voluntary, then the service member would not qualify as a dislocated worker.

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

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

Jobs for Veterans State Grant (JVSG) Funds Are Provided to Fund Two Staff Positions

Disabled Veterans' Outreach Program (DVOP) Specialists -- Under 38 U.S.C. 4103A(a), a DVOP specialist provides intensive services and facilitates placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other disabled veterans, and other categories of veterans in accordance with priorities determined by the USDOL Secretary; and 25 Local Veterans' Employment Representatives (LVER) -- Under 38 U.S.C. 4104(b), the LVER's principal duties are to: (1) conduct outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups; and (2) facilitate employment, training, and placement services furnished to veterans in a State under the applicable State employment service delivery systems.

Monitoring Priority of Service

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

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

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

Section 12: Trade Adjustment Assistance for Workers Program Functions

- A. A description of how Trade Adjustment Assistance (TAA) services will be provided in the AJC system within the Local Area.

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

- B. A description of how Trade participants will be co-enrolled in other programs.
Note: co-enrollment with WIOA Title I Dislocated Worker program is a requirement under the TAA Final Rule.

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

Section 13: Unemployment Insurance Functions

- A. A description of how Title I staff will provide the TAA services listed above in an integrated manner. (Note: Services such as initial assessments, access to information on workshops, job search activities, inform participant of all the services and allowances available under TAA, Rapid Response, LMI, assist in securing appropriate training, monitor training progress and benchmarks, IEP, obtain credentials, follow-up, etc. may be provided by a partner program. Decisions such as the affected worker's TAA training program and training contracts need approval by state merit staff). Describe what your process/flow will look like.

Partner staff in the American Job Center will be responsible for providing the initial meeting and assessments, ensure enrollment in MWE, labor market information and delivering Rapid Response service, if not already provided and to make the participants aware of all the available services and allowances that the Trade Adjustment Assistance Program can provide. Trade staff will work with the trade affected worker on training options, completing TAA application MWE and to ensure the six criteria for training have been met, as well as create or review participants' IEP. Trade staff will also provide approval of all TAA training programs, training contracts and training waivers. Efforts will be coordinated

to monitor progress, provide benchmarks every 60 days and ensure a service is provided every 90 days for the Trade affected worker, as well as ensure any needs and barriers are addressed. Staff will coordinate on all employment, case management and follow-up activities.

B. A description of how Unemployment Insurance claimants will be supported by the American Job Center system within the Local Area. This description should include how the Local Board will utilize the Wagner-Peyser program to provide access to local workforce development services for Unemployment Insurance claimants.

MDOL focuses its efforts on individuals who are receiving unemployment benefits. It provides regular workshops and information sessions for these individuals to help them to return back to work as quickly as possible. Due to co-location, Wagner-Peyser and Dislocated Worker services staff work closely to assess individuals who may have barriers to returning to work, and quickly enroll them into the Dislocated Worker services. Individuals who do not seek any services except for Unemployment Insurance (UI) benefits, will be provided with relevant materials and guidance as well as access to computers with links to UI registration resources.

UI claimants are introduced to the local workforce system through the weekly Re-employment Opportunity Workshop (ROW) and the Reemployment Services and Eligibility Assessment (RESEA) Workshops. Claimants attend one of two workshops. The ROW workshop is a full day workshop, RESEA is a three-hour workshop with the additional requirement that the claimant must attend two additional workshop offerings within 45 days upon workshop completion. Both workshops are designed to provide re-employment services to claimants and to make claimants aware of workforce partners, programs and resources available to them to address barriers to help them become job ready if needed. Currently because of COVID-19, these workshops have been made available virtually. This is a service that may continue with a virtual option even once the danger of COVID-19 has passed because it has helped to relieve barriers for some individuals seeking services.

Wagner-Peyser staff works with claimants and refers them to partner agencies, including WIOA Title I, for more intensive services and supportive services.

C. A description of how the Local Board will utilize the Wagner-Peyser program and the Reemployment services and eligibility assessment workshop SEA and Re-employment Opportunity Workshop programs to provide access to local workforce development services for Unemployment Insurance claimants.

The Local Board will do an informal assessment of jobseekers to determine job readiness and employability. Individuals are then recommended for either the ROW workshop or the RESEA workshop, those going to the ROW workshop usually are in need of less additional services than those attending the RESEA workshop. However, at each workshop information about WIOA services that are available in the AJC as well as with partner organizations are provided and the staff work with participants to address barriers and refer them to additional services as needed including to partner programs.

Section 14: Senior Community Service Employment Program Functions

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

Only one SCSEP service provider is operating in Anne Arundel County, Center for Workforce Inclusion, Inc., formerly known as Senior Service America, Inc. The Center for Workforce Inclusion is a National Grantee and utilizes sub-grantees to implement SCSEP. The following is the list of their sub-grantees in Maryland:

- Baltimore County Department of Aging (Administering Services in Baltimore County)
- Jewish Council of the Aging of Greater Washington (Administering Services in Frederick and Montgomery Counties)
- MAC, Inc. (Administering Services in Dorchester, Somerset, Wicomico and Worcester Counties)
- Prince George's County Department of Family Services, Senior Services Division (Administering Services in Prince George's County)

The Center for Workforce Inclusion, Inc. administers its only Direct Services Program from its headquarters staff in Silver Spring and Baltimore (Administering to Anne Arundel, Carroll, Cecil, Harford and Howard Counties and then co-serving with the Maryland Department of Labor in Baltimore City)

B. A description of how Senior Community Service Employment Program services will be provided in the American Job Center system within the Local Area.

