



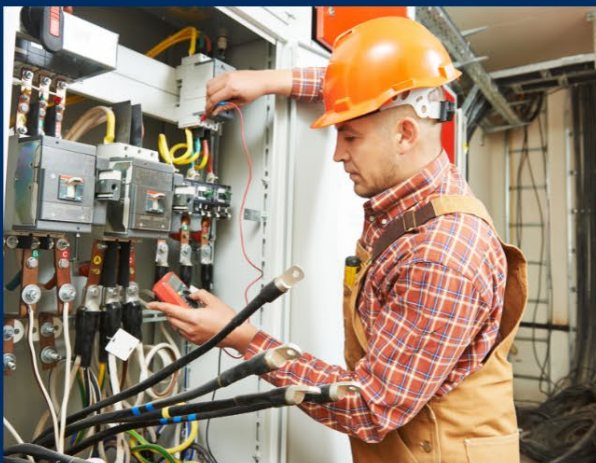
# **Carroll County Local Workforce Area Plan**

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**Carroll County  
Workforce Development Board**

**2024 - 2028**



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# EXECUTIVE SUMMARY

## Board Background and Leadership

The Carroll County Workforce Development Board (CCWDB) connects employers, job seekers, and training providers across Carroll County, Maryland. Operating under the Workforce Innovation and Opportunity Act (WIOA), the Board comprises business leaders, educators, economic development professionals, union representatives, partner agencies, and community stakeholders. Together, these partners shape the strategic direction of the local workforce system, ensure accountability in resource allocation, and champion initiatives that align with employer needs and regional economic priorities. The CCWDB plays a central role in cultivating a workforce that supports economic vitality and equitable opportunity for all residents.

## Vision for the Local Area

The CCWDB envisions a dynamic local economy where every business has the talent it needs to grow, and every resident has the opportunity to succeed. Our mission is to build a resilient and inclusive workforce capable of meeting the demands of evolving industries. Through targeted education, training, and employment strategies, we strive to increase economic mobility, reduce disparities in opportunity, and create a pipeline of talent aligned with high-growth sectors. By addressing both employer needs and job seeker potential, the Board ensures a balanced, sustainable approach to regional workforce development.

## Topline Challenges and Strategic Solutions

A skills gap remains a persistent challenge in Carroll County as priority industries such as advanced manufacturing, healthcare, and information technology grow more rapidly than the supply of skilled labor. Workers often lack the technical proficiencies necessary to fill these high-demand roles. In addition, many underrepresented groups—including low-income individuals, minorities, and veterans—face barriers to accessing training programs, further limiting workforce participation and economic mobility. Youth engagement is another concern, as young people frequently lack awareness of career opportunities in emerging sectors and the technical skills needed to enter them.

To address these issues, CCWDB is collaborating with local employers and educators to offer industry-specific training programs that emphasize both foundational and specialized technical skills. These programs are designed to align with the current and future demands of key regional industries. The Board is also focused on expanding inclusive workforce development initiatives that provide tailored resources to populations that have historically been underserved. This includes greater outreach to veterans, women, youth, and individuals with disabilities, and the provision of wraparound support services, financial aid, and work-based learning opportunities.

To improve youth engagement, CCWDB is developing stronger pre-apprenticeship pathways and hands-on learning experiences, such as internships and career exploration

programs, that provide early exposure to viable career paths. Meanwhile, employer engagement efforts are being intensified to develop robust talent pipelines through on-the-job training, apprenticeships, and direct alignment of workforce strategies with current hiring trends.

### **Alignment with Maryland's Four Strategic Pillars**

#### **Supercharge Key Sectors**

In alignment with Maryland's goal of driving industry-led workforce solutions, CCWDB is prioritizing workforce development efforts in sectors critical to Carroll County's economy, including advanced manufacturing, healthcare, construction, and IT. We are collaborating with employers and education partners to develop training programs and certification pathways that are customized to each sector's needs. These programs are designed to close skills gaps and ensure that workers gain the experience and qualifications required to excel in high-demand occupations. In addition, the Board regularly engages with industry leaders through roundtables and advisory boards to keep workforce development efforts responsive to real-time employer needs and trends.

#### **Advance Equity and Access**

To ensure equitable access to training and employment, CCWDB is delivering targeted support to historically underserved populations. Our Inclusive Talent Development initiative is designed to provide personalized workforce services to groups such as minorities, women, veterans, individuals with disabilities, and low-income residents. Through partnerships with community-based organizations, we are delivering wraparound services that help individuals overcome social, educational, and economic barriers to employment. These efforts are central to creating an inclusive workforce system that promotes opportunity for all.

#### **Prepare the Future Workforce**

Preparing young people for the workforce is a critical priority. CCWDB is investing in career-connected learning opportunities that enable youth to access family-sustaining career paths regardless of whether they pursue a four-year degree. We are expanding career exploration and work-based learning programs that connect students directly with local employers in fields such as manufacturing, healthcare, technology, and construction. Our Youth Career Coaching initiative begins as early as sixth grade, helping students align their interests and strengths with high-demand career paths. These efforts are designed to ensure that all youth in Carroll County are equipped with the knowledge, skills, and support to succeed in today's competitive job market.

#### **Improve System Alignment and Accountability**

The Board is also focused on ensuring that the local workforce development system is operating effectively and efficiently. To that end, we are enhancing coordination among workforce partners—including employers, training providers, government agencies, and educational institutions—to align resources and strategies. A performance tracking system is being implemented to monitor training completion rates, job placement outcomes, and

employer satisfaction, enabling data-driven decision-making. The Board also conducts regular performance and accountability reviews to ensure that all initiatives are producing measurable results. Stakeholder feedback is integrated into these reviews, ensuring continuous improvement and transparency across all levels of the workforce system.

### **Opportunities for Alignment and Planned Initiatives**

CCWDB's local strategies align closely with Maryland's four strategic pillars, positioning Carroll County to contribute to statewide workforce goals while addressing local needs. To support key sectors, we are developing customized training programs and certifications tailored to industries such as advanced manufacturing, healthcare, IT, and construction. These initiatives are co-developed with local employers and training institutions to ensure that they meet current labor market needs. Advisory boards and industry roundtables are being convened regularly to keep programming agile and aligned with market changes. To advance equity, the Inclusive Talent Development Program is delivering customized training and career services to historically underserved groups. By working closely with community-based organizations, we are able to offer additional support services—such as transportation, childcare, and mentorship—that address barriers to workforce participation and retention.

To prepare the future workforce, CCWDB is expanding its suite of youth engagement programs. High school students are participating in career exploration activities, internships, and apprenticeships that provide real-world experience in priority sectors. The Youth Career Coaching initiative supports students in middle and high school, helping them understand the breadth of career opportunities and plan meaningful pathways toward employment.

To improve system alignment, the Board is rolling out a comprehensive data system to track workforce outcomes and inform strategic adjustments. Coordination meetings with partners from business, education, and government sectors ensure that all stakeholders are aligned in mission and action. Performance reviews are conducted regularly, with input from employers, job seekers, and service providers, to ensure that the workforce system remains responsive, accountable, and outcome-focused.

