



# **MONTGOMERY COUNTY, MARYLAND WORKFORCE INVESTMENT AREA**

## **2-YEAR EXTENSION TO 5-YEAR STRATEGIC PLAN**

*Submitted by:*

The Montgomery County Department of Economic Development  
Division of Workforce Services

*On behalf of*

The Montgomery County Workforce Investment Board

111 Rockville Pike, Suite 800  
Rockville, Maryland 20850

**MONTGOMERY COUNTY, MARYLAND  
EXTENSION OF LOCAL WORKFORCE INVESTMENT ACT FIVE-YEAR PLANS  
PUBLIC LAW 105-220 WORKFORCE INVESTMENT ACT  
20 CFR 652 – WORKFORCE INVESTMENT ACT; INTERIM FINAL RULE**

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**DEPARTMENT OF LABOR, LICENSING, AND REGULATION  
WORKFORCE INVESTMENT ACT (WIA) PROGRAM  
NOTICE OF GRANT AWARD**

<p><i>GRANTEE (Name and Address):</i></p> <p><b>Montgomery County Dept. of Economic Development Division of Workforce Services 111 Rockville Pike, Suite 800 Rockville, Maryland 20850</b></p>	<p><i>GRANT NUMBER:</i></p> <hr/> <p><i>GRANT ACTION:</i></p> <p><input checked="" type="checkbox"/> <i>Initial Grant Request</i></p> <p><input type="checkbox"/> <i>Modification Grant Request</i></p> <p><input type="checkbox"/> <i>Grant Request # _____</i></p>
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*As indicated in the Grant Action section above the Grantee hereby requests from the Department of Labor, Licensing, and Regulation (the State Grantor), funds to operate a Workforce Investment Act (WIA) Title program, or modification to of the current WIA Program Grant Agreement. The Grantee agrees to adhere to all of the requirements of the five-year local plan. The Grantee agrees to comply with all of the conditions of the WIA law (PL 105-220), and regulations. The Grantee agrees to operate the WIA program in accordance with the terms of the WIA Program Grant Agreement.*

*It is understood and agreed that neither the State of Maryland nor the State Grantor, nor any of their officials, agents, or employees shall be liable in any action of tort, contract, or otherwise, for any actions of the Grantee, or Local Workforce Investment Board, arising out of this Grant Agreement.*

*WITNESSED BY:*

*CERTIFIED FOR THE GRANTEE BY:*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

**Eric M. Seleznow, Division Director**

*Typed Name and Title of Representative*

**May 9, 2005**

*Date Signed by Representative*

**(This Section for State Grantor Use Only)**

*STATE GRANTOR :*

*Division of Workforce Development (DWD)  
Department of Labor, Licensing and Regulation  
1100 North Eutaw Street  
Baltimore, Maryland 21201*

*GRANT PERIOD:*

*This grant covers the period from \_\_\_\_\_ to \_\_\_\_\_*

	ADMIN	ADULT	YOUTH	DISLOCATED WORKER	
____ <i>Initial Funds</i>	\$	\$	\$	\$	\$
____ <i>Increase Funds</i>	\$	\$	\$	\$	\$
____ <i>Decrease Funds</i>	\$	\$	\$	\$	\$
____ <i>Total Funds</i>	\$	\$	\$	\$	\$
____ <i>No Change to Funds</i>	\$	\$	\$	\$	\$

*EFFECTIVE DATE:* \_\_\_\_\_

*WITNESSED BY*

*APPROVED FOR THE STATE GRANTOR BY:*

\_\_\_\_\_  
*Bernard L. Antkowiak, Assistant Secretary, DWD*

Approved as to form and legal sufficiency  
by the Office of the Attorney General on  
December 16, 1999

\_\_\_\_\_  
*Date Signed*

**STATEMENT OF CONCURRENCE WITH THE ACT**

Workforce Investment Area: <b>Montgomery County, Maryland</b> Contact Person for Plan: <b>Eric M. Seleznow, Division Director</b> <b>Montgomery County Department of Economic Development</b> <b>Division of Workforce Services</b> <b>111 Rockville Pike, Suite 800</b> <b>Rockville, Maryland 20850</b> <b>Phone: 240-777-2007</b> <b>Email: <a href="mailto:eric.seleznow@montgomerycountymd.gov">eric.seleznow@montgomerycountymd.gov</a></b>
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This is to certify that the membership for the Local Workforce Investment Board (LWIB) for the (1) **Montgomery County, Maryland** Workforce Investment Area is in compliance with Section 117 of the Workforce Investment Act. The LWIB developed the local area plan in partnership with the appropriate chief elected officials. The local area plan is consistent with Section 118 of the Workforce Investment Act, the State plan and local area plan instructions developed by the Governor. Both the LWIB and the chief elected official(s) have approved the local area plan. Said local area plan is submitted to the Maryland Department of Labor Licensing and Regulation jointly by the LWIB and the chief elected official(s).

(2)	
<b>Lester Coffey, Chair</b> <b>Montgomery County Workforce Investment Board</b>	
Signature and typed names of the LWIB Chairperson(s)	Date

The chief elected official(s) also appoints (3) **Eric M. Seleznow** as the Grant Recipient and authorizes (where appropriate) the Grant Recipient to sign agreements. As discussed in WIFI NO. 8-99, a copy of the LWIB/CLEO Working Agreement must be included as part of Section IV of this plan - Administrative Provisions.

(4)	
<b>Douglas M. Duncan, County Executive</b> <b>Montgomery County, Maryland</b>	

**Certification Regarding Debarment, Suspension, and Other Responsibility Matters Primary Covered Transactions**

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Certification Regarding  
Debarment, Suspension, and Other Responsibility Matters  
Primary Covered Transactions

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This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**(BEFORE SIGNING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION)**

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
  - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - (b) Have not within a three-year period preceding this proposal been convicted of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1) (b) of this certification; and
  - (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

**Eric M. Seleznow, Division Director  
Department of Economic Development  
Division of Workforce Services**

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**Signature**

**Date**

## Drug Free Workplace Requirements Certification

### Alternate I. (Grantees Other Than Individuals)

Pursuant to the Drug-Free Workplace Act of 1988, and its implementing regulations codified at 29 CFR 98, Subpart F, I, **Eric M. Seleznow**, the undersigned, in representation of the Maryland Department of Labor, Licensing and Regulation, the grantee, attest and certify that the grantee will provide a drug-free workplace by:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
2. Establishing an ongoing drug-free awareness program to inform employees about:
  - (a) The dangers of drug abuse in the workplace;
  - (b) The grantee's policy of maintaining a drug-free workplace;
  - (c) Any available drug counseling, rehabilitation, and employee assistance programs; and
  - (d) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (1);
4. Notifying the employee in the statement required by paragraph (1) that, as a condition of employment under the grant, the employee will:
  - (a) Abide by the terms of the statement; and
  - (b) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
5. Notifying the agency in writing ten calendar days after receiving notice under subparagraph (4) (b) from an employee or otherwise receiving actual notice of such conviction. We will provide such notice of convicted employees, including position title, to every grant officer on whose grant activity the convicted employee was working. The notice shall include the identification number(s) of each affected grant.
6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (4) (b), with respect to any employee who is so convicted:

- (a) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973 as amended; or
  - (b) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (1), (2), (3), (4), (5) and (6).
8. Notwithstanding it is not required to provide the workplace addresses under the grant, as of today the specific sites are known and we have decided to provide the specific addresses with the understanding that if any of the identified places change during the performance of the grant, we will inform the agency of the changes. The following are the sites for the performance of work done in connection with the specific grant including street address, city, county, state, and zip code:

**MontgomeryWorks, Westfield South Office Building,  
11002 Veirs Mill Road, Wheaton, Montgomery County, Maryland 20902**

*and*

**MontgomeryWorks, Lakeforest Mall  
701 Russell Avenue, Gaithersburg, Montgomery County, Maryland 20877**

Check ( ) if there are workplaces on file that are not identified here.

Check ( ) if an additional page was required for the listing of the workplaces.

I declare, under penalty of perjury under the laws of the United States, and under the penalties set forth by the Drug-Free Workplace Act of 1988, that this certification is true and correct.