SCSEP representatives participate on the Alignment Committee as a partner and are involved in the workforce system development process. SCSEP recruitment and intake events are also conducted at the Career Center. At the same time, the center provides training opportunities for SCSEP customers in the form of community service assignments; computer training, job development and soft skills training and with the recent Pandemic, Virtual Learning opportunities have been made available to older jobseekers, via Webinars and Zoom. Additionally, staff from The Center for Workforce Inclusion will provide:

- Cross training and in-service sessions to the Career Center staff and the local Board's Alignment Committee, to better understand SCSEP eligibility and services provided by the Center
- List of current older jobseekers as active job applicants with the American Job Center delivery system or employment services
- Project publications and materials for distribution at the Career Center
- Provide both SCSEP eligible and ineligible individuals with access to other activities and programs carried out by the Career Center and the other public workforce system partners. Our goal is the assist our partners with meeting their priority of service guidance under TEGL 07-20
- The Center for Workforce Inclusion, Inc will receive referrals from the Career Center, the Partners of the Local Board, etc. for potential enrollment in the SCSEP Program or other services provided by the Center

The Center will also enter into a MOU and RSA with the local board and Career Center relating to the operations of the Career Center.

Section 15: WIOA Section 188 and Equal Opportunity Functions

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

It is against the law for this recipient of federal financial assistance to discriminate on the following bases: Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

This Section should include –

- A. A designation of the local Equal Opportunity Officer, including their name, location, email, and telephone number.

Jason Papanikolas
Anne Arundel Career Center, 613 Global Way,
Linthicum Heights, MD 21090
complaints@aawdc.org
410-424-3240

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

The Board is scheduled to have an ADA monitoring completed during the current Fiscal Year. A review of the Board's current website for accessibility was conducted by DORS. Based upon the results of these monitoring, the Board will develop a plan of action and implement as needed. The Board plans to have periodic monitoring to assess physical and programmatic accessibility.

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

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

The Board acknowledges that all service providers, including sub-recipients, may be subject to the following provisions of law:

- Section 188 of the Workforce Innovation and Opportunity Act, which prohibits discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief and requires that reasonable accommodations be provided to qualified individuals with disabilities in certain circumstances.
- Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance.
- Title I of the Americans with Disabilities Act, which prohibits discrimination in employment based on disability.
- Title II of the Americans with Disabilities Act, which prohibits State and local governments from discriminating on the basis of disability.
- Section 427 of the General Education Provisions Act, which requires recipients to ensure equitable access to, and participation in, certain programs run by the U.S. Department of Education
- Maryland's Anti-Discrimination Laws, which prohibits discrimination on the basis of marital status, sexual orientation, gender identity, or genetic information in addition to those covered by Section 188 above.

The Board will review the current assurances and update as necessary. See Attachment 16 MOU

2016-2020 Local Plan Assurances for updated assurances.

D. Describe how the Local Board will ensure meaningful access to all customers.

The Board's Alignment Committee is tasked with ensuring that all customers and clients have access to career center services and are able to navigate the system. In addition, the Career Center Managers Committee provides a venue for coordination and alignment of services provided by partners located in the career centers. These services will include services provided to individuals with disabilities and veterans.

The Board supports development of the client centric design at the career centers which identifies each client's individual needs and provides appropriate services. A client centric design group that included representation from MDOL, DORS and AAWDC completed a Course on Human Centered design and submitted a Customer Centered Design project proposal for the White House Learning Exchange & Celebration. The group's project was one of the 15 projects chosen to come to the White House and present their concept for a new Anne Arundel County Career Center (Attachment 4 – Anne Arundel Customer Centric Design).

Improving client flow with a more efficient intake system (as described above) at every entry point will provide more information to the clients, setting appropriate expectations regarding services being offered will result in a more meaningful access to services. Additionally, AAWDC has been developing virtual workshops, intake and case management processes in response to the pandemic. Virtual services will provide more opportunities for customers to access services from anywhere.

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

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

The Board has created procedures to handle grievance and complaints. (see Attachment 3 – Complaint guidelines)

- Complaints alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIOA Title I – financially assisted program or activity;
- Complaints and grievances not alleging illegal forms of discrimination. This includes grievances from individuals alleging labor standards violations.
- Remedies that may be imposed for a violation of any requirement under WIOA Title I, limited to, suspension or termination of payments under the title; prohibition of placement of a participant with an employer that has violated any requirement under WIOA Title I; reinstatement of an

employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment (where applicable); and other equitable relief as appropriate.

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

The Board will develop a policy on reasonable assurance during the third quarter of FY2021. The Board expects to have the relevant procedures in place by the first quarter of FY2022.

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

Maryland Division of Rehabilitation Services, as a Core Program Partner, will provide staff and partner training and support for addressing the needs of individuals with disabilities at least one time annually at the Anne Arundel County Career Center. In addition, the Board will request Maryland Division of Rehabilitation Services, as an in-kind contribution, an evaluation of the Centers in the local area to identify areas that may need to be corrected or enhanced to ensure compliance with the Americans with Disabilities Act. Included in the evaluation will be accessibility, assistive technology, rest room availability, and support materials.

The Board will provide reasonable accommodations to qualified individuals with disabilities unless providing the accommodations would cause undue hardship.

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

The Board will review the existing guidance and create a policy (see Attachment 2 – Policy Development Schedule for policy development timeline).

The Board has made serving individuals with disabilities a priority by ensuring buildings and services are accessible. At the time of the Maryland Division of Rehabilitation Services evaluation, the Board is requesting they review methods of communication and provide suggestions for improvement.