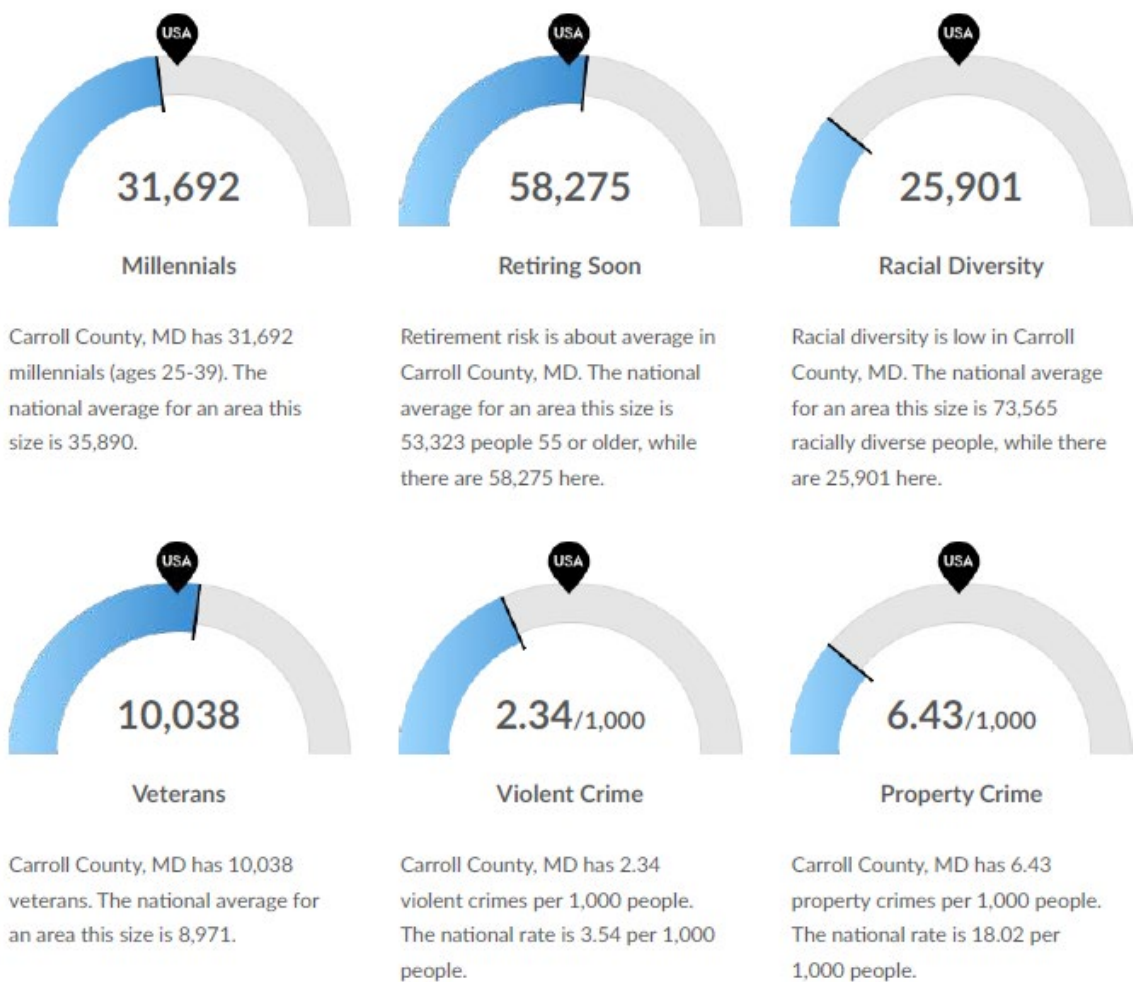
### **Conclusion**

Through thoughtful strategy and coordinated action, the Carroll County Workforce Development Board is building a stronger, more inclusive workforce system. By addressing skills gaps, enhancing access, preparing youth for high-demand careers, and aligning with Maryland's strategic pillars, CCWDB is fostering a workforce that is ready for today's challenges and tomorrow's opportunities. Our efforts ensure that every resident has a pathway to prosperity and that every employer has access to the talent needed for growth and innovation.

# SECTION 1: ECONOMIC ANALYSIS

Carroll County’s central Maryland location in the Greater Baltimore Region maintains and attracts diverse business interests and a population drawn to the high quality of life. A population of 178,472 is primarily located in eight unique municipalities, Municipal Growth Areas/Designated Growth Areas, and across a rural and suburban landscape. The area’s population increased by 9.4% since 2017 (as of 2024), growing by 9,446. Population is expected to increase 5.9% between 2022 and 2027. Among Carroll County's age 16 and over population of 140,997, approximately 95,320 are employed for a labor force participation rate of 68%.