**Eric M. Seleznow, Division Director  
Montgomery County Department of Economic Development,  
Division of Workforce Services**

I, Eric M. Seleznow, certify that I am the Division Director, Montgomery County Workforce Services, the grantee; that I who sign this Drug-Free Workplace Certification on behalf of the grantee, do so by the authority given by Montgomery County, and such signing is within the scope of my powers.

\_\_\_\_\_  
Authorized Signature

Executed on: \_\_\_\_\_

## Certification Regarding Lobbying

### CERTIFICATION FOR GRANTS AND COOPERATE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying, in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all\* sub-awards at all tiers (including subcontracts, sub-grants and contract under grants, loans, and cooperative agreements) and that all\* sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

**Montgomery County Government**  
**Department of Economic Development**  
**Division of Workforce Services**

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Grantee/Contractor Organization	Program/Title
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<u>Eric. M. Seleznow</u>		
Name of Certifying Official	Signature	Date

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\*Note: In these instances, "All," in the Final Rule is expected to be clarified to show that it applies to covered grant transactions over \$100,000 (per OMB).

**MONTGOMERY COUNTY, MARYLAND  
EXTENSION OF LOCAL WORKFORCE INVESTMENT ACT FIVE-YEAR PLANS**

**III. GENERAL NARRATIVE**

**A. WIA ORGANIZATION**

The grant recipient and fiscal and administrative entity:  
Montgomery County Government, Department of Economic Development  
Division of Workforce Services  
111 Rockville Pike, Suite 800  
Rockville, Maryland 20850  
Contact person: Eric M. Seleznow  
Email: [eric.seleznow@montgomerycountymd.gov](mailto:eric.seleznow@montgomerycountymd.gov)  
Phone: (240) 777-2007

Eric Seleznow  
Division Director  
240-777-2007 (Office)  
[eric.seleznow@montgomerycountymd.gov](mailto:eric.seleznow@montgomerycountymd.gov)

Trina Green  
Office Services Coordinator  
240-777-2007 (Office)  
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Hugh Bailey, Program Manager  
240-777-2007 (Office)  
[hugh.bailey@montgomerycountymd.gov](mailto:hugh.bailey@montgomerycountymd.gov)

Gaye Barksdale, Senior Financial Specialist  
240-777-2049 (Office)  
[gaye.barksdale@montgomerycountymd.gov](mailto:gaye.barksdale@montgomerycountymd.gov)

The mission of the Montgomery County Division of Workforce Services (DWS) is to ensure that Montgomery County has a well-prepared, educated, trained and adaptable workforce to meet the current and future needs of business, and that the county workforce has the tools and resources to successfully compete in an evolving economy.

DWS is advised by a 30-member Workforce Investment Board (WIB), composed of business representatives (51%), community leaders and public officials. The board is appointed by the County Executive and confirmed by the Montgomery County Council in accordance with the Workforce Investment Act of 1998 and Montgomery County Executive Order No.159-02. The DWS staff provides support to the Board by implementing directives and policy initiatives.

The activities of the WIB and DWS are funded by Workforce Investment Act, Montgomery County and other grant funds. The majority of funds are received under the Workforce Investment Act to provide a variety of job assessment, job readiness, job placement and job training services to dislocated workers, low income workers, older workers, disadvantaged workers and youth. Four program staff provide overall administrative support of the WIA grants and are responsible for fiscal monitoring and accounting, program monitoring and review, new

program development and grants, legislative development, and contract management of several service providers for the WIA programs.

The Workforce Investment Board provides policy oversight and guidance for the expenditure of these funds enabling local business, public and private sectors to work collaboratively in meeting the workforce development needs of Montgomery County. Services are provided at the MontgomeryWorks One-Stop Workforce Centers in Wheaton and Gaithersburg, which are operated as a consortium with the Maryland Job Service and the Career Transition Center, Inc. (CTC), and several other non profit and local agency partners.

On July 1, 2002, Montgomery County Government assumed responsibility for the operation, management and oversight of the county's workforce development activities and became the administrative and fiscal entity for the Montgomery County Workforce Investment Area. The County's Division of Workforce Services (DWS) performs day-to-day management and oversight of workforce activities. DWS is a division Montgomery County's Department of Economic Development (DED). The County Executive, economic development director and the Workforce Investment Board envision a synergy between workforce and economic development that meets the needs of both job seekers and employers in Montgomery County.

Montgomery County has developed a demand-driven, economic development oriented local workforce system. The merging of economic and workforce development agencies has integrated staff and programs that better meet local workforce needs and more closely link the WIB to the business climate in Montgomery County. By merging economic and workforce development activities the County is able to provide businesses with services and incentives using both economic and workforce development tools. As a result, the programs associated with workforce development such as Maryland Business Works, Rapid Response, workforce training and recruiting, and business services are now used in conjunction with economic development programs. In program years 05 and 06, DED and the WIB will continue to directly link workforce and economic development activities to serve the needs of both job seekers and businesses.

## B. TITLE I OPERATIONAL AREAS

### 1. Collaborative Local Labor Market Plan

Montgomery County has the largest population of any jurisdiction in Maryland with approximately 942,000 residents.<sup>1</sup> The available workforce in Montgomery County averages 505,000, with approximately 495,000 employed.<sup>2</sup> The unemployment rate has remained one of the lowest in Maryland, averaging 2.4% in PY04.<sup>3</sup> While Montgomery County continues to enjoy low unemployment,

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<sup>1</sup> U.S. 2005 Projection - Bureau of the Census, Maryland Department of Planning

<sup>2</sup> MD Department of Labor, Licensing and Regulation – Office of Labor Market Analysis and Information

<sup>3</sup> MD Department of Labor, Licensing and Regulation – Office of Labor Market Analysis and Information

low welfare rates and excellent high school graduation rates, there is a continued increase of the working poor, a large increase of immigrants and non English speakers, and a great need for trained workers by the county's high technology, healthcare, construction, transportation and service sectors.

Montgomery County has a highly diverse economy. With 20% of the local labor force employed in the federal government sector, the remaining workforce is employed in a wide variety of industries related to government contracting, high technology, healthcare and the service industries. There is also business related growth and hiring in high technology area of biosciences. Low unemployment coupled with layoffs and workforce "churning" indicates not so much a labor shortage as a skills shortage. Addressing the skills shortage requires a unique approach to meet the needs of all stakeholders in the employment process.

To assess the current State and local workforce environment, DWS and its workforce development professionals will use a variety of labor market resources to determine WIB activity and workforce development strategy. These resources include the following:

- a) Strategic Plan for Economic Development, Montgomery County Department of Economic Development
- b) Occupational and Industry projections and reports, Office of Labor Market Information and Analysis, Maryland Department of Labor, Licensing and Regulation
- c) Reports, statistics and BLS data developed by the Office of Labor Market Information and Analysis, Department of Labor, Licensing and Regulation
- d) Longitudinal Employment and Census Data
- e) U.S. Department of Labor's High Growth Industry Projection and Reports
- f) Montgomery County Economic Forces Report, Maryland National Capital Park and Planning Commission
- g) MEETS Project, University of Baltimore
- h) Governor's Workforce Investment Board State of the Workforce Report
- i) Montgomery County Department of Economic Development's Annual Report
- j) Local employer surveys

The Division of Workforce Services will also use the collaborative, service, and information links with partners, trade associations, chambers of commerce, Montgomery College, and other business groups to ensure comprehensive and in-depth understanding of the local labor market as well as accurate and integrated planning processes.

Based upon local labor market data from the above noted resources, the Montgomery County Workforce Investment Board has identified the following high-growth industries in need of trained skilled workers:

- a) Advanced Technology (including biotech, IT, nanotechnology)
- b) Healthcare
- c) Sales, service and retail trades
- d) Construction and transportation

Goals of the local workforce system:

- a) To create a local workforce development system that produces a first class workforce, making the County a prosperous and attractive place for business enterprise.
- b) The workforce will be highly literate, language proficient, motivated, informed, and technologically competent.
- c) The workforce development system will offer residents pathways for career growth and advancement. County residents, from youth through senior citizenship, will be informed, motivated, productive, and competitive in the local economy with skills that meet the needs of the Montgomery County business community.
- d) Workforce development will operate as a system with increasingly strong partnerships, information links, and coordination among programs, stakeholders and the business community.
- e) The workforce needs of Montgomery County are inextricably intertwined with the other local jurisdictions in the Washington Metropolitan area. Therefore, our local workforce development strategies must incorporate a regional approach.