- I. A description of the steps the Local Board will take to meet the language needs of limited English-speaking individuals who seek services or information. The description should include how the Local Board proposes that information will be disseminated to Limited-English proficiency, including using oral interpretation and written translation, services in accordance with Maryland Anti-Discrimination laws, including Code Ann. 10-1102-1103, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

The Board will ensure that the local areas is in compliance with the Maryland Department of Labor's Language Access Plan. Elements of this Plan that will be implemented locally, include:

- Translation of intake and other important documents into Spanish;
- Maintenance of a roster of employees and their language skills, including contact information;
- Develop and cultivate relationships with community organizations that work with LEP individuals;
and
- Train staff and partners on their responsibilities to LEP individuals.

Section 16: Fiscal, Performance and Other Functions

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

AAWDC is responsible for administering workforce development programs in accordance with the Title 14 § 3-14-102 of the Anne Arundel County Charter.

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

Through the efficient MOU and RSA, the area is able to sustain the current performance level of operating the AJC. If changes to funding occur, the Board will reevaluate the expenditures and consult with all the Partners to determine the most efficient service level and solution for continuing operations.

- C. A description of the competitive process to be used to award the subgrants and contracts in the Local Area for activities carried out under this title, including risk assessment of potential subgrantees and contractors.

Anne Arundel Workforce Development Corporation (AAWDC) has a procurement process that details the competitive selection procedures. The procedures detail the requirements for the preparation of the Request of Proposal (RFPs). A Board review subcommittee makes a selection and recommends to the full Board as to the vendor. AAWDC contracts with the vendor. Risk assessment will become a part of the selection process. (see Attachment 2 – Policy Development Schedule for policy development timeline).

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

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

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

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

The Board will require AAWDC to conduct an annual independent evaluation of the one-stop operator.

E. A description, including a copy of, of the Local Area’s Individual Training Account policy. The description should include information such as selection process, dollar limits, duration, etc. and must be in accordance with the State’s WIOA Title I Training and the Eligibility Training Provider List policy.

The Board has created a section in case management policy for ITAs (see Attachment 9 – Occupational Training Services).

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

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

The Board seeks to provide training opportunities within high-demand industries or occupations that aligns with one of the following HITCH categories.

The Board reviews the spending cap for ITAs on an annual basis. In all cases, the Board seeks to provide high-value training solutions by operating cohort trainings in the most in-demand and popular occupations and industries in the local area.

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

The Board has created a case management policy. See Attachment 8 – Case Management Policy.

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

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

F. A description of how the American Job Centers are utilizing the Maryland Workforce Exchange as the integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by American Job Center partners.

The Board recommends using the Maryland Workforce Exchange (MWE) program to track WIOA funded activities and outcomes. The Office of Compliance conducts regular trainings for staff on various aspects and policies of MWE utilization. In addition, staff participate in trainings and webinars on this topic administered by the State.

It is also very important to make sure that activities of mandatory and non-mandatory partners are included in the database. They will be provided with the limited level access to the participant records and given an opportunity to record some activities through setting up generic programs. At this point, MDOL is using the program to track Wagner-Peyser clients; access to Division of Rehabilitation Services (DORS) and Anne Arundel Community College (AACC) staff is being discussed.

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

- The roles and responsibility of staff in facilitating this procedure;
- A requirement that all subgrantee agreements and contracts be monitored at least annually;
- Procedures for determining that expenditures have been made against the cost categories and within the cost limitations specified in the Act and WIOA regulations;
- Procedures for determining compliance with other provisions of the Act and regulations and other applicable laws and regulations, including the method of monitoring to be used for subgrantees and contractors;
- Provisions for the recording of findings made by the recipients' monitor(s), the forwarding of such findings to the subgrantee or contractor for response and the recording of all corrective actions;
- Provisions of technical assistance as necessary and appropriate; and
- Specific local policies developed by the Local Board for oversight of the American Job Center system, youth activities and employment and training activities under Title I of WIOA

The Board created a "Quality Assurance Guidelines" policy that describes these procedures (see Attachment 5 – "Quality Assurance Guidelines" Policy).

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

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

The Board adopted a policy on handling PII (see Attachment 10 – Privacy and Data Security Policy).

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

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

- As a non-profit 501(c) organization, AAWDC has established procurement regulations that meet the requirements of Anne Arundel County and all Federal requirements delineated below. These regulations have been reviewed by AAWDC's attorney and approved by the AAWDC Corporate Board of Directors (CBOD).
- AAWDC Procurements will comply with WIOA and WIOA Final Rules, when published, as well as standards established by the State. Property contracts will adhere to Property Management Procedures taken from the Office of Management and Budget, OMB Circular 2 CFR 200 Uniform Administrative Guidance. Major service providers will be selected by utilizing the Competitive Bid or Request for Proposal formats. Selection of all service providers will be based on the vendor's ability to demonstrate prior effectiveness in the performance standard goals; provide fiscal accountability and cost effectiveness; and serve the targeted population. Proper consideration shall be given to the community-based organizations based on cost, quality of training, characteristics of participants, and meeting performance goals.
- Sole-source contract may be necessary for services not available by multiple vendors or by vendor ability/knowledge to perform necessary service. Sole-source procurements will be justified in accordance with the criteria in 2CFR 200.
- 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 Development Area's goals.
- Local Education Agencies will be given the opportunity to provide services unless it is demonstrated that alternative agencies would have a greater potential to enhance the participant's occupational and career growth.
- 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 Board.
- AAWDC and the Board agree to adhere to a code of conduct and procedures to avoid conflict of interest, or the appearance of such conflict, in the exercise of their responsibilities, particularly those relating to the awarding of contracts. All members of the Board and the AAWDC 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 Board (as noted on its by-laws), its officers and staff, AAWDC CBOD 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:
 - The Board members, AAWDC 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.
 - The Board members, AAWDC 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.