## Population Characteristics



Source: Lightcast Q1 2025

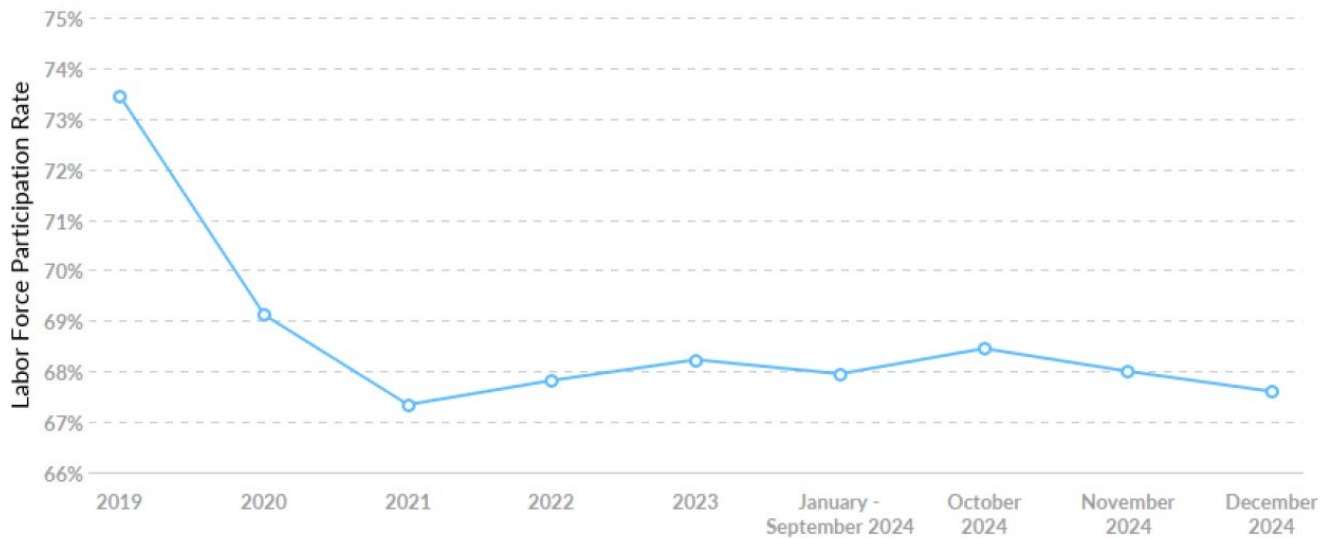


Dec 2024 Labor Force Breakdown



Source: Lightcast Q1 2025

Labor Force Participation Rate Trends

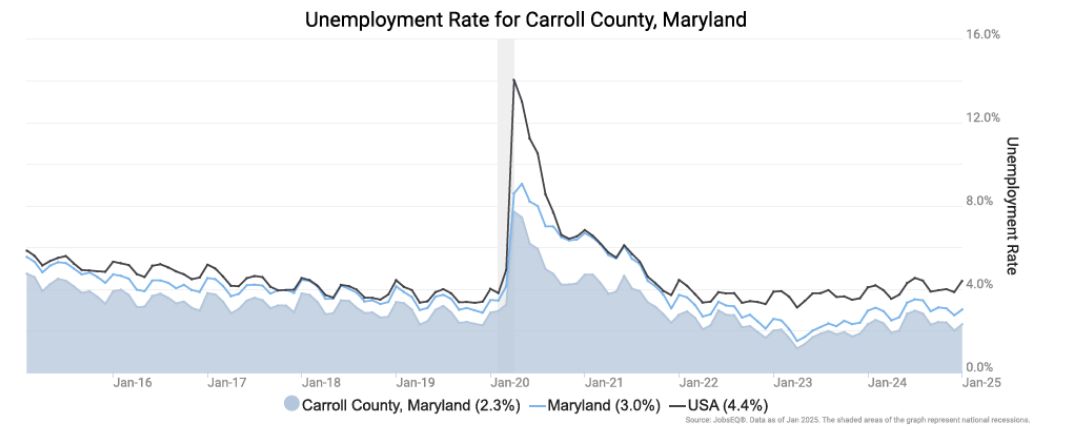


Source: Lightcast Q1 2025

Carroll has notably low unemployment; unemployment in the county remains at a ten-year low and below statewide unemployment levels.

# Unemployment Rate

The unemployment rate for Carroll County, Maryland was 2.3% as of January 2025. The regional unemployment rate was lower than the national rate of 4.4%. One year earlier, in January 2024, the unemployment rate in Carroll County, Maryland was 2.3%.

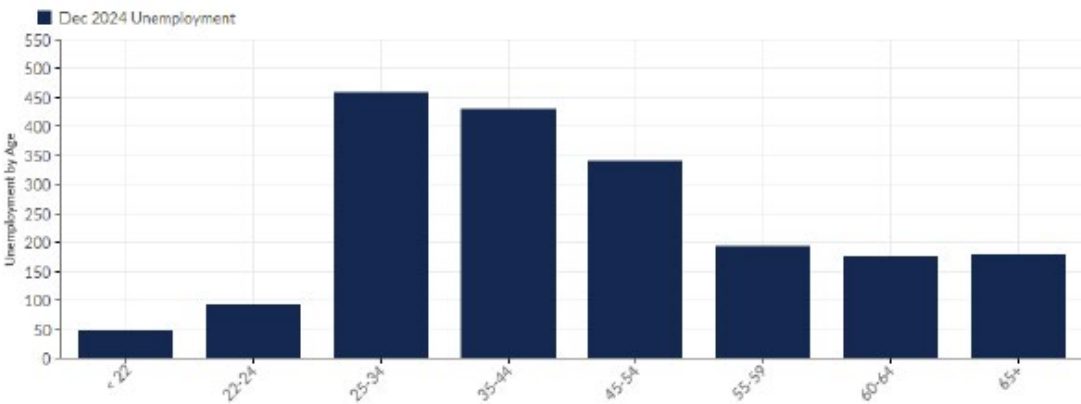


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through January 2025.

Source: Lightcast Q1 2025

## Unemployment by Demographics

### Unemployment by Age



Age	Unemployment (Dec 2024)	% of Unemployed
< 22	46	2.41%
22-24	92	4.81%
25-34	459	24.01%
35-44	430	22.49%
45-54	340	17.78%
55-59	192	10.04%
60-64	176	9.21%
65+	177	9.26%
Total	1,912	100.00%

Source: Lightcast Q1 2025



The economy is stable with a diverse business base, including agricultural production, high levels of employment, quality economic development resources from small business services to workforce development, and a multitude of economic assets.

Carroll County is home to over 4,566 businesses, with 57,801 people working within the county. Private sector industries generate \$6.5 billion in economic output, ranking it in the top ten of Maryland's counties by GDP.

By total businesses and employment base, key industries include government, healthcare and social assistance, retailers, service-oriented businesses, construction companies; and other professional, scientific, and technical services. Agriculture remains a considerable part of Carroll County's economy, with 1,180 farms throughout the county, 98% of which are considered family farms, as reported during the last agricultural census conducted by the US Department of Agriculture.