Strategies to be implemented to meet the demands of the local labor market, particularly industries and occupations that are high growth and high demand, include:

- a) Entry into the workforce: Support a strong education system focusing on career development, educating youth K-through-College, and preparing out-of-school youth ages 15-22 for the global economy.
- b) High growth industries: Identify, encourage and develop linkages with training programs and employers to directly train and connect job seekers to demand occupations and industries. Focus Business Service efforts on industry partners. Dedicate a portion of WIA and Maryland Business Works training funds to identified high-growth industry sectors. Use customized training strategies whenever possible to “train for the job.” To develop “industry specific” partnerships and solutions for workforce needs (such as the Sales and Service Learning Center).
- c) The working poor and special needs populations: Provide pathways to advancement for low wage earners, the underemployed, people with disabilities, immigrants, ex-offenders, and senior workers.
- d) Dislocated workers, unemployed adults, and adults in correctional facilities: Get them job ready, trained, prepared and connected to the employer community.
- e) The One-Stop Delivery System: Provide universal service, with specialized services to high-need populations. Create a collaborative system with partners, the business community, local government, faith-based and community organizations, organized labor, etc. Build an employer-friendly one-stop.
- f) Maryland Workforce Exchange: Use this Internet based platform to provide an array of state and regional workforce information, resources and services.

Use the system as a “single point of entry” for both job seekers and employers. Collect data on job seekers and employers.

- g) Business & Economic Development: Create business and economic development links to the workforce system. Make the workforce system work for employers. Assist the county attract new business, serve existing businesses, support incubator companies and enhance services for small and minority businesses.

## 2. Local Area Governance (LWIB)

- (a) The County’s Department of Economic Development, Division of Workforce Services (DWS) is designated as the fiscal and administrative entity for Workforce Investment Act programs. DED/DWS is responsible for the management and oversight of the County’s workforce development activities and also provides staff support to the LWIB. The County Executive and the Workforce Investment Board envision a synergy between workforce and economic development that meets the needs of both job seekers and employers in Montgomery County.
  - (1.) The local elected officials (LEO) through their representatives have participated in all phases of the development of the one-stop system. Additionally, presentations to the Montgomery County Executive and County Council members occur at least once each program year. The LEO or designees have provided numerous exchanges of information and guidance. The results of the LWIB oversight of the one-stop system, youth activities and employment and training activities will be shared with the LEO.
  - (2.) The LWIB has selected a local consortium to operate the MontgomeryWorks one-stop system in the County, which has been fully discussed with and approved by the local elected officials. The current consortium consists of the Career Transition Center, Inc., the Maryland Job Service and the Department of Economic Development.
  - (3.) Selection of eligible youth service providers will be based upon a competitive procurement process through the Montgomery County Office of Procurement and DWS with input and recommendations of representatives of the Youth Council. Selection of providers for adult and dislocated workers intensive and training services will be through a competitive process. (Note: This process is presently undergoing evaluation and review and may be re-structured at the direction of the LEO and the WIB sometime in PY05. Modifications to this plan will be submitted accordingly.)
  - (4.) A budget jointly developed by County, the WIB and the consortium will be shared with the LEO and designated representatives prior to implementation.

- (5.) LWIB will provide guidance on performance measures. The WIB's Program Operations and Evaluation Committee will be responsible for the development and monitoring of the measures. Approval will be the joint responsibility of the LWIB and the County.
- (6.) The LWIB will support developing the Statewide Employment Statistics System under the Wagner-Peyser Act in accordance with instructions from DLLR.
- (7.) Montgomery County has developed a demand-driven, economic development oriented local workforce system. The merging of the economic and workforce development agencies under the Department of Economic Development has integrated staff and programs that better meet local workforce needs.

### 3. Local Board Staffing

- a) The WIB is supported by the staff of the Montgomery County Department of Economic Development's Division of Workforce Services (DWS).<sup>4</sup> WIB staff are all employees of local government.
- b) The MCWIB is governed by the Montgomery County Board, Committee and Commission system and follows the policies and procedures established by the County.<sup>5</sup> This includes compliance with the State Open Meetings Act, meeting attendance, minutes, procedures, ethics and liability.
- c) DWS provides program and fiscal management and monitoring of the MontgomeryWorks one-stop system on behalf of the County and the WIB.
- d) The DWS staff develops operating budgets for the WIB. The staff provides all support to the WIB and assists the WIB as it coordinates workforce investment activities with economic development and business services activities.
- e) No WIB staff provide or participate in the delivery of core, intensive or training services. A local management consortium operates the one-stop. Youth services are provided by an organization separate from the WIB and recommended by the Youth Council and approved by the WIB.

### 4. Youth Council

The Youth Council is a standing committee of the Workforce Investment Board. The Chair of Youth Council must be a business representative of the WIB. The Youth Council is comprised of approximately 20 members in education, business and youth programs that convene monthly to facilitate strategic planning, coordinate services and initiatives, leverage resources, provide oversight and evaluation, develop partnerships, and advocate for youth. The primary mission of the Council is to adequately prepare the youth of Montgomery County to enter the

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<sup>4</sup> See Attachment 1 – DED/DWS and Workforce System Organization Charts

<sup>5</sup> See Attachment 2 – Montgomery County Executive Order No. 159-02  
Attachment 3 – Montgomery County Boards, Committees and Commissions Policy and Procedures

workforce in careers of their choice. The Youth Council will meet regularly as determined by the Council. The Council will coordinate and interact with the LWIB and the local elected officials regarding youth activities/functions as follows:

- a. The Youth Council has representatives of all the major stakeholders in youth activities in the county. The focus of the Council will be providing a seamless workforce development opportunity to all youth of the county.
- b. The Council will develop the portions of the local plan that deal with youth. The experience of the Council in providing services to the youth of the county will ensure a full range of services are available for youth in the county.
- c. The Council membership will utilize their experience as operators and observers of youth programs to make recommendations as to the youth service providers that should be selected and utilized.
- d. The Council will determine the monitoring of service providers. Both regularly scheduled monitoring visits will be used in addition to visits which are dictated by progress and outcomes of the providers. DWS staff will perform monitoring.

5. One-Stop System for Service Delivery - MontgomeryWorks

- a. MontgomeryWorks is located in the Westfield South Office Building in Wheaton, Maryland. Six of the required WIA partners are currently operating at this location: Career Transition Center (adult and dislocated workers), Wagner-Peyser, Veterans, and Unemployment Insurance (DLLR) and Montgomery College (Carl Perkins). The Wheaton one-stop location has been operational since July 1, 2000. The County's satellite one-stop center is located in Gaithersburg and has been operational since March 2001. A MontgomeryWorks web site was brought on-line in June 2000. It will be revised and updated in PY05. This site will also act as an "entry point" to the *Maryland Workforce Exchange*. Montgomery's two one-stops are strategically located in two of the high density employment areas in the County – Wheaton (southern county) and Gaithersburg (northern county). The Wheaton location is the larger facility.

MontgomeryWorks - Wheaton Center

11002 Veirs Mill Road  
Wheaton, Maryland 20902  
Phone: 301-929-6880  
Fax: 301-946-4427

MontgomeryWorks - Lakeforest Center

Lakeforest Mall  
701 Russell Avenue  
Gaithersburg, Maryland 20877  
Phone: 301-519-8253  
Fax: 301-519-8259

- b. The one-stop centers are co-managed by the founding consortium of the Career Transition Center, Inc. and the Maryland Job Service, with oversight provided by the Montgomery County Department of Economic Development through its Division of Workforce Services. Beginning July 2004, a one-stop integration plan was launched that included a joint full staff retreat held off-campus, and a subsequent all-day team building activity in late August.