- The Board members, AAWDC 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.
- Conflict of interest standards cover Board members, AAWDC CBOD members, or AAWDC employees who are involved on the procurement process in which their relationship to the award recipient could be categorized as:
 - The member, officer, employee or authorized agent;
 - Any member of his/her immediate family;
 - His/her business partner;
 - Any organization which he/she belongs to or that employs any of the above, or has a financial interest in the firm being considered for an award.

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

The procurement process is as follows and will be outlined in the procurement policy (Attachment 15 – Procurement Policy):

- For large procurements, RFP's are developed, widely issued, advertised when necessary, proposer conferences are held, proposals are rated and ranked based on established, know criteria and the best proposer is objectively selected;
- For more routine purchases, needs are identified by initiative director/authorized staff;
- The level of approval and requirements for competition as defined by procurement regulations are assessed by the initiative director;
- Criteria in the procurement regulations are applied and when necessary, competing prices are determined via catalog, internet, or telephone as appropriate; at least three prices for equivalent items are entered on the form designed for this purpose including the recommended source;
- The initiative director reviews the proposed purchase to determine if the item is a valid program need, if the competitive prices are sufficient and if the recommended source is appropriate; if so, the initiative director will verify that the contractor/vendor is in good standing with the Federal Government and the State; this is done through SAM and SDAT;
- If so, the signed approved fiscal request form and backup documentation is forwarded to the fiscal unit for the order to be placed.
- For routine office supplies, purchases are approved by the initiative director and sent to the fiscal unit to be ordered. Orders are sent directly to the office needing the supplies and a staff member at the office will verify the order was completely received by signing off on the shipping invoice and/or responding to the fiscal unit by e-mail that the order was received and complete.

- J. A description of any documentation to demonstrate that the acquisition, management, and disposition of property adhere to the Property Management Procedures taken from DOL regulations.

The Board utilizes AAWDC's Asset Management and Inventory policy, which describes how acquired assets are managed, inventoried, and how these items are disposed when at the end of life.

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

The Board created a policy (see Attachment 2 for policy development timeline).

- L. A description of the Local Board or fiscal agent's accounting procedures, including the procedures used in preparing reports to the State. In addition to the requirement that all financial transactions be conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following in the accounting procedures. This description must address how the fiscal system:

Tracks funding types, funding amounts, obligations, expenditures and assets.

The primary accounting system is Sage Intacct Premier, supplemented by Excel spreadsheets as needed. Each grant and each cost pool are assigned a 'class' in the accounting system and an excel budget to actual report is set up according to the approved spending plan. All vendor invoices are approved by the initiative director before being entered into the accounting system for tracking/payment/reporting where each expense is assigned to the class associated with the appropriate grant or cost pool. The Director of Finance reviews each expense posting to the accounting system and the President reviews each expense when the cash is disbursed. Payroll is reviewed by the Director of Finance & President to ensure staff charging time to grants aligns with the staffing plan. Summary reports of expenses by grant are reviewed by the initiative director and Director of Finance monthly to ensure costs are properly assigned and do not exceed funding levels and the President reviews these reports at least quarterly.

Obligations are tracked on Excel worksheets designed to capture every contract or other commitment. Reports are prepared monthly to track the progress of grants and prevent over-commitment.

Assets with an expected useful life of at least one year are tagged with a sticker and logged on an Excel worksheet with their value, description, and location. This list is updated as items are acquired or disposed of, with a full review every other year. In addition to the above, assets valued over \$5,000 are recorded as fixed assets in the accounting system and depreciated over the course of their expected useful life.

Permits the tracking of program income, stand-in costs, and leveraged funds.

The primary accounting system, Sage Intacct, has several revenue "accounts": some that are used for the grants and others that would be used for program income. If a grant program generated income, the inflow of resources would be assigned to the class associated with the grant and with one of these

program income accounts. This would allow the income and costs to be associated and for reporting to the granter.

Leveraged funds are first budgeted in the Excel budget and budget-to-actual tools to point towards the class where they will be funded.

Stand-in costs are initially charged to the grant and then removed to another funding source with a flag in the Excel reporting tool pointing towards the new location of the cost.

To support reporting, stand-in costs and leveraged funds are associated with one of two specific classes in the primary accounting system and a comment is inserted associating them with the grant being leveraged or potentially needing the stand-in cost to make the costs easier to find and add to the Excel tools.

Is adequate to prepare financial reports required by the State

State fiscal reporting requires tracking costs on the bases of budgets, cash disbursements, accruals, and obligations. Each grant has an Excel budget which may be broken down by cost center and is also consolidated on a corporate basis. These budgets tie to our internal chart of accounts but contain a “cross-walk” that ties to the State’s reporting categories to simplify reporting. The primary accounting system has automated reporting for both cash and accrual basis costs. For accrual basis numbers, we also enter monthly accruals for unbilled costs that have been earned based on our obligation tracking system. Obligations are tracked on several obligation Excel or Google spreadsheets which are customized for the types of agreements creating the obligation.

M. An identification of key staff who will be working with WIOA funds.

WIOA funds are managed by a team consisting of the President & CEO and members of the Executive Team including the Director of Finance and spending requests may come from staff directly involved in providing services funded through WIOA.

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

The fiscal agent’s system can produce reports down to the transactional level by grant and by budget line item. Detailed backup is retained for at least two years on site, allowing auditors and monitors to trace use of funds from the state reports to the accounting system to the approved source document. This system is framed by internal controls that include qualified staff, compliance training, policies & procedures, segregation of duties, and internal reviews by multiple staff of WIOA spending.

O. Provide a brief description of the following:

Fiscal reporting system

The financial reporting system is a combination of a well-established, multi-user accounting system (Sage Intacct) supplemented by linking spreadsheets and a third-party payroll processor (Paylocity) providing payroll reports and online timesheets. Sage Intacct is the engine for capturing all costs and producing expenditure reports. It is supplemented by Excel worksheets, that can receive imported data, to produce reports in customized formats and track budget progress; and that track obligations.