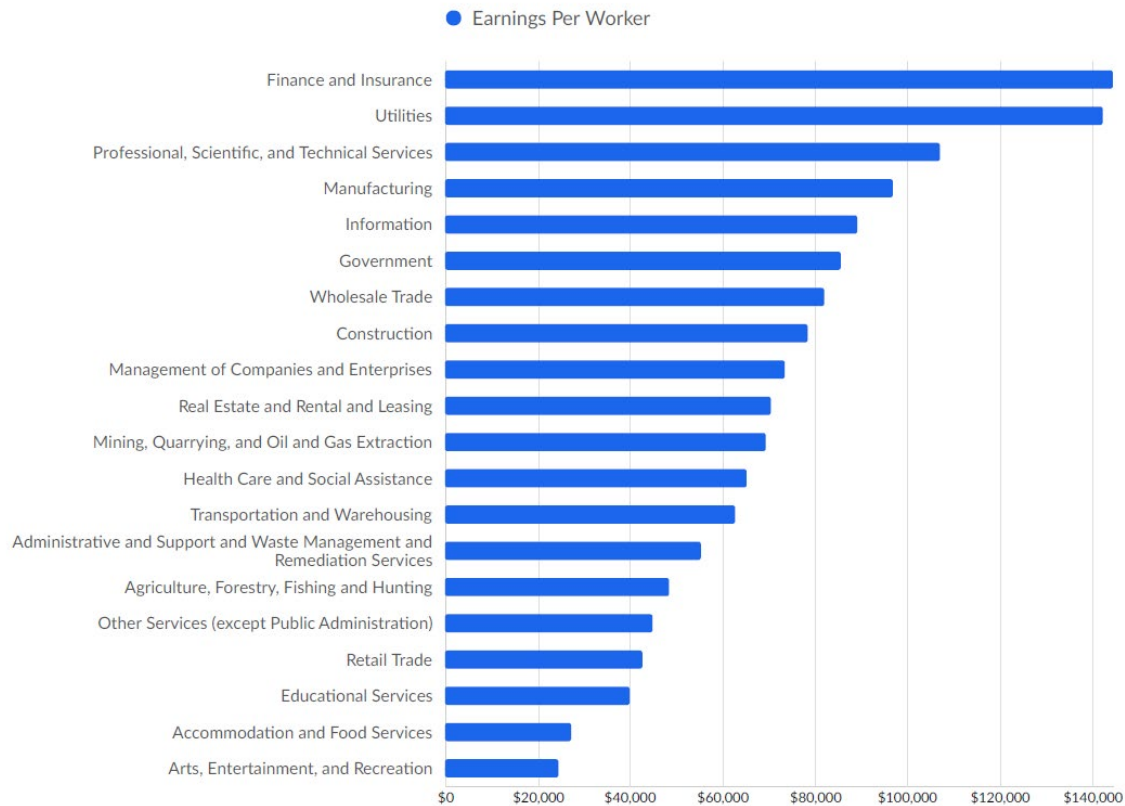
## Industry Characteristics

### Largest Industries



Source: Lightcast Q1 2025

## Top Industry Earnings



Source: Lightcast Q1 2025

One of Carroll's lighthouse industry strengths identified by the Maryland Department of Commerce is aerospace and defense. Carroll County's major manufacturing and distribution firms include EVAPCO, Flowserve, Heidelberg Materials US Cement, Knorr Brake, Northrop Grumman, Penguin Random House, and Performance Food Group. Recent expansions and new developments in the county include EVAPCO, Penguin Random House, Long Reach Farms, Ridge Engineering, 1623 Brewing, and Westminster Station. Shamrock Farm in Woodbine has been identified as the Pimlico companion horse training facility which is a vital part of the future horse racing industry in Maryland; this may provide opportunities for veterinary science occupations and connections to the Carroll County Career & Technology Center's Biomedical Science program in the future.

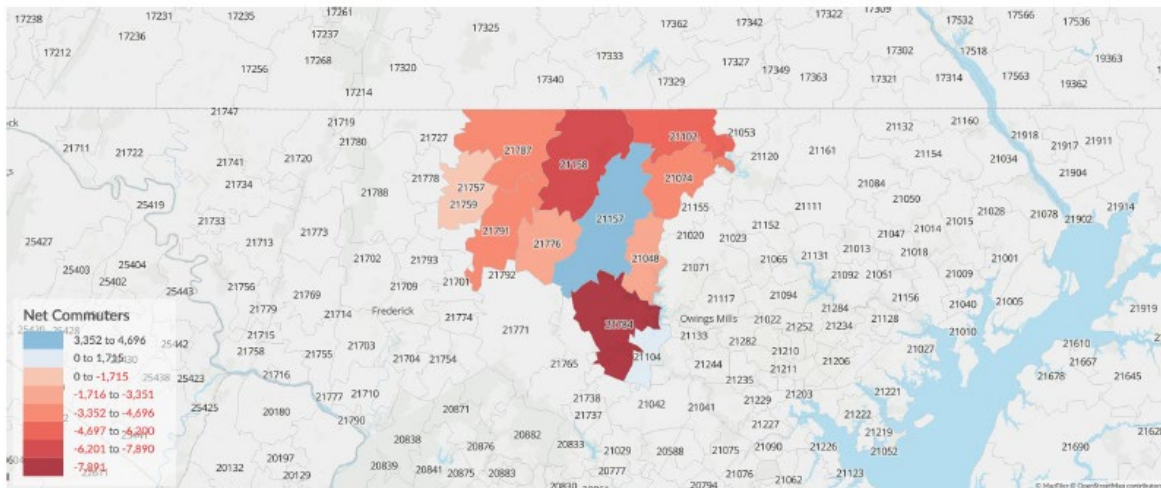
As part of the Greater Baltimore Region, Carroll County enjoys proximity to strategic assets such as major transportation hubs including the Port of Baltimore and Baltimore/Washington International Thurgood Marshall Airport. The Carroll County Regional Airport, a full-service airport boasting corporate hangars and a 5,100-foot runway, supports corporate and smaller commercial aircraft operations. Carroll Broadband, a 110+ middle-mile high-speed network owned by Carroll County government, has excess fiber optic cable available for lease, and the County is actively working to expand services to underserved areas.

Carroll County has a significant network of business start-up, expansion, and attraction resources and assets, which contribute to the county's economic success. Robust Economic Development and Workforce Development partnerships include Carroll County Public Schools, McDaniel College, Carroll Community College, Maryland Small Business Development Center/Northern Region, Mid-Atlantic Gigabit Collaboratory, Carroll Technology & Innovation Council, and all of the Carroll County Workforce Development Board's primary partners. These assets are targeted to support large corporations and entrepreneurs alike, helping to **attract** new businesses to Carroll County, **retain** existing businesses, and **enhance** workforce development that benefits Carroll County's resident workforce.

The County attracts workforce from Baltimore County, Frederick County, Adams County, and York County. Data from the 2020 Longitudinal Employer Household Dynamics data indicates a significant inflow and outflow of workers within the County – 70.7% of the Carroll County residents who participate in the workforce are employed outside the County, while 29.3% both live and work in Carroll County. Meanwhile, 54.7% of all those with jobs based in Carroll County live elsewhere and commute into Carroll County for work. ([https://www.carrollcountymd.gov/media/xatppk3d/carroll-housing-study\\_final.pdf](https://www.carrollcountymd.gov/media/xatppk3d/carroll-housing-study_final.pdf))

## Place of Work vs Place of Residence

Understanding where talent in Carroll County, MD currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works			Where Talent Lives		
ZIP	Name	2024 Employment	ZIP	Name	2024 Workers
21157	Westminster, MD (in Ca...	25,829	21157	Westminster, MD (in Ca...	22,048
21784	Sykesville, MD (in Carro...	13,122	21784	Sykesville, MD (in Carro...	21,014
21158	Westminster, MD (in Ca...	5,823	21158	Westminster, MD (in Ca...	12,024
21074	Hampstead, MD (in Car...	5,545	21074	Hampstead, MD (in Car...	8,897
21048	Finksburg, MD (in Carro...	4,129	21102	Manchester, MD (in Car...	7,032

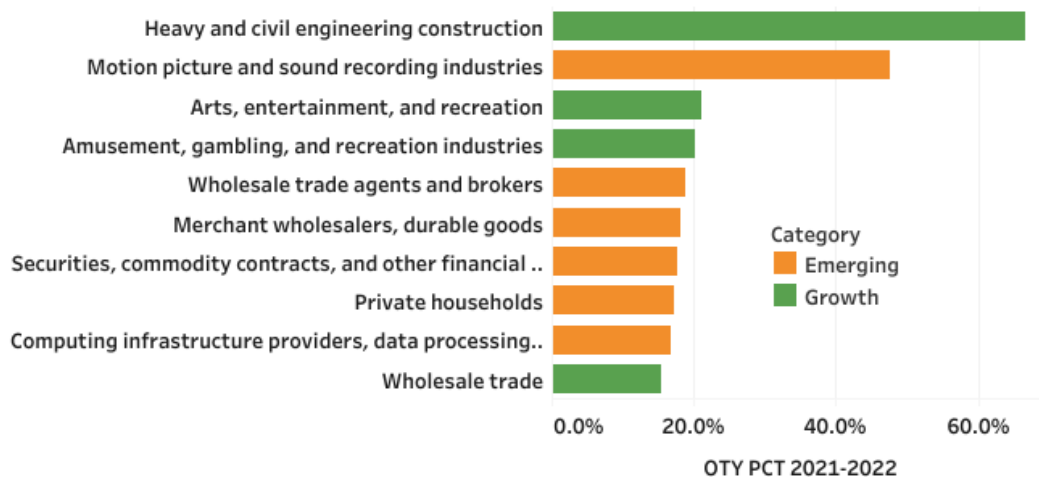
Source: Lightcast Q1 2025

While many places, regionally and nationally, faced significant economic upheaval attributable to the COVID-19 pandemic, Carroll County's labor trends over the last five years mirrored or fared better than statewide averages.