A consolidation management team has been formed to oversee and implement integration. The management team consists of the Directors and Senior Managers of the Maryland Job Service and the Career Transition Center, and the Program Manager for the County's Division of Workforce Services. The management team handles day-to-day consolidation issues, and is developing a phase-by-phase plan for full consolidation.

Core Services are primarily provided by the Maryland Job Service. Maryland Job Services staffs the resource rooms at the Wheaton location while CTC covers the reception and referral function. The Lakeforest location is exclusively staffed by CTC at this time, but will likely change with the impending restructuring. WIA Intensive and Training Services are provided by the Career Transition Center. All universal service customers are eligible for a Needs Assessment and referral to a partner agency. Partner services are provided at the one-stop locations by a wide variety of required and optional partner organizations, including those serving people with disabilities, veterans, re-entering offenders, Job Corps, mature workers, and individuals receiving TANF/Food Stamps or participating in housing subsidy programs. Each month, there is a one-stop partner meeting allowing partners as well as core and WIA staff to share ideas, resources, and concerns.

Services provided by each of the required and appropriate optional partners will be integrated and made available through the one-stop system as outlined in each MOU. WIA, Economic Development, Job Service, DORS, Montgomery College, Job Corps, Housing Opportunity Commission, Jewish Vocational Services, The Jewish Council on the Aging, and Montgomery Youth Works, will provide staff and in-kind services.

Other optional partner services include:

- TransCen Inc. – operates several disability programs including the Maryland Customized Employment Project (MCEP) and the Veterans Workforce Investment grant.
- Department of Correction & Rehabilitation – provides grant funds to CTC, Inc. to provide offender employment services at the one-stop and in the local jail.
- CTC, Inc. – provides additional services including offender re-entry program, Homeless Veterans Services, MCEP, and Disability Navigator.
- Chinese Cultural and Community Service Association – provides workforce services for Chinese immigrants.
- Marriott Bridges Program – provides disability services to youth.

- Housing Opportunities Commission – provides workshop and linkages with public housing system.
- Montgomery County Department of Health and Human Services – provides information and referral services with the one-stop system.

Montgomery Works will serve the needs of the general public through core services offered at the Wheaton one-stop and through information offered on their Internet site and MWE. Clients needing intensive or training services will be linked to specific programs operated by the required partners in the one-stop or by referral to agencies at other locations.

- c. The needs of dislocated workers, displaced homemakers, low-income individuals, older adults, and individuals with language barriers will be served through programs administered by CTC Inc. Programs for migrant and seasonal farm workers, veterans, and information on Unemployment Insurance will be administered by the Maryland Job Service.

Special grants and projects allow the augmentation of services to special populations. The Maryland Customized Employment program is a grant that has allowed the Career Transition Center to hire staff that possesses the unique skills in working with the severely disabled, and the Department of Correction and Rehabilitation provide resources for a special offender re-employment program also run by CTC staff.

MontgomeryWorks has created a special service delivery mechanism that allows job seekers from the Housing Opportunities Commission to connect in a more expeditious and streamlined way with Intensive Services.

Individuals who face unique or specific barriers will receive special partner services and/or Intensive Services where expert staff will collaboratively develop a plan to address and overcome barriers as people move toward self and family sustaining employment.

- d. Faith-based and community organizations continue to play a vital role in the Montgomery workforce development system. St. Luke’s Back to Work program provides staff training and direct job seeker services to people who exhibit and request a need for psychiatric support during the job search. The Chinese Cultural and Community Service Association has translated all materials to Mandarin Chinese and provides service within MontgomeryWorks. Jewish Council for the Aging, Life Skills for Women, Inc., the Kemp Mill Synagogue Association and numerous other FBCOs play a vital and ever increasing role within the MontgomeryWorks system.
- e. Copies of each Memorandum of Understanding (MOU) between the Board and the one-stop partners at each Center are attached.<sup>6</sup>

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<sup>6</sup> See Attachment 4 – Copies of Partner MOUs

## 6. Services

### a. Adults and Dislocated Workers

- (1) The Career Transition Center, Inc. (CTC) operates the Adult and Dislocated Worker programs at the MontgomeryWorks locations. The following explains the Core, Intensive, and Training Services available to adult and dislocated workers in the MontgomeryWorks system.

#### Core Services

- Job search assistance
- Access to the Maryland Workforce Exchange
- Eligibility determination
- Job matching and referral
- Career resource library
- Local labor market information
- Internet access
- Phones, fax, and copier use
- Computer lab
- Information on financial aid and unemployment
- Insurance
- On-site recruiting office for employers
- Job matching services for employers

#### Intensive Services

- Eligibility verification
- Individual career counseling
- Case management
- Development of an individual employment plan
- Intensive job search workshops
- Pre-vocational or placement services
- Follow-up
- Basic skills and work history assessment
- Career aptitude and interest assessment
- Supportive services
- Pre-screening and testing candidates for employers

#### Training Services

- Pre-vocational training
- Individual training accounts
- Maryland Business Works
- Business led customized training
- Incumbent worker training

In addition, other agencies provide services to adult and dislocated workers in the area of mental health, credit counseling, housing, job clubs, and a variety of other topics. Services are provided through the Housing Opportunities Commission, Health and Human Services (HHS), the local

Department of Labor, Licensing and Regulation (DLLR) - Job Service Office, several youth service agencies, the Housing Opportunities Commission, Department of Vocational Rehabilitation, the Montgomery County Public Schools, and other local community based organizations. The Housing Opportunities Commission has staff who conduct outreach activities in the county's low-income neighborhoods on a regular basis. The one-stop operator will make access to these programs seamless and reduce duplication of services.

- (2) Supportive Services will be provided. Needs based payments will be paid to participants in training based on availability and when such payment is necessary to sustain transportation, child care and related training expenses as noted on the Individual Service Strategy (ISS).<sup>7</sup> Needs based payments will be based on need and will not exceed \$15.00 per day. Customers who receive benefits and/or transportation or child care assistance from any other source will not be eligible to receive needs based payments. Every effort will be made to partner with other agencies to provide wrap-around support services to ensure client success. Access to support services will be made seamless through one-stop partners, MCDHHS, and the FBCOs. CTC and other partners who provide financial support services will develop a comprehensive fiscal system for disbursement and tracking of payments.
- (3) Needs related payments will not be provided unless mandated by National Reserve programs. In these situations we will follow the prescribed policies of the grant.
- (4) Individual training accounts (ITAs) will be used by the one-stop center. Individuals receiving ITAs will already have received core and intensive services.<sup>8</sup> The following is a brief review of the ITA process:
  - Applicant is registered with Job Service/Maryland Workforce Exchange
  - Review of job search log and process
  - Most in need, most likely to benefit (attached)
  - Support service needs assessment
  - In-demand occupation review
  - Automated approved vendor list
  - Suitability of training determination by counselor
  - Employment development plan
  - Customer review and selection of training vendor
  - Approval of counselor and operations manager
  - Follow-up by one-stop counselor

Montgomery County's one-stop system will have a \$3,500 funding cap on training for Adult and Dislocated Workers. The maximum length of training

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<sup>7</sup> See Attachment 5 – Needs Based Payment Form, and Attachment 6 – Needs Based Client Support Form

<sup>8</sup> See Attachment 7 – ITA Policy

will be one year. The WIB's Program Operations Committee and the full Board will approve any exceptions to the established limit.

In accordance with the WIA eligibility requirements/guidelines for level of payments defined in the Workforce Investment Act, all eligible applicants will be afforded basic readjustment services.

Other training strategies besides ITAs utilized by Montgomery County include customized training and to a very limited degree OJT.

After a thorough assessment it may be determined that a customer is best suited to learning occupational skills through a hands on process, with training provided by a local employer. MontgomeryWorks may recommend an on-the-job training (OJT) experience. With an OJT, an employer agrees to train the individual for those skills the person is lacking. A contract is written to outline skills to be learned, expected time needed to complete training, and the cost of the training based on the rate of pay. MontgomeryWorks agrees to reimburse the employer for the training at a cost not to exceed one-half of the person's salary for up to 3 months. The OJT will be monitored at least monthly to assure that training is progressing based on the outlined skills in the contract. At the end of the training period, it is expected that the employment will become permanent. OJTs will be limited to 90 days or will be capped at \$3,500.