Obligation control system

Obligations for training are recommended by the Navigators and Career Coaches and approved by the initiative director if it fulfills program goals and fits within the program budget. The obligating document is forwarded to the fiscal office for validation and tracking. Other obligations like contracts and sub-grants are requested by the initiative director, prepared in the fiscal office, and signed by the President & CEO. Obligations are controlled using the Airtable and Sage Intacct Commitment module that list each obligation separately and subtotals them by grant and budget line item, while enabling the calculation of month-end accruals. These two software systems are reviewed at least monthly with the initiative director to verify completeness and to identify amounts needing to be de-obligated.

ITA payment system

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

Chart of account system

The fiscal agent's chart of accounts is set up in accordance with Generally Accepted Accounting Principles and has more than enough designations to separate assets, liabilities, direct program costs by every category required by the state, and the allocation of indirect administrative costs. In instances where multiple accounts need to be combined for state reports, a cross-walk is created in the grant's Excel budget that indicates which accounts become part of each report line item.

Accounts payable system

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

After the service(s) is performed or materials purchased, invoices are sent by vendors to corporate headquarters where they are date-stamped and forwarded to the Senior Accounting Manager. The Senior Accounting Manager validates all invoices, including coordinating approval from the initiative director that the cost was intended, allowable, and satisfactorily received. Then the invoice is entered into the

accounting system for payment and reporting. The appropriate grant and chart of accounts line is charged according to the budget. Reimbursement is requested and the invoices are aged, when possible, or paid immediately when required. Aged invoices are associated with a reimbursement request and paid no later than three days after the reimbursement is received.

Review of Invoices – The Senior Accounting Manager assembles all the invoices ready for payment. The Director of Finance reviews the hard copy invoices for proper support documentation and verifies that the cost has been distributed to the correct general ledger account and grant or cost pool account. The Director of Finance initials properly charges bills and forwards them to the aging file.

Check Writing – Based on due dates or reimbursement received from the state, the Director of Finance retrieves the appropriate number of blank checks from a locked cabinet and prints the checks using the Sage Intacct bill-pay feature. Checks are pre-numbered and are periodically reviewed to ensure that all printed, manual, unused, or voided checks are accounted for sequentially. All checks are reviewed and signed by the President/CEO (any checks over \$5,000 require two signatures) then returned to the Senior Accounting Manager for mailing and filing.

Staff payroll system

Staff payroll services are managed by the Senior Accounting Manager, in conjunction with the Director of Finance, using a commercial third-party payroll service provider (Paylocity). The Paylocity system contains payroll data (backed up by employee files) and provides: the calculation of wages, taxes, and leave payments; creation of appropriate reports; and payment and filing of all necessary employer taxes and quarterly reports. All employees should have direct deposit of net pay to a financial institution as a condition of employment.

Times of attendance, hours worked and grant/program served are entered daily by employees on two-week, online timesheets. At the end of each bi-weekly pay-period, timesheets are virtually signed by the employee and approved by their immediate supervisor. The fiscal unit verifies that all hours are submitted for every employee. A “pre-process” payroll register is printed and reviewed by the Director of Finance before the payroll is submitted to the payroll service for processing. Once the pre-processing register is approved the payroll file is released to the payroll provider.

The payroll provider is responsible for the calculation and disbursement of payroll and all necessary filings and deposits. Detailed payroll reports are printed and reviewed by the President & CEO to ensure funds are being spent correctly and in accordance with the staffing plan. These payroll reports are also used by the Senior Accounting Manager to enter payroll costs by grant program into the accounting system, which is verified by the Director of Finance.

Participant 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.

Participant stipend payment system

Stipend checks are produced based on the recommendations of Career Coaches in accordance to the requirements of their individual programs. Stipends 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.

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

Cash reimbursement requests are submitted to MDOL twice each month and the receivable recorded in the accounting system and Excel cash forecast. WIOA formula funds are received from the County approximately 30 days after the request and non-formula funds are received from MDOL approximately 21 days after the request. Knowing this, cost projections for the expected time to receive requested funds are made for payroll and for other recurring costs (rent, utilities, etc.) based on a trailing three month burn rate. These projections are added to the cash disbursements for the grant and aged invoices associated with the grant so that negative cash on hand (reimbursable disbursements in excess of cash receipts) does not become too great. Aged payables are flagged according to the cash request that includes them so that checks can be written within three business days of receipt of the funds.

Q. A description of the Local Board's cost allocation procedures including:

Identification of different cost pools

Whenever possible, costs are charged directly to the appropriate grant program. Specific transactions are directly split between grants/programs when more than one program benefits.

For cases where direct charging is not possible, there are three cost pools to capture costs that are subsequently allocated out to the programs. The Program Cost Pool captures costs that benefit both the WIOA Adult and WIOA Dislocated Worker Programs and is primarily costs related to the management of the Career Center, which benefits everyone who walks in the door regardless of how they are enrolled. The Youth Cost Pool captures costs that either benefit both In-School and Out-of-School youth or where we cannot determine the direct benefit to In-School versus Out-of-School Youth. The Executive and Administrative Cost Pool captures costs that benefit all programs, such as the corporate administration function including Accounting, Human Resources, and the office of the President & CEO.

Procedures for distribution of staff costs between cost categories (Administrative cost, program cost and indirect cost).

Staff charge their time on the bi-weekly timesheets to the grant(s)/program(s) on which they work or to the indirect pool. The payroll system generates a labor distribution report that subtotals costs per grant and pool. Costs are entered into the accounting system by grant/cost pool according to the share of their actual labor cost based on their timesheets.

Procedures used for distribution of funds from each cost pool.