Long-range employment projection forecasts for Carroll County anticipate an 11% increase in the county's employment base over the next 30 years by 2050. This lags slightly behind the region's overall expected 15% employment increase. As the nation has come to realize the expanded definition of frontline workers, Carroll County Workforce Development (CCWD) has continued to work with jobseekers and businesses to fill vacancies of these vital positions in retail, food service, healthcare, and manufacturing. CDL truck driver training is now offered at Carroll Community College through a workforce development partnership.



### Carroll Growth and Emerging Industries



Industry title	Employee..	Number of Estabs	Avg weekly wage	LQ	OTY	OTY PCT 2021-2022
Heavy and civil engineering co..	710	42	1,387	1.77	284	66.7%
Motion picture and sound reco..	31	7	671	0.19	10	47.6%
Arts, entertainment, and recre..	958	72	338	1.1	166	21.0%
Amusement, gambling, and rec..	895	51	317	1.43	150	20.1%
Wholesale trade agents and br..	89	34	2,600	0.46	14	18.7%
Merchant wholesalers, durable..	901	114	1,565	0.72	138	18.1%
Securities, commodity contrac..	194	43	4,179	0.5	29	17.6%
Private households	75	73	783	0.94	11	17.2%
Computing infrastructure prov..	21	10	2,017	0.12	3	16.7%
Wholesale trade	3,071	194	1,308	1.36	408	15.3%

Source: Growth Industry Tool, MD Dept of Labor

## Openings by Occupations

Occupations		Active Job Ads	
SOC	Occupation		
41-1011.00	First-Line Supervisors of Retail Sales Workers	574	<div></div>
29-1141.00	Registered Nurses	567	<div></div>
41-2031.00	Retail Salespersons	519	<div></div>
21-1093.00	Social and Human Service Assistants	359	<div></div>
53-7065.00	Stockers and Order Fillers	314	<div></div>
11-9111.00	Medical and Health Services Managers	309	<div></div>
29-1123.00	Physical Therapists	293	<div></div>
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	242	<div></div>
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	232	<div></div>
29-2031.00	Cardiovascular Technologists and Technicians	219	<div></div>

Source: Lightcast Q1 2025

## Openings by Soft Skills

Soft Skills		Active Job Ads	
Skill Name			
Communication (Verbal and written skills)		5,756	<div></div>
Cooperative/Team Player		3,626	<div></div>
Customer Service		2,838	<div></div>
Organization		2,044	<div></div>
Detail Oriented/Meticulous		1,887	<div></div>
Adaptability/Flexibility/Tolerance of Change and Uncertainty		1,452	<div></div>
Self-Motivated/Ability to Work Independently/Self Leadership		1,296	<div></div>
Interpersonal Relationships/Maintain Relationships		1,281	<div></div>
Problem Solving		1,239	<div></div>
Ability to Work in a Fast Paced Environment		1,118	<div></div>

Source: Lightcast Q1 2025

Carroll Community College secured a \$2.8 million dollar grant to establish the Ratcliffe Applied Technology and Trades Center to offer training programs in welding, automotive technology, manufacturing, plumbing, carpentry, animal grooming, and entrepreneurship. The grant will also reduce barriers for students by providing direct aid through scholarships, stipends, and tools.

Carroll County Workforce Development will continue to work closely with the Department of Economic Development and all economic development and workforce partners to train workers and build and grow its stable economic base.



## SECTION 2: STRATEGIC PLANNING

The Carroll County Workforce Development Board is committed to cultivating an agile and skilled workforce that meets the evolving needs of local businesses. Our vision aligns with that of the Moore - Miller Administration, emphasizing innovation through bold, collaborative solutions; data-driven decision-making grounded in real-world experiences; a sense of urgency and purpose in our actions; a willingness to challenge the status quo with fresh perspectives; and a steadfast focus on outcomes that ensure no one is left behind.

### Part 1: Aligning Maryland's Strategic Pillars

#### A. Strategy to work with core program entities to align resources

Subject matter experts within the Carroll County AJC partnership play a critical role in ensuring individuals with barriers to employment receive comprehensive support tailored to their unique needs. Each partner brings specialized knowledge and resources, allowing customers to access case management and supportive services regardless of where they begin their job search or career journey. This “no wrong door” approach ensures that individuals, whether entering through WIOA, Adult Education, DORS, DSS, or other partners, can seamlessly receive coordinated guidance and services that empower them to overcome obstacles and move toward self-sustaining employment.

BARRIER	SUBJECT MATTER EXPERT
Displaced homemakers	WIOA
Eligible migrant and seasonal farm workers	MD Labor
Ex-offenders	MD Labor
Homeless individuals	Adult Education
Individuals facing substantial cultural barriers	DORS
Individuals with disabilities	DORS
Youth with disabilities	DSS
Individuals within two years of exhausting lifetime eligibility under Part A of SSA	Adult Education
Individuals who are English language learners	MD Labor
Individuals who are unemployed, including the long-term unemployed	MD Labor
Individuals who have low levels of literacy	Adult Education
Individuals without a high school diploma	Adult Education
Low-income individuals, including TANF and SNAP recipients	DSS

BARRIER	SUBJECT MATTER EXPERT
Native Americans, Alaskan Natives, and Native Hawaiians	MD Labor
Older individuals	SCSEP
Single parents (including single pregnant women and non-custodial parents)	DSS
Veterans	Jobs for Veterans State Grant Representative / MD Labor
Youth who are in, or have aged out of, the foster care system	DSS

The CCWDB and CCWD maintain working relationships with community partners in addition to our core partners. CCWD staff are members of several community services boards, including Carroll Circle of Caring, the Local Management Board, CCPS Local Advisory Council, and the Judy Center. These boards are all focused on meeting the needs of individuals identified in the WIOA priority of service. In service of these boards, CCWDB and CCWD are fostering alliances and creating relationships that create community connections that benefit our customers.

#### **B. Career pathways and co-enrollment**

Carroll County is committed to fostering the development of comprehensive career pathways through strong collaboration with local employers, education and training providers, and WIOA core partner agencies. By aligning workforce initiatives with the needs of the local labor market, we ensure that individuals are equipped with the skills and credentials necessary to succeed in in-demand careers. Co-enrollment strategies are actively pursued to maximize participant access to services and supports across partner programs. Carroll Community College plays a central role in the development and delivery of training programs that are responsive to both employer needs and participant interests. CCWDB participates in the Career and Technical Education (CTE) Local Advisory Committee, which regularly reviews curricula and training opportunities to ensure alignment with evolving industry standards and workforce demands. This collaborative approach supports a seamless, coordinated service delivery system that promotes career advancement and economic mobility for Carroll County residents.