The basic criteria to be considered for an OJT or Customized Training contract from are:

- the employer must have a current employee earning less than 200 % of the minimum wage prior to the OJT/CT contract; **or**
- the employer is hiring a new employee whose total gross income earned is less than or equal to 200% of the poverty level for the past year; **and**
- the employer agrees to pay at least 50% percent of the training cost that will result in the employee gaining more skills and higher wages; **and**
- the employer agrees to retain the employee at a "significantly higher wage" upon successful completion of the training. Significantly higher wage is considered to be at least a 20 percent increase from the pre-training wage.

The maximum amount of time for either contract is a six (6) month training period and the maximum amount of training reimbursement is \$3,500 dollars per contract. The Montgomery County WIB may also limit the number of training contracts per employer per year.

- (5) Montgomery County One-Stop Priority of Service Guidelines. Montgomery Works programs are not entitlement programs. MontgomeryWorks provides intensive and training services to eligible participants based on:

- a) Regulations governing the particular program.
- b) Participant eligibility.
  - Dislocated worker programs for persons unemployed through no fault of their own (their unemployment is a result of a downsizing, position elimination, plant closure, etc.)
  - Displaced homemakers who are in need of training and support for future self sufficiency needs.
  - Low-income or unemployed adults with 200% poverty level or LLISL
- c) Availability of Funds.
  - Funding levels vary throughout the year. The program year ends June 30<sup>th</sup> and funding may decrease as the end of the program year approaches.
  - Funding is distributed through Maryland's Department of Labor and Licensing Regulation (DLLR) Dislocated Worker Services office to 12 areas throughout the state.
  - Procedures for spending training dollars are determined locally. Other locations which provide dislocated worker services may have different procedures.
  - Adult and dislocated worker training funds are to be used to support the skills development of Montgomery County residents.
- d) County resident (with exception policy).
- e) Availability of Approved Training Vendors.
  - Training vendors authorized to receive funds in exchange for providing training must be approved by both the WIB and the Maryland Higher Education Commission. Counselors have a list of approved vendors and will review the list with participants after a job goal has been agreed on.
- f) Participant Need.
  - Training is provided to an individual with priority given to those participants MontgomeryWorks determines are most in need and most likely to benefit from the training.
  - Preference is given to Veterans per the Veterans' Priority Provisions of the "Jobs for Veterans Act" (PL 107-288). Veterans will always have priority of service on a "first come, first served" basis for all ITAs in Montgomery County until ITA funding is expended in any program year.
  - Training determinations are based on:
    - i) Appropriateness of that training for that individual. Is there labor market demand for the skills to be trained in? Does the career choice match the skills, interests, and values of the participant? Is the participant likely to succeed in that vocation? The answers are determined by the career counselor and participant together.

- ii) Is the selected vocation one that offers potential for ongoing employment in this area?
  - iii) Has the participant received prior training from MontgomeryWorks AND, after finding re-employment, did the participant notify their MontgomeryWorks counselor?
  - iv) Is the participant a local resident?
  - v) Is the training necessary for the participant to obtain appropriate employment?
  - vi) Is the participant declared most-in-need based on his/her prior occupation, education, barriers, and earnings?
  - vii) Is the benefit of the training reasonable in relation to its cost?
- g) Veterans' preference per the "Jobs for Veterans Act" (PL 107-288)
- h) The continuum of services in the three tiers of services will ensure all customers receive the most comprehensive package of services available. This system will ensure that all clients receive core services and those with greater needs receive intensive and training services. All core services will be provided on site at the Wheaton one-stop location. Determination of need for intensive or training services will be guided by WIFI 4-99, Local MontgomeryWorks priority of service guidelines and client need.
- (6) Self sufficiency will be defined as securing/retaining employment that pays at least the Federal lower living standard. For dislocated workers, self-sufficiency will be determined by a wage at least 70% of their wage at dislocation. This policy is in compliance with WIFI No. 2-99. Inability to retain employment may qualify some individuals for training services. In these cases, a letter from an employer must be furnished stipulating that the individual will be displaced without the requested training. The employer letter must be consistent with local labor market information.
- (7) Coordination with State Dislocated Worker Unit. When notice of impending downsizing or closings are made known, MontgomeryWorks and the State's Rapid Response unit will coordinate the most effective and appropriate intervention. In most cases this will include an initial fact-finding meeting with human resources or management, followed by employer orientations. Depending on the number of individual affected, on-site registration and readjustment services may be provided.

The local contact for rapid response activities will be:

Hugh Bailey  
 Program Manager  
 Montgomery County Department of Economic Development  
 Division of Workforce Services  
 111 Rockville Pike, Suite 800  
 Rockville, Maryland 20850  
 Phone: (240) 777-2007  
[hugh.bailey@montgomerycountymd.gov](mailto:hugh.bailey@montgomerycountymd.gov)

b. Youth

- (1) Montgomery Youth Works (MYW) (or new vendor depending on the result of the pending RFP) will provide year-round services to eligible youth in a variety of venues. The core service is driven by private sector business needs in Montgomery County. Employment opportunities may be part-time or full time, and youth will earn a minimum of \$5.15 an hour or a stipend approved by the LWIB. Montgomery Youth Works staff interview participants to evaluate skills, interests and career goals to make successful private sector referral. The hiring decision is made by the employer. Montgomery Youth Works staff work with employers during the course of employment to ensure the experience contributes to the youth's career development. All participants who are placed in an individual work site will receive job readiness and retention training. This set curriculum is provided to youth during the school year in most instances. Topics include interviewing, conflict resolution, communication skills, workplace expectations and teamwork. A training strategy will be developed based on the needs of the individual.

MYW will continue to partner with the Montgomery County Public Schools and the Montgomery County Collaboration Council on Children and Youth, to provide appropriate work and career development experiences for youth and youth with disabilities. Out-of-school youth will be served primarily through a partnership with Our House residential Treatment program and several local alternative programs for troubled youth. Career development, job readiness and retention and life skills training will be provided to youthful offenders. The partnership allows a group of young men who exhibit difficult and sometimes dangerous behavior to develop the skills, values and habits needed to be successful, contributing members of the workforce.

- (2) Youth services will focus on these four major areas:
  - Youth in alternative education programs will receive high quality academic training and reinforcement. Through youth service providers, youth engaged in alternative education programs will be targeted, recruited and to the extent possible enrolled. Partnerships with Montgomery County HHS, Adult Education and Juvenile Justice will be instrumental in meeting the needs of these youth.
  - With direction from the local Workforce Investment Board, our youth provider will focus its career development and job placement activities in the four local high growth industries: Biotechnology, Sales and Service, Healthcare and Construction.
  - CTC has developed strategic partnerships with Our House, residential treatment facility for young men, Journey's program

(substance abuse treatment facility), and the Montgomery County Conservation Corps, as well as the Montgomery County Circuit Court. Because of the Circuit Court partnership, CTC, along with Montgomery College, meets regularly with representatives from juvenile justice service providers (probation, residential treatment facilities, etc). Additionally, CTC, in partnership with juvenile justice representatives, developed a new community referral form that can be completed by parents, community based organizations, youth, etc. It is available not only as a hard copy but online at [www.montgomeryyouthworks.com](http://www.montgomeryyouthworks.com). The referral form allows CTC staff to be well connected with the referral source from the initiation of service — which in turn provides better service to the young person.

- CTC staff uses the WIA performance measures as its primary parameters regarding successful service delivery. Moreover, additional annual performance goals are negotiated with Montgomery County’s Division of Workforce Services on behalf of the WIB. These include recruitment, assessment and placement goals.

While youth across the eligibility spectrum were recruited and enrolled into Montgomery County’s youth program, approximately 20% of them fell into targeted groups described above.

- (3) The sixth youth eligibility criteria include youth that “require additional assistance to complete an educational program, or to secure and hold employment.” The specific components making up this criterion include: possessing one or more disabilities, including learning disabilities, pregnant or parenting, and/or current or former foster child.
- (4) The additional barrier determined by the Workforce Investment Board, possessing one or more disabilities, including learning disabilities, pregnant or parenting, and/or current or former foster child is there because the WIB identified a significant number of youth with this barrier and few local resources targeting their needs.