The program cost pool is allocated on a quarterly basis to the WIOA Adult and Dislocated Worker grants based on the percentage of new clients enrolled as Adults and Dislocated Workers during the same quarter. The WIOA Youth Cost Pool is distributed between In-School and Out-of-School Youth on the basis of direct costs in each category. The Executive and Administrative Cost Pool is allocated equally to all programs based on direct costs, to the limit of the lesser of the grant approved rate or our Federal approved indirect rate.

Description of funds included in each cost pool.

Program Cost Pool – The operations of the WIOA Adult and Dislocated Worker grants are closely related and share a number of resources including staff, facilities, equipment, and supplies. In the cases where these costs cannot be easily identified as associated with one or the other grant, they are included in this pool.

WIOA Youth Cost Pool – All WIOA Youth program costs must be categorized as either In School or Out of School costs. Any costs identified as program costs belonging to the WIOA Youth grant that cannot be easily identified as In School or Out of School are included in this pool. This will mostly include costs for facilities, staff, equipment, and supplies used for all Youth activities.

Executive and Administrative Cost Pool – The cost of operating the corporate headquarters, including facilities, certain executive salaries, all fiscal costs and human resources costs are included in this pool and shared as indirect by all programs.

Description of cost allocation plans for American Job Centers

Facilities and shared staff (per the RSA) costs for Career Centers are first divided amongst participating partners on the basis of square footage, and then between WIOA Adult and Dislocated Worker based on the Program Cost Pool plan described above. If any other grant programs worked out of the Career Centers, their facilities costs would be allocated to that program based on square feet directly used. Supplies and personnel-driven charges would be allocated based on headcount.

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

The fiscal agent's accounting department invoices and follows up on late invoices on a bi-monthly basis.

Attachment 1 – Anne Arundel County Local Workforce Development Board Member List

Business Representatives

ARMSTEAD, Franchaun Technical Recruiter S4, Inc. 209 Burlington Road, Suite 105 Bedford MA 01730 781.825.3273 E: farmstead@s4inc.com	Term: 07/01/2023
CAJUDOY, Ray Area Director of Sales Residence Inn Arundel Mills, Towne Place Suites Arundel Mills 7035 Arundel Mills Circle Hanover MD 21076 P: 410.799.7332 x 4907 F: 410.799.7356 E: Ray.cajudoy@onelodging.com	Term: 04/26/2023
DOPHEIDE, Grant Managing HR Business Partner UM Baltimore Washington Medical Center Hospital Drive Glen Burnie MD 21061 P: 410.787.4507 E: Grant.dopheide@umm.edu	Term: 07/01/2023
BOSEMAN, Barry NSA (replacing Judi Emmel) - Pending	Term: 07/01/2023
PRESIDENT, Alicia Manager, Talent Acquisition Southwest Airlines Baltimore MD P: 404.326.9015 E: alicia.president@wnco.com	Term: 05/30/2024
MCGOVERN, Julie Chief Human Resources Officer Luminis Health/AAMC 2001 Medical Parkway Annapolis MD 21401 P: 443.481.1953 F: 443.481.1954 E: jmcgovern@aahs.org	Term: 05/30/2024
MYSHKO, Nancy Vice President, Human Resources Live! Casino & Hotel 7002 Arundel Mills Circle, # 7777	Term: 04/26/2023

Hanover MD 21076
E: Nancy.myshko@marylandlivecasino.com
P: 443.445.2482

OLIVER, Nicole
Practice Administrator
JHCP at Greater Dundalk
2112 Dundalk Ave.
Dundalk MD 21222
P: 410.288.4823
F: 40.367.2211
E: noliver6@jhmi.edu

Term: 05/30/2024

ROSS, Jason
Vice President
Skyline Technology Solutions, LLC
6956 F-Aviation Boulevard
Glen Burnie MD 21061
P: 410.590.2002
E: jross@skylinenet.net

Term: 04/26/2023

TOWNSHEND, H. Walter (Chair)
Past President, Baltimore Washington Corridor Chamber of Commerce
1504 Pittsfield Lane
Mitchellville MD 20716
P: 301.343.9953
E: wtownshend@gmail.com

Term: 08/31/2024

WEAVER, James
Weaver Boat Works
607 Friendship Road
Friendship MD 20758
P: 443.871.8184
E: jim@weaverboatworks.com

Term: 1/23/2024

CASH, Eric
President, Crawford Cash Logistics DBA Strike Force Logistics
15617 Cooper Beech Drive
Upper Marlboro MD 20774
P: 410.934.7209
E: ecash@crawfordcash.com

Term: 6/30/2023

Vacant (Construction Business Owner or Rep)
Membership appointment pending (Gilbane Construction Co.)

Labor Representatives

AKERS, Michael
AFSCME Local 582
8424 Forest Drive
Pasadena MD 21122
P: 410.222.6610
Local582@hotmail.com

Term: 7/01/2023

KILLEEN, Thomas
Business Representative, Legislative Director

Term: 04/26/2023

SMART, Local Union 100
8 Evergreen Trail
Severna Park MD 21146
P: 443.784.9718
E: tkilleen@SMART100.org

PFUNDSTEIN, Thomas
Director of Curriculum & Instruction
Finishing Trades Institute
7230 Parkway Drive
Hanover MD 21076
P: 410.564.5850
F: 866.656.4164
E: tpfundstein@iupat.org

Term 07/01/2023

WALDROFF, Dale
Detention Officer/Corporal
Anne Arundel County Detention Center
131 Jennifer Road
Annapolis MD 21401
P:410.222.7374
E: Dale.waldroff@fodcop.org

Term: 07/01/2023

YEATMAN, Robert (Sonny)
President, IUEC Local #10
Lanham MD
P: 202.373.8064
E: ryeatman@neiep.org