#### **C. Area programming to support the strategic vision**

The Carroll County Workforce Development Board (CCWDB) is strongly aligned with Maryland's strategic vision to strengthen key industry sectors, advance equity, prepare the future workforce, and ensure system alignment and accountability. As part of the Baltimore Metropolitan Region, Carroll County benefits from and contributes to the regional labor market, with nearly two-thirds of its residents commuting to jobs outside of the county. This dynamic underscores the importance of aligning our local workforce

priorities with regional in-demand industries such as healthcare, manufacturing, skilled trades, and information technology.

CCWDB is committed to preparing a skilled and adaptable workforce that can meet both current and future labor market needs. With a growing number of residents nearing retirement age, workforce succession planning is a key priority. We are focused on upskilling the next generation of workers and ensuring pathways are available to fill the gaps left by retiring professionals. To address this, CCWDB is dedicated to serving underserved populations by improving access to training, employment opportunities, and support services that promote equitable participation in the workforce. Employer engagement remains central to our strategy. The CCWDB actively involves business leaders in planning efforts and board activities to ensure workforce solutions are aligned with industry needs. Our strong partnerships with local employers are further supported through business alliances and sector strategies that enhance collaboration and responsiveness.

With representation from the Carroll County Economic Development Board and CCWD's placement within the Carroll County Department of Economic Development, we are uniquely positioned to integrate workforce and economic development strategies. This structure promotes seamless coordination and accountability across systems, advancing our mission to build a resilient, inclusive, and forward-looking workforce for Carroll County.

#### **D. Ensuring consistency and Implementation of aligned activities and services**

Carroll County Workforce Development Board (CCWDB) is deeply committed to aligning its local workforce strategy with Maryland's Four Core Strategic Pillars to create an integrated, responsive, and equitable workforce system. This alignment is achieved through ongoing collaboration with partners administering WIOA core programs, including Title I Adult, Dislocated Worker, and Youth programs, Title II Adult Education and Family Literacy, Title III Wagner-Peyser services, and Title IV Vocational Rehabilitation. Additional coordination includes programs under the Trade Adjustment Assistance (TAA), Jobs for Veterans State Grant (JVSG), and the Senior Community Service Employment Program (SCSEP).

##### **1. Supercharge Key Sectors**

To drive economic growth, CCWDB partners with Title I and III programs to connect job seekers with sector-based training in advanced manufacturing, healthcare, IT, and construction. Working alongside local community colleges and other EPTL providers, the WDB focuses on industry-specific training that incorporates both technical certifications and soft skill development. The WDB's annual convening, along with industry roundtables, provides valuable insight to the Board and its partners on

emerging workforce trends, employer needs, and opportunities for aligning training programs with industry demand.

## **2. Advance Equity and Access**

Equity is a guiding principle across all program areas. The WDB champions the AJC and partners to provide targeted outreach and individualized career services to underserved populations, including low-income residents, veterans, individuals with disabilities, and older adults. Through co-enrollment and shared case management, WDB ensures participants receive wraparound supports, including financial assistance, digital literacy training, and connections to supportive services.

## **3. Prepare the Future Workforce**

In partnership with Title I Youth program providers, secondary schools, and Career and Technology Education (CTE) programs, CCWDB promotes early career exposure through youth apprenticeship pathways, summer employment programs, and mentorship initiatives. CCWD's Career Navigation team, in collaboration with Carroll County Public Schools, CCWD Title I youth staff, and Carroll Community College, supports students in grades 6–12 with career awareness and planning. The AJC and DORS support these efforts to ensure that all youth, including those with disabilities, have access to career-connected learning.

## **4. Improve System Alignment and Accountability**

To ensure system-wide efficiency and transparency, CCWD leads regular cross-agency planning meetings with Title I, II, III, and IV partners to streamline service delivery and improve resource alignment. Data from the Maryland Workforce Exchange and other state dashboards guide continuous improvement, while employer and participant feedback inform service delivery enhancements. CCWDB also plays a central role in integrating service delivery through the American Job Center (AJC) by co-locating partners and developing shared referral and intake processes that reduce duplication and improve outcomes.

## **Conclusion**

By strategically aligning with the Four Core Strategic Pillars and leveraging the strengths of its core program partners, CCWDB ensures that Carroll County has a coordinated, inclusive, and future-ready workforce system. This approach supports the area's strategic vision of economic mobility and prosperity for all residents and employers.

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

## **A. Labor Market and Workforce Analysis: Carroll County and the Baltimore Region**

Carroll County's workforce is shaped by both local and regional economic forces, with nearly two-thirds of residents commuting outside the county for employment. As part of the Baltimore Metropolitan Statistical Area (MSA), Carroll County's labor market is

influenced by regional trends, particularly in key sectors including government, healthcare and social assistance, retail trade, construction, transportation and warehousing, manufacturing, and skilled trades.

### **Current Employment and Unemployment Data**

As of the most recent data, Carroll County maintains a relatively low unemployment rate, hovering around 2.5–3.0%, below the state and national averages. While labor force participation remains strong, challenges persist in aligning available talent with employer needs, particularly in sectors requiring technical skills and certifications.

### **In-Demand Industries and Skills Needs**

The county's key industries rely on a diverse set of knowledge and skills:

- **Healthcare** demands certified nursing assistants, medical assistants, and registered nurses with licensure and patient care skills.
- **Manufacturing and skilled trades** require mechanical aptitude, certifications (e.g., welding, HVAC, electrical), and experience with automation and production technology.
- **Construction** needs carpenters, electricians, plumbers, and general laborers, often requiring apprenticeships and industry-recognized credentials.
- **Transportation and warehousing** are growing sectors, with demand for CDL-licensed drivers, logistics coordinators, and forklift operators.
- **Retail trade and government** sectors continue to seek workers with customer service, administrative, and digital skills.

Technology and digital tools are embedded across all industries, increasing the demand for digital literacy at all occupational levels.

### **Educational Attainment and Workforce Characteristics**

Carroll County's workforce is relatively well-educated, with over 90% holding a high school diploma and approximately 35% earning a bachelor's degree or higher. However, there is a growing need for middle-skill workers—those with education and training beyond high school but below a four-year degree. Many of these occupations are found in the skilled trades, healthcare, advanced manufacturing, and transportation sectors.

### **Individuals with Barriers to Employment**

Populations facing barriers—including individuals with disabilities, veterans, older adults, justice-involved individuals, and those with limited English proficiency—often require targeted support. Many also face digital skill gaps, transportation challenges, and limited access to training. CCWDB is working to address these issues through digital literacy programs, wraparound services, and inclusive career pathway strategies.

## **Labor Market Trends**

Key trends include increasing automation, an aging workforce nearing retirement (especially in skilled trades and healthcare), and a growing need for upskilling and reskilling. The shift to hybrid work models is also influencing demand for IT and administrative support roles. Skilled trades are particularly vulnerable to workforce shortages, with retirements outpacing new worker entry.