## 7. Customer Flow System

The customer flow process will flow from core to intensive and training and will depend on the needs and desires of the customer. Each customer will be assessed as to their workforce needs and eligibility for services. It is anticipated that this initial eligibility will be done through the local one-stop staff using the Maryland Workforce Exchange and other tools within the one-stop. The following is the progression of services:

### Core Services

- Orientation to one-stop services
- Access to Maryland Workforce Exchange
- Job search information
- Eligibility determination
- Job matching and referral
- Career resource library
- Local labor market information
- Internet access
- Phones, fax, and copier use
- Computer lab
- Information on financial aid and unemployment insurance
- On-site recruiting by employers

### Intensive Services

- Eligibility verification
- Career Compass Workshop
- Individual career counseling
- Case management
- Development of an individual employment plan
- Intensive job search workshops
- Pre-vocational or placement services
- Follow-up
- Basic skills and work history assessment
- Career aptitude and interest assessment
- Supportive services

### Training Services

- Pre-vocational training
- Individual training accounts
- Maryland Business Works
- Teach for the Health of It
- Customized training

## 8. Performance Management

The local WIB in conjunction with the one-stop operators will ensure eligible providers continue to improve and meet the needs of participants and employers in the area. This will be accomplished through following the State's 17 performance measures (or Common Measures once enacted). Furthermore, additional local measures have been added by the WIB to provide real time performance data independent of the WIA 17. The WIB's Program Operations and Evaluation Committee will take the lead in assessing and analyzing local performance information. In addition, the training vendor "performance report" prepared by MHEC also provides valuable information about the local employment and training system. This information will be available at the physical sites and on the one-stop Internet platform. Other performance management strategies include:

- All providers and counselors will receive at least 4 hours training per year in performance measures including how they are calculated and strategies to meet measures.
- Various criteria are required to be met before an adult or dislocated worker is considered for WIA enrollment. Each participant must attend a “Career Compass” course where they receive job readiness, orientation and basic skills assessment, as well as career interest, aptitude and motivational assessment. The results of these assessments are used to determine what counseling, intensive service strategies or training options would promote success.
- All customers will be screened to assess motivation and skills to succeed.
- All participants will be tracked to determine that proper criteria are met before they are exited from the system.
- All enrollments and exits of customers will be overseen by the MIS manager.
- Montgomery Works employs a “retention specialist” whose main function is to follow up with customers, ensure customer satisfaction, and provide support and strategies for job retention that will lead to positive performance outcomes. The retention specialist collects, verifies and enters supplemental data and works closely with the MIS manager to ensure client success.
- Maryland Workforce Exchange, Mathematica and MABs wage records will be used to collect and verify data.

#### 9. Sunshine Provision

The board will make available on a regular basis through open meetings, public information regarding the activities of the board, including information regarding the local plan, certification of one-stop operators, awards of grants for youth services and on request minutes of formal meetings. As with all Boards and Commissions in Montgomery County, the WIB falls under the provisions of the State of Maryland Open Meetings Act and posts all meeting information and minutes on the county website and the main Rockville Library.

## **IV ADMINISTRATIVE PROCEDURES**

### **A. PARTICIPANT ELIGIBILITY PROCESS**

There is no change in the local policies and procedures regarding Youth, Adult, and Dislocated Worker participant eligibility, as it relates to WIA. {Reference WIFI No. 2-99}

### **B. OVERSIGHT AND MONITORING**

Montgomery County DWS conducts oversight and monitoring of all WIA activities and those of its sub-recipients and contractors.

1. Montgomery County's Division of Workforce Services conducts semi-annual reviews of all its workforce programs. Each review is done consistent with applicable WIFIs and DLLR monitoring practices. Monitoring typically consists of programmatic and fiscal components. The Board conducts its own review in the spring of each year and programmatic staff conduct one in the fall.
2. The accounting system utilized by Montgomery County allows for the classification of funds by grant, cost category and object/ sub-object code. This system helps ensure that funds are adequately tracked and reported in compliance with federal and State requirements. Staff routinely review expenditures, including expenditures at the sub recipient level, to ensure compliance with the federal and State guidelines regarding allowable costs and cost classification.
3. The ongoing monitoring of program performance, financial data and compliance information by both the MC Workforce Investment Board and DWS staff is intended to ensure that Montgomery County is in compliance with the provision of the Act and regulations and other applicable laws and regulations. In addition, Montgomery County is subject to routine monitoring reviews by staff from DLLR. The reviews by State staff as well as the annual audit conducted in compliance with OMB circular A-133 are intended to ensure compliance with the WIA requirements.
4. Upon completion of a monitoring review, a monitoring report is prepared to document the monitoring findings and any problems identified during the review. The report will also include required corrective actions if applicable. In the event that corrective actions are necessary, DWS staff will notify the contractor of the deficiencies and require a written response which outlines the corrective actions that will be instituted to address the deficiencies, and the time-frame for implementing corrective actions. The corrective action plan and implementation schedule must be mutually agreed upon by DWS and the contractor.
5. Provisions of technical assistance as necessary and appropriate by DWS will be provided to all WIA sub recipients and contractors. DWS will notify DLLR regarding any needs for technical assistance it may have regarding the implementation and operation of the WIA program. DLLR has the responsibility to provide technical assistance to the local jurisdictions if necessary. The staff of the DWS will be available to provide technical assistance to its WIA partners and its sub recipients as needed. DWS routinely provides assistance and training for both staff and other agencies that are involved in employment and training programs in the county.
6. The WIB and Montgomery County's Department of Economic Development are responsible for overseeing WIA activities in Montgomery County. To facilitate the planning, policy guidance and oversight of the workforce development initiatives in the county, the WIB

and the County have designated DWS to oversee the one-stop system, youth activities and employment and training activities under Title I of WIA.

## C. GRIEVANCE PROCEDURES / COMPLAINT PROCESSING PROCEDURES

### Complaint Procedures

1. A grievance shall be defined as a dispute concerning the interpretation, application, or alleged violation of the regulations, policies and procedures of any of the programs operating in the MontgomeryWorks system, or any other written policy, agreement, or regulation affecting participants, sub-grantees, subcontractors and other interested parties. For purposes of these procedures, the word grantee refers to the Montgomery County DWS.

Each complaint shall be in writing and shall:

- be signed by the complainant or his or her authorized representative;
- contain the complainant's name and address (or specify another means of contacting him or her);
- identify the respondent; and
- describe the complainant's allegations in sufficient detail to allow the grantee to determine whether the complaint falls under the grantee's jurisdiction; was timely filed; and has apparent merit.

### Types of Complaints

- a. Complaints Alleging Illegal Discrimination on the Basis of Race, Sex, Color, National Origin, Religious Belief, Age, Personal Disability, Political Affiliation or Belief, and for Beneficiaries Only. Persons alleging discrimination cited above may file a written grievance with MontgomeryWorks or with Montgomery County DWS or the complainant may file such a complaint directly with the Directorate of Civil Rights, Department of Labor (DCR/DOL). The complainant must file the complaint which alleges discrimination within one hundred and eighty (180) days of the alleged occurrence upon which it is based. Montgomery County is required to immediately notify Department of Labor Licensing and Regulation (DLLR) and DCR/DOL of such a complaint using the Notification of Receipt of Complaint Alleging Discrimination Form. The County also serves written notification to the sub-recipient regarding the alleged discrimination complaint. Participants will be given a copy of the written procedures for complaints and signed documentation of participants receiving this procedure will be kept in each participant's file.<sup>9</sup>
- b. Complaints Not Alleging Illegal Forms of Discrimination.

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<sup>9</sup> See Attachment 8 – Participant copy of Grievance

Persons alleging discrimination cited above must file a written grievance within one year of the alleged occurrence upon which it is based, except for complaints alleging fraud or criminal activity. Filing is defined as the act of writing down the complaint and presenting it to the grantee or its sub recipients in accordance with the grantee's procedures.