Term: 06/30/2024

Adult Education/Higher Education/Public Schools

KECKLEY, Joseph (Nick)
Coordinator, Career & Tech Ed, AACPS
1622 South Shore Parkway
Pasadena MD 21122
P:410.222.5383
E: jkeckley@aacps.org

Term: 09/01/2024

JONES, Sandy
Assistant Dean, Continuing Profession Education & Special Population
Anne Arundel Community College
101 College Parkway
Arnold, MD 21012
P: 410-777-2046
E: sjjones@aacc.edu

Term: 07/01/2023

Economic Development

DEWLING, Anita
Business Development Associate
Anne Arundel Economic Development Corporation
2660 Riva Road, Suite 200
Annapolis MD 21401
P: 410.222.7410
E: adewling@aaedc.org

Term: 07/01/2023

Vocational Rehabilitation

STEWART, Michelle

Term: 07/01/2023

Regional Director, Region 2
MD State Department of Education
Division of Rehabilitation Services
2525 Riva Road
Annapolis MD 21401
P – 410.974.7604
E: Michelle.stewart@maryland.gov

Wagner - Peyser

JAMES, Andre
Labor Exchange Administrator
Department of Labor, Licensing & Regulation
AACo Career Center
613 Global Way
Linthicum Heights MD 21090
P: 410-424-3243
F: 410-508-2002
E: andre.james@maryland.gov

Term: 06/30/2023

Other

WHITE, Carnitra
Director
Anne Arundel County DSS
80 West Street
Annapolis, MD 21401
P: 410-269-4600
F: 410-974-8566
E: carnitra.white@maryland.gov

Term: 07/01/2023

FAIRLEY, Charlestine, Ph.D.
Chief Executive Officer
Anne Arundel County Community Action Agency
613 Global Way
Linthicum Heights MD 21090
P: 443-822-0047
E: cfairley@aaccaa.org

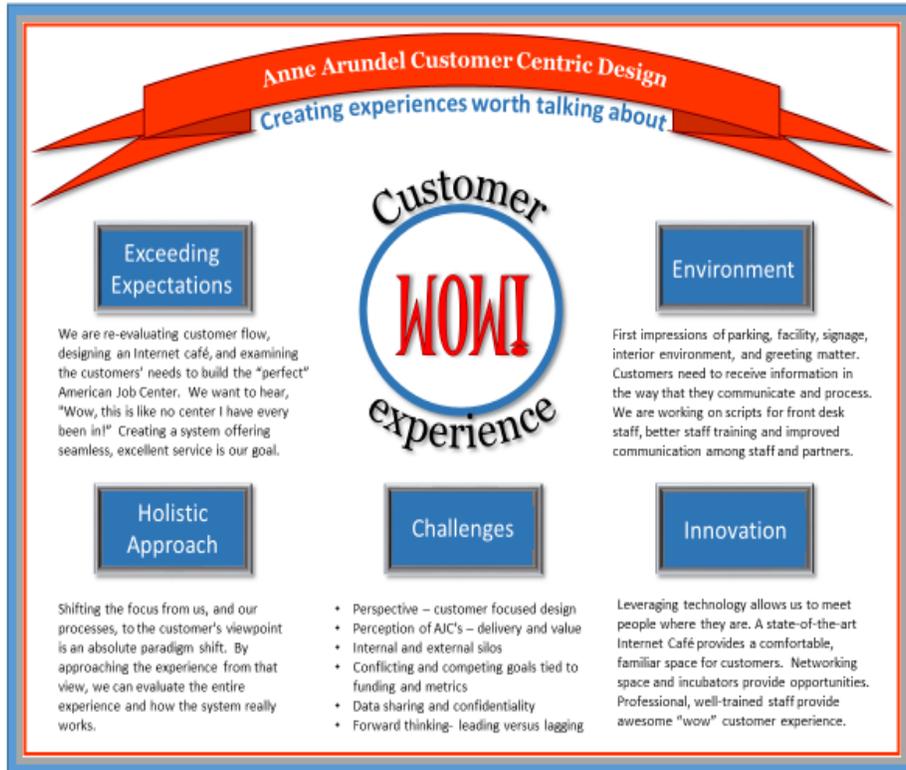
Term: 06/30/2024

Updated: January 22, 2021

Attachment 2 – Policy Development Schedule

Attachment 3 – Complaint guidelines

Attachment 4 – Anne Arundel Customer Centric Design



Attachment 5 – “Quality Assurance Guidelines” Policy

Attachment 6 – Personally Identifiable Information (PII) Policy

Attachment 7 – WIOA Adult and Dislocated Worker Priority of Service Policy

Attachment 8 – Case Management Policy

Attachment 9 – Occupational Training Services

Attachment 10 – Privacy and Data Security Policy

Attachment 11 – Self-sufficiency and Underemployment Guidelines

Attachment 12 – Incumbent Worker Training Policy

Attachment 13 – Supportive Services Policy

Attachment 14 – WIOA Dislocated Worker Unlikely to Return Policy

Attachment 15 – Procurement Policy



Policy and Procedure Memorandum 2017-WDB-10

Personally Identifiable Information (PII) – Effective January 1, 2017

TO: Anne Arundel Workforce Development Corporation (AAWDC) staff
Subgrantees
Vendors

FROM: Kirkland Murray
President and CEO
Anne Arundel Workforce Development Corporation

SUBJECT: Protection of Personally Identifiable Information (PII)

PURPOSE: To ensure that any staff who collects or uses PII complies with the appropriate state and federal regulations and exercises due diligence and care for information security.

ACTIONS: Directors will ensure that all employees are educated on and have received copies of this policy. All AAWDC PPMs shall be posted on the Shared drive.