## **Conclusion**

To meet current and future workforce demands, Carroll County must continue to align education and training with labor market needs—particularly in skilled trades and other middle-skill occupations. Through employer engagement, regional coordination, expanded access to career pathways, and a focus on equity and digital skills, the Carroll County Workforce Development Board (CCWDB) is positioned to build a responsive and resilient workforce that supports both economic growth and community opportunity.

## **B. Workforce Development Activities: Strengths, Weaknesses and Capacity**

Carroll County's workforce development system is built upon strong collaboration among workforce, education, and economic development partners, with a focus on ensuring job seekers and employers have access to the resources, training, and services they need to succeed. An ongoing analysis of workforce development activities—including education and training—reveals both significant strengths and key areas that require strategic improvement.

### **Strengths of Workforce Development Services**

One of the greatest strengths of the Carroll County workforce system is the robust partnership between **Carroll County Public Schools (CCPS)** and **Carroll Community College (CCC)**. This partnership ensures that education and workforce development efforts are well-aligned and responsive to the evolving needs of the labor market. CCC, in particular, demonstrates agility and commitment in developing training programs that reflect current and emerging industry demands. The college's collaboration with CCWD on credit and non-credit programs—including fast-track certifications, customized training, and registered apprenticeship opportunities—supports a strong pipeline into high-demand occupations.

Additionally, the presence of **McDaniel College**, a private liberal arts institution, adds academic depth and creates opportunities for collaboration around leadership development, teaching, and public service pathways. McDaniel also contributes to the intellectual and civic culture of the community, offering a unique complement to the technical and applied learning offered by CCC.

Carroll County also benefits from the integrated structure of the **Carroll County Workforce Development** and its alignment with the Department of Economic Development. This structure fosters efficient communication with local businesses,



allowing the workforce system to remain closely attuned to employer needs. The American Job Center (AJC), located within a county government facility, serves as a centralized hub for workforce and partner services, ensuring accessibility and a coordinated approach to service delivery. CCC's partnership with **McDaniel College**, represents a successful example of career pathway development in the healthcare field. Together, the two institutions have created an **articulated nursing pathway** that allows students to move from CCC's two-year associate degree in nursing (RN) to **McDaniel's Bachelor of Science in Nursing (BSN)**. This model supports both career and educational advancement in one of the region's most critical sectors, while addressing the growing need for skilled nursing professionals with advanced credentials.

### **Weaknesses and Challenges**

Despite these strengths, Carroll County faces several challenges that impact the full effectiveness and reach of workforce development activities. One of the most pressing barriers is the **lack of comprehensive public transportation**. This significantly limits access to training, education, and employment opportunities, particularly for youth, seniors, and economically disadvantaged individuals living in rural areas of the county. While the AJC is positioned as a hub for available transit routes, the limited coverage and operating hours continue to hinder participation in workforce and education programs.

Another identified challenge is the **need for improved digital and technology skills** among many community members. As the workforce becomes increasingly reliant on technology, it is critical to expand digital literacy programming and integrate technology skills across all levels of education and training. This need is particularly urgent for older adults, individuals with low educational attainment, and those re-entering the workforce after prolonged unemployment.

Additionally, while Carroll County does serve economically vulnerable populations, there is a **gap in financial resources to support training for the ALICE population** (Asset Limited, Income Constrained, Employed). 26% of Carroll County households in this category. These individuals often do not qualify for traditional financial aid or public assistance programs but still struggle to afford upskilling or career advancement opportunities. This creates a barrier to career mobility and prevents many working families from accessing the training they need to improve their economic situations.

Household Survival Budget, Carroll County, 2022		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs and Credits		
Housing – Rent	\$836	\$1,152
Housing – Utilities	\$163	\$310
Child Care	–	\$1,675
Food	\$501	\$1,366
Transportation	\$418	\$1,068
Health Care	\$186	\$762
Technology	\$86	\$116
Miscellaneous	\$219	\$645
Tax Payments	\$505	\$1,639
Tax Credits	\$0	-\$437
Monthly Total	\$2,914	\$8,296
ANNUAL TOTAL	\$34,968	\$99,552
Hourly Wage*	<b>\$17.48</b>	<b>\$49.78</b>

\*Wage working full-time required to support this budget

Source: United Way ALICE report 2024  
2022 Point in time data

### Capacity to Address Needs

The local area has a solid foundation and the institutional capacity to deliver high-quality education and workforce services. The CCWD and its partners have demonstrated an ability to respond to both employer needs and job seeker interests, offering career counseling, customized training, labor market information, job placement, and supportive services through a network of partners. However, additional investment is needed to expand capacity and reach underserved populations, particularly in wraparound supports such as transportation assistance, digital access, and training subsidies for working individuals who fall outside of typical funding eligibility.

Moving forward, the CCWDB will continue to strengthen its alignment with educational institutions, increase employer engagement, and pursue strategic partnerships and funding opportunities to address current limitations and support inclusive workforce development.

### C. Aligning workforce programs to a career pathways model

The Carroll County Workforce Development Board (CCWDB) is committed to aligning workforce programs, services, and resources with a comprehensive career pathways model that supports individuals through each stage of their career journey—from initial assessment to employment and advancement in high-demand sectors. This approach ensures that services are tailored, coordinated, and responsive to both participant and employer needs.

### **Identifying and Focusing on Key Sectors**

CCWDB prioritizes in-demand sectors including healthcare, construction, and manufacturing by analyzing labor market data, engaging employers, and collaborating with economic development partners. As part of the Baltimore Metropolitan Region, Carroll County's in-demand industries closely mirror those of the region. Career pathway development is informed by economic trends, workforce data, and employer feedback, ensuring alignment with current and future labor market needs.

### **Customer Assessment and Career Awareness**

Participants are supported through comprehensive customer assessment tools that identify skills, interests, barriers, and career goals. This individualized approach enables tailored career awareness counseling, connecting individuals to appropriate training and employment pathways. Staff provide guidance on industry trends, credentialing requirements, and occupational outlooks, helping individuals make informed decisions and navigate pathways effectively.

### **Employer Engagement and Input**

Employer input is central to career pathway development. CCWDB engages businesses through regular roundtables, surveys, and direct outreach to identify workforce needs and prioritize skills training. Board convenings and employer representation on the CCWDB ensure that workforce strategies reflect real-time industry demands and foster strong public-private collaboration. Employers help shape training curricula and validate that job seekers are prepared for success in evolving workplaces.

### **Collaboration to Recruit Training and Apprenticeship Providers**

CCWDB partners with Carroll Community College, apprenticeship sponsors, and regional training providers to develop and deliver quality programs that align with employer needs and are eligible for the ETPL. Training providers are selected based on outcomes, employer partnerships, and the ability to serve diverse and underserved populations. Collaboration with the Career and Technical Education (CTE) Local Advisory Committee helps ensure secondary school training programs remain relevant and responsive.