Complainants with this type of discrimination must exhaust the local grievance procedure. DWS will give written notice to parties involved in the grievance along with date, time and location of hearing. All parties involved will have the opportunity to present evidence, bring witnesses and to cross-examine witnesses. A written decision of the grantee regarding the complaint will be provided to all parties. The parties involved will have the opportunity to be represented by an attorney, friend or anyone of the parties' choice to speak for the parties. There will be audio taping of the hearing and the tape will be kept on file. If under DLLR's jurisdiction, complainants will have a right to request that DLLR review the hearing decision within ten days of receipt of DWS's hearing decision of the complaint. It is the complainants' responsibility to send the written decision of the grantees hearing to DLLR. Complainants will be notified in writing of the complaint process and a copy of notification will be kept in participant's file.

The grantees must hold a hearing within 30 days of the date that the complaint was filed. The grantee must render a written decision within 60 days of date on which the complaint was filed with the grantee. The written decision will include a notification of the participant's right to have the hearing decision reviewed by DLLR.

The complaint may, within 70 days of the date on which the complaint was originally filed, request that the written decision be reviewed by DLLR. If no timely decision is rendered, the complainant may, within 75 days of the date on which the complaint was originally filed, request review by DLLR. It is the complainant's responsibility to send the written decision of the grantee's hearing to DLLR.

DLLR will render a decision on the grantee's written decision within 90 days of the date on which the complaint was originally filed with the grantee or its sub recipient. With the exception of complaints alleging violations of the labor standards at section 143 of the Act, DLLR's decision is final.

2. Remedies for grievances will be limited to:
  - a. Suspension or termination of payments under the WIA title;
  - b. Prohibition of placement of a participant with an employer that has violated any requirement under WIA Title I;

- c. Where applicable, reinstatement of an employee, payment of lost wages and benefits, and re-establishment of other terms, conditions and privileges of employment; and
- d. Where appropriate, other equitable relief.

3. Procedures for Processing Grievance.<sup>10</sup>

D. NONDISCRIMINATION AND EQUAL OPPORTUNITY PROVISIONS

1. Reasonable Accommodation—With regard to aid, benefits, services, training and employment, Montgomery County, its subcontractors, partners and vendors will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.
2. Communication - Individuals with Disabilities—The County will take reasonable steps provide accommodation to individuals with disabilities. These will include posting signs in Braille, provision of TTY line, and the use of sign language interpreters as necessary.
3. Notice and Communication - Languages other than English—The County will take reasonable steps to accommodate individuals of limited English speaking individuals. These will include the hiring of multi-lingual staff, use of translation services, and the provision of training in other languages to the extent that the provision of such accommodations does not cause undue hardship.

E. PROCUREMENT AND CONTRACTING PROCEDURES

- 1 Montgomery County DWS will follow all contracting and procurement procedures of the Montgomery County Office of Procurement. This includes the requirement for documented comparative pricing for all purchases between \$5,000 and \$24,999. Purchases over \$25,000 require competitive bidding through a formal RFP process. The County advertises publicly and invitation to bid, citing the nature of the procurement and relevant contact information for interested parties. A formal Request for Proposal is forwarded to all relevant inquirers. Upon receipt of all formal proposals, they are evaluated for the best overall value to the organization which may, or may not, be based on lowest price.

The County will ensure and comply with the minimum procurement standards and procedures established by the DOL in 29 CFR Part 95, Uniform Administrative Requirements for Grants and Cooperative Agreements with Institutions of Higher Education, Hospitals and Other Non-Pro fit Organizations.

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<sup>10</sup> See Attachment 8 – Montgomery County Workforce Investment Area Procedures for Processing a Grievance

The County will adhere to the standards as set forth under Property Management Procedures in 29 CFR Part 95 in the acquisition, management and disposition of property.

- 2 The County will adhere to the standards as set forth under Property Management Procedures in 29 CFR Part 95 in the acquisition, management and disposition of property.
- 3 The County has procedures to avoid conflicts of interest or the appearance of such conflicts in the exercise of its responsibilities, particularly those related to the awarding of contracts. All Board members have been informed of and understand the Policy and have signed or will sign statements attesting to that fact. A copy of the "Conflict of Interest" policy is attached to this document.<sup>11</sup>

## F. FISCAL CONTROLS

1. Accounting Procedures  
DWS, as the administrative entity and the grant recipient, uses the Montgomery County Government Financial System (MCGFS) operated by the Montgomery County Department of Finance as well as supplemental manual record keeping by DWS Finance staff. The Montgomery County Department of Finance has the fiduciary responsibility for all funds received and disbursed by the County agencies. Through the use of MCGFS and other supplemental record keeping, DWS assures that all financial transactions are conducted and records maintained in accordance with “General Accepted Accounting Principles.”

The financial management system utilized by DWS allows for the:

- a) tracking of obligations, expenditures and assets;
- b) tracking of program income, potential stand-in costs and profits; and
- c) submitting of required fiscal reports to the Maryland Department of Labor, Licensing and Regulation (DLLR) in both a timely and accurate manner.

2. Key Staff Working with WIA Funds  
The DWS Finance and Administration unit has the primary responsibility for working with WIA funds. The unit is made up of a Senior Financial Specialist and the Office Services Coordinator. Oversight of the unit is provided by the DWS’ Director. DWS staff work closely with the Department of Finance, which has the fiduciary responsibility for funds received and disbursed by County agencies.
3. Audit Trail (Tracing of Funds)  
DWS uses the Montgomery County Government Financial System (MCGFS) operated by the Montgomery County Department of Finance as well as supplemental manual record keeping by DWS Finance staff. Through the use of MCGFS and other supplemental record keeping, DWS assures that all

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<sup>11</sup> See Attachment 9 – Conflict of Interest Policy

financial transactions are conducted and records maintained by in accordance with federal WIA requirements.

DWS Finance staff routinely reviews expenditures to ensure compliance with the federal and state guidelines regarding allowable costs and cost classification. Prior to making payments, DWS staff assigns accounting codes to the expenditure report/invoice in order to identify the proper funding source, cost category and line item. DWS staff review all invoices for payments and costs charged in the financial system on a routine basis to ensure that costs are allowable and recorded in the proper account. Adequate supporting documentation is maintained by DWS to permit tracking of funds to a level adequate to establish that funds are not used in violation of WIA standards or United States Department of Labor regulations.

4. Description of Fiscal Procedures:

a. Fiscal Reporting System

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

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

b. Obligation Control System

The Montgomery County Government Financial System (MCGFS) provides the mechanism for adequate obligation control. The system records the amount of funds available for each grant, the amount of encumbrances (issued purchase orders), the amount of expenditures and the amount of the current balance. Staff from the Montgomery County Office of Procurement approve and record all contract obligations in the financial management system. This is accomplished by the issuance of contacts and/or purchase orders that generate encumbrances in the system. All obligations are recorded in the accounting ledgers. A current balance

of funds, total funds available minus encumbrances and expenditures, is identified for each grant agreement.

DWS finance staff maintains supplemental records to monitor both obligations and expenditures by funding source, and reviews this information regularly to ensure adequate control over both obligations and expenditures.

c. Individual Training Account (ITA) Payment System

The DWS will not directly administer Individual Training Accounts, but will oversee and approve the process of the subcontractor. Upon award of the subcontract, DWS will insure that the Subcontractors methods and procedures are sufficient to track and report on individual accounts for participants including the total amount of training authorized, individual payments against the account, and the balance of training funds available under each ITA at any given time. All ITAs will receive final approval by DWS Program Manager or Division Director.

d. Chart of Accounts System

The Chart of Account system utilized by the Montgomery County operates on an encoding system that allows for the classification of funds by funding source, grant, grant detail (year), and sub-object code. The system is comprised of a series of fields (00000 00 0000) which indicate, funding source, grant, grant detail (year) and sub-object code. This system will ensure that funds are adequately tracked and reported in compliance with federal and state requirements.

e. Accounts Payable System

The Montgomery County Department of Finance is responsible for the disbursement of funds. After approval, coding, and being entered in the financial system by DWS finance staff, expenditure invoices are forwarded to the Department of Finance for payment. All disbursements are made by check/ EFT payment. DWS staff closely monitor all transactions to ensure that all payments are charged to the proper grant and cost category.

f. Staff Payroll System

Weekly time and attendance reports are utilized by DWS staff. These reports include attendance information for each day of the week and are signed by the staff person as well as the Director. The information from these reports is entered into the Montgomery County payroll system on a bi-weekly basis. Payroll checks are issued bi-weekly via direct deposit and check. (Note: At this time, all DWS staff positions are covered by Montgomery County General Funds.)

g. Participant Payroll System

The participant payroll system is the same as the staff payroll system except that payroll checks are mailed to the participants.

h. Participant Stipend Payment System

Participant stipend payments are processed in the same manner as participant payroll, based on the submission of biweekly sheets. The sheet is signed and dated by the participant and training representative, reviewed by the Finance Office and then processed by DWS. The payment is mailed to the participant.