EXPIRATION: N/A

QUESTIONS: Jason W. Papanikolas, MBA
Policy and Compliance Analyst
410-424-3250
jpapanikolas@aawdc.org

CANCELLATIONS

None

AAWDC Approvals

MK Office of Research, Performance and Compliance
- Fiscal Office
- Program Director
KJM President and CEO
AWB Workforce Development Board

General Information

As a workforce entity, AAWDC, the Anne Arundel County Career Centers, and our state and local partners handle a vast amount of information about our customers and clients that can be damaging if disclosed to the wrong individual or misused by staff. Personally Identifiable Information (PII) is any information pertaining to an individual that can be used to distinguish or trace a person's identity, on its own or in combination with other information that is linkable to an individual. PII is collected on current and prospective registrants and participants, past participants, employees, Board members, etc. Prospective and current participants in AAWDC youth programs also require additional consideration and special handling. Due to the nature of its work, AAWDC, Career Center staff, and our partners may have access to PII that is protected by more than federal, state, and local law. In general, PII is protected by the following laws:

- Family Educational Rights and Privacy Act (FERPA)
- Gramm-Leach-Bliley Act (FTC Information Safeguarding Rule)
- Health Insurance Portability and Accountability Act (HIPAA)
- Children's Online Privacy Protection Act
- Maryland Confidentiality of Medical Records Act
- Maryland Social Security Number Privacy Act
- Maryland Personal Information Protection Act

The table below provides examples of different types of PII. Please note that list is not exhaustive and is not intended to cover every possible example.

Examples of PII that may require legal notification of breach	Examples of Other Protected PII that is considered Sensitive/Confidential	Examples of Other PII with the potential for misuse
Social Security Numbers	Educational records	Date of birth
Driver's license numbers	Grades, transcripts, schedules	User credentials (MWE State ID)
Financial account information	Personal financial information (not including account information)	Last 4 of SSN
Credit card number	Employment records	Student ID numbers

The following information is considered to be Public PII. This means that the information is available in public sources, such as telephone books, public websites, etc. While the information on its own is not protected by privacy laws and regulation, the information may be combined together or other protected PII and may produce a privacy breach.

- First and last name
- Address
- Work telephone number
- Work e-mail address
- Home telephone number
- General educational credentials
- Photos and videos

PII Protection Policy

AAWDC, the Anne Arundel County Career Centers, and our partners may collect PII in paper, electronic records, and in oral communications, as well as aggregated in an electronic format (i.e. databases, spreadsheets, tables, Sharepoint). When PII is collected, the following considerations must be made:

1. In general, AAWDC requires that all legal requirements be followed in the collection, use, disclosure, transmission, storage, and disposal of PII.
2. Appropriate safeguards must exist to protect against inappropriate access, use, disclosure, or transmission of PII. These safeguards include, but are not limited to, storing paper records in a secured location, keeping laptops secured when away from a desk (i.e. signed out of MWE), and encrypting data prior to transmission via e-mail. The Office of Research, Performance and Compliance will monitor initiatives, subgrantees, and vendors to ensure that appropriate safeguards are in place.

3. Collection of PII should be conducted in such a way as to minimize the potential for exposure. Collected PII should be appropriate for the intended purpose. PII should not be aggregated, unless necessary and then only for the business purpose needed.
4. Access to PII is based on the principle of "need to know." Individuals accessing PII must be permitted to do so by law or regulation and must have a legitimate "need to know" the information. The authorization to access PII is specific to that need. In other words, an intake specialist may need to know an individual's date of birth in order to determine program eligibility and can access the information that enables the specialist to know that specific information.
5. Disclosure to third party may only occur as required law or regulation. AAWDC has established that access to PII is limited to such information as may be needed to fulfill the request. At all times, PII collected by AAWDC shall remain in AAWDC's control or the control of its subgrantees. Participant data is not subject to Freedom of Information Act, but may be subject to the Maryland Public Information Act. AAWDC staff and subgrantees should direct all information requests to the Office of Research, Performance and Compliance.
6. PII should not be collected orally in a public space. AAWDC cannot ensure that such PII will not be overheard by individuals not authorized to access it. If PII must be collected orally, staff are advised to collect such information in a private area where the opportunities for accidental transmission can be minimized.
7. Disposal of information must be conducted according to the relevant law or regulation. In general, AAWDC follows 20 CFR 97.42 to guide decision-making on information retention. This regulation specifies that information must be retained for at least three years after the Program Year in which a customer exits (for formula grants) or at least three years after the Program Year in which the program ends (for discretionary grants).
8. All staff should be trained on PII disclosure and must sign a confidentiality agreement. Additional confidentiality agreements may be needed to access certain records (such as MWE or unemployment insurance data. Confidentiality agreements should be on file with Human Resources and/or the local MIS administration as necessary.

It is the responsibility of the AAWDC Executive and Leadership Teams to ensure that these guidelines are followed by all employees, contractors, vendors, and volunteers.

Reporting and Monitoring

Any breaches, real or potential, must be reported immediately to the Office of Research, Performance and Compliance (RCP). Examples of data breach include misplacing a participant file, loss of a laptop, mobile device, or removable media (i.e. flash drive), accidental e-mail of PII, virus or malware attack on a computer containing PII.

The RCP Office will conduct a thorough investigation of the breach to include:

- Extent and nature of breach
- What data was accessed (or potentially accessed)
- What safeguards were in place to prevent breach and were these safeguards followed

Participants will be notified by AAWDC that their PII was potentially breached within 10 days of AAWDC discovering the breach. AAWDC will offer additional safeguards to participants as required by law.

Employees who are found to be in violation of this policy may be subject to disciplinary action as deemed appropriate based on the facts and circumstances of the violation.

Attachment 16 MOU

2016-2020 Local Plan Assurances