5. Generally Accepted Accounting Procedures

Through the use of MCGFS and other supplemental record keeping, DWS assures that all financial transactions are conducted and records maintained in accordance with “Generally Accepted Accounting Principles.”

6. Cash Management System

DWS staff prepare and submit cash requisitions to the Maryland Department of Labor, Licensing and Regulation (DLLR) on a monthly basis. The total amount of funds requested for each grant includes cash expenses to date. DWS staff maintain a worksheet and an audit trail to support the monthly requests for cash. After funds are made available by Maryland DLLR, the funds are deposited into the Montgomery County bank account and credited to the correct grant account. Procedures are in place to monitor cash balances. Since the DWS receives funds on a reimbursement basis, excess WIA cash will not be kept on hand.

Training providers and contractors request funds from DWS by submitting a monthly expenditure/invoice report. All expenditures/invoices are submitted on a reimbursement basis. DWS finance staff review, approve and properly code all payment requests. After being entered in the financial system by DWS finance staff, expenditure invoices are forwarded to the Department of Finance for review, approval and payment. All disbursements are made by checks issued from the Montgomery County Department of Finance.

7. Cost Allocation Procedures

DWS maintains a cost allocation system which includes:

a. Identification of Cost Pools.

DWS utilizes an Administrative cost pool and a Program cost pool for the accumulation and distribution of staff and operating costs that cannot be directly assigned to a specific funding source or cost category.

DWS assures that it uses cost allocation methods that are both reasonable and consistently applied. DWS will also maintain adequate documentation to support the distribution of costs to the various funding sources and cost categories. Cost that benefit a single funding source and/or cost category will be directly charged. All indirect and unassigned will be identified and accumulated in the cost pools and distributed based on acceptable cost allocation methodologies.

- b. **Distribution of Staff Costs between Cost Categories**  
Staff costs are accumulated in a cost pool and distributed to the two WIA cost categories, Administration and Program, based on time distribution reports. The staff time distribution reports are completed on a bi-weekly basis and are signed by each individual, as well as, the appropriate supervisory personnel. The bi-weekly time distribution reports document the number of hours spent on various program activities on a daily basis. Costs are distributed between the cost categories based on the documented hours worked on each cost category.
  - c. **Distribution of Funds for Each Cost Pool**  
The Administrative cost pool will be distributed between the various funding sources based on time distribution reports. The Program cost pool will be distributed to the various funding sources based upon direct program expenditures. DWS assures that the method used to distribute costs from the pools to the various funding sources and cost categories will be reasonable and consistently applied for the entire program year. Pools may be distributed monthly, quarterly or annually as is deemed reasonable and appropriate in accordance with Generally Accepted Accounting Standards.
  - d. **Funds Included in each Cost Pool**  
WIA funds including allocations for the Adult Program, the Youth Program and Dislocated Worker Program, as well as any WIA performance awards and/or other discretionary awards, may be included in all pools. Furthermore, other County funded employment programs may be included in all cost pools.
  - e. **Cost Allocation Plans for One-Stop Centers**  
The cost allocation plan for the one-stop center has not yet been finalized. However, initial indications are that the infrastructure costs of the one-stop will be covered solely by WIA universal access funds and County designated for the one-stop. As such no allocation of costs will be necessary. Staff costs for the one-stop will be supported by each organization providing staff.
8. **Audits**  
All governmental and non-profit organizations must follow the audit requirements of OMB Circular A-133. An annual financial and compliance audit will be conducted and submitted to the Department of Labor, Licensing, and Regulation, Division of Workforce Development within thirty (30) days after the completion of the audit report, but no later than nine (9) months after the end of the audit period. Furthermore, the LWIB and the Montgomery County Department of Procurement or fiscal agent insures that all required sub recipient audits and all sub recipient audit resolution procedures are completed.

9. Debt Collection  
Debt collection will normally occur as the result of a disallowed cost being discovered during a fiscal site visit or audit. Upon discovery of a disallowed cost, DWS will notify the subcontractor and produce documentation supporting the disallowed expense and make a request for repayment. If repayment is not made after a specified period time, the subcontractor is re-contacted and requested to reimburse DWS. Should the second effort for recovery fail, additional funding under the subcontractor will be suspended and the matter will be referred for legal action.

G. LOCAL WORKFORCE INVESTMENT BOARD (LWIB) – CHIEF LOCAL ELECTED OFFICIAL (CLEO) WORKING AGREEMENTS

The governing agreement among the LWIB, CLEO and the Operating Consortium which clearly delineates each partner’s roles and responsibilities, is attached.<sup>12</sup>

H. RESPONSIBILITIES OF THE ONE-STOP SERVICE DELIVERY SYSTEM

1. The County has chosen to designate a one-stop operator through the consortium approach. The consortium will consist of the Career Transition Center, the non-profit providing WIA Title I Adult and Youth services, the Maryland Job Service and Montgomery County DWS. This consortium satisfies the WIA requirement of at least three required partners comprising the operator. The Career Transition Center houses WIA Title I Services, and the Job Service represents Wagner-Peyser, Veterans, unemployment insurance, and TAA.
2. The one-stop operator CTC, Job Service and DWS, will provide a governance partnership responsible for the administration and day-to-day management of the one-stop, Montgomery Works. A MontgomeryWorks One-Stop Management Team, led by DWS will act as a of the consortium partners to provide on-site management of the one-stop.
3. Montgomery Works’ two physical locations are strategically located along the corridors of Montgomery County's highest concentration of employers and employees - Wheaton and Gaithersburg. The Wheaton location is the headquarters and the southern county site, where Montgomery College, CTC and Job Service have been co-located and cooperating for the past several years. The Gaithersburg site is located at Lakeforest Mall in the northern part of the county.

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<sup>12</sup> See Attachment 10 – LWIB and CLEO Agreement:

1. MOU between Montgomery County, Maryland and Montgomery County Workforce Investment Board.
2. MOU between Montgomery County, Maryland and MontgomeryWorks Consortium.

4. Each physical center will provide a minimum of core services for a universal population, and referral to intensive services and training services either on-site at partner and provider locations throughout the County. Each physical center will provide the Maryland Workforce Exchange virtual access, self-service options, career counseling, career libraries, and computer access among other services.
5. Montgomery Works will use the federal WIA performance standards, and universal core services measurements to ensure a high level of services. The one-stop will use a variety of instruments including surveys, focus groups, and other methods to measure customer satisfaction and ensure continuous improvement. MontgomeryWorks has a Program Operations and Evaluation Committee to provide continuous oversight and "report card" evaluation of the one-stop system and the one-stop operators.
6. DWS staff will review and evaluate performance of the one-stop system on a semi-annual basis.
7. DWS is in the process of negotiating the MOUs that will govern activities and collaborations among partner agencies.

#### I. CONTINUOUS IMPROVEMENT/CONSUMER REPORT

MontgomeryWorks will engage partners in continuous and structure discussion and create mutually agreed-upon measures for ensuring all partners maintain a high level of services and meet the needs of employers. The ongoing Employer Advisory Group will meet with the one-stop operator and the required and optional partners to review services on a quarterly basis.

The one-stop system will ensure the continuous improvement of eligible providers and ensure that providers meet the needs of employers, workers, and job seekers. The one-stop system will monitor eligible providers through site visits, customer feedback and completion and placement rates. Businesses and job seekers will be provided consumer report information through the State's automated approved vendor system. The local WIB will also follow the procedures outlined in WIFI 11-99.