### **Supporting Digital Literacy and Employer Participation**

Recognizing that technology is embedded across all industries and occupational levels, CCWDB incorporates digital literacy into career pathways and training services. Digital competency is assessed and supported from the beginning of the customer journey to ensure all participants are prepared for today's tech-driven work environments. Employers are encouraged to participate in workforce development initiatives through incentives such as on-the-job training, incumbent worker training, and recruiting assistance. Business services staff provide technical support and relationship management to ensure employer engagement is streamlined and beneficial.

Through these strategies, CCWDB delivers a career pathways model that is inclusive, data-informed, and designed to meet the evolving needs of job seekers and employers across Carroll County and the broader Baltimore region.

## SECTION 3: AMERICAN JOB CENTER DELIVERY SYSTEM

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

**Carroll County American Job Center (Comprehensive Center)**

224 North Center St.

Westminster, MD 21157

410-386-2820

**One Stop Operator:**

Jesse McCree, Axios Strategies

- B. Describe your customer flow system and process used in the Local Area. This description should include eligibility assessment, individualized training plans, and case management. DWDAL's policy on assessment can be found here:**

<https://labor.maryland.gov/employment/mpi/mpi10-21.pdf> .

**Seamless Customer-Centered Experience**

Carroll County Workforce Development (CCWD) provides a seamless, customer-centered experience at the American Job Center (AJC), ensuring that job seekers receive appropriate, wrap-around support from the moment they enter the workforce system to the time they exit. The customer flow model is designed to align with the Maryland Department of Labor's policies, including the assessment guidelines detailed in DWDAL Policy MPI 10-21. Whether customers are seeking basic career services, individualized training, or supportive services, the process is designed to be intuitive, accessible, and responsive to their unique needs.

The AJC operates with a "no wrong door" philosophy, meaning individuals can access workforce services regardless of their initial point of contact—be it with WIOA core partners, community-based organizations, or through outreach efforts. Through both formal and informal assessments, CCWD and its partners collaboratively determine a customer's job readiness, assess service needs, and coordinate appropriate resources to avoid duplication and maximize service delivery.

**Eligibility Assessment**

The eligibility assessment process begins with an initial intake assessment, followed by a comprehensive interview and career planning discussion. This process introduces customers to the full range of available services and helps determine the most appropriate next steps. During this stage, staff also identify any support needs and provide referrals to relevant WIOA partners or community resources. Job seekers are highly encouraged to register in the Maryland Workforce Exchange (MWE), with staff available to assist throughout the process.

For those who meet the eligibility criteria under the Adult, Youth, or Dislocated Worker categories and are interested in receiving individualized WIOA services, CCWD staff collect, verify, and upload all required documentation into MWE. An exception to this standard process applies to veterans. The Carroll Workforce Development Area (WDA) follows specific WIOA guidelines to ensure that veterans receive priority of service.

Veterans have access to dedicated staff at the AJC who understand the unique challenges of transitioning from military to civilian employment. Services include career matching, training referrals, and employment placement assistance that reflect the veteran's skills and goals.

### **Service Delivery and Case Management**

Based on the outcomes of the eligibility and job readiness assessment, customers may receive a range of services tailored to their individual goals. These include:

- **Basic Career Services:** Initial assessments of needs and skill levels, evaluation of literacy and numeracy, labor market information, assistance with job search and resume writing, guidance with unemployment insurance applications, and referrals to partner agencies.
- **Individualized Career Services:** More comprehensive assessments, the development of an Individual Employment Plan (IEP), career counseling, case management, short-term pre-vocational training, occupational skills training, and educational services. These services are designed to build the skills necessary for long-term employment success.

Supportive services are available to address barriers such as transportation, childcare, or work-related expenses, and may be provided based on customer need. Additionally, follow-up services—including job retention support and workplace counseling—are available for a minimum of 12 months after program exit, ensuring sustained employment and continued career advancement.

When more than one agency is supporting a job seeker, CCWD implements **collaborative case management** to provide coordinated and effective service delivery. This shared approach ensures that all partners are working together toward common goals and that services are delivered efficiently and without duplication.

This customer flow system reflects CCWD's commitment to delivering a responsive, individualized, and integrated workforce development experience. By aligning closely with state policies and leveraging strong partnerships, CCWD supports job seekers in achieving meaningful employment outcomes and long-term economic stability.

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



The Carroll County Workforce Development Board (CCWDB) follows a competitive procurement process for the selection of the One Stop Operator in accordance with the Workforce Innovation and Opportunity Act (WIOA) and related federal and state regulations. The solicitation is issued through the Carroll County Government's Procurement Office to ensure transparency, fairness, and compliance with all applicable laws.

Proposals are reviewed and rated by CCWDB members using a structured evaluation process that includes scoring criteria aligned with WIOA requirements and local service expectations. The selection is based on factors such as experience, organizational capacity, alignment with workforce system goals, and ability to coordinate service delivery across required partners.

The initial contract is awarded for a one-year term, with the option to renew for up to three additional one-year increments based on performance, funding availability, and ongoing board approval. This process ensures that the selected One Stop Operator continues to meet the evolving needs of the local workforce system while supporting the vision and strategic goals of the CCWDB.

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

The Carroll County Workforce Development Board (CCWDB) supports a demand-driven workforce system that prioritizes training and services aligned with local and regional labor market needs. In accordance with the Maryland Department of Labor's Eligible Training Provider List (ETPL) Policy (MPI 11-21),

To support this effort, CCWD regularly assesses the current and emerging workforce needs of local employers and shares this information with training providers to encourage the development and maintenance of in-demand programs. Providers are encouraged to list these programs on the ETPL to increase visibility and access for job seekers. Additionally, job seekers are counseled to consider training programs that align with regional demand and lead to employment in high-growth industries.

CCWD gathers feedback from both job seekers and business customers about their experiences with training providers. This input is collected through formal evaluations, surveys, and informal conversations during case management or business engagement. If concerns are raised about a particular provider, CCWD staff conduct further investigation, which may include site visits, review of training outcomes, and direct conversations with provider representatives to ensure the quality and integrity of services delivered.

Monitoring of training providers includes an evaluation of outcomes such as credential attainment, employment placement, and job retention. This information is used to assess whether the provider is meeting the workforce development needs of the area. Providers receive constructive feedback to help improve their services, and in some cases, CCWD may work with them to modify or realign training programs to better match employer expectations and market demands.

Through this continuous improvement process, CCWDB ensures that training providers remain responsive, effective, and accountable—ultimately supporting a stronger connection between education, job seekers, and the employment needs of local businesses.

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

The Carroll County Workforce Development Board (CCWDB) embraces a **“no wrong door”** approach to service delivery, ensuring that all individuals—regardless of how or where they enter the system—can access the full array of workforce development services available through the American Job Center (AJC) network. Whether customers begin through a WIOA partner, community outreach, or a virtual platform, they are seamlessly connected to the services and supports that best meet their needs.

To expand access and minimize barriers, CCWDB utilizes a variety of technologies and outreach strategies. Communication with job seekers occurs via email, text, mobile phones, websites, social media, and virtual meeting platforms. Technology also supports individuals with disabilities by offering accommodations that enhance access to staff and services. Free Wi-Fi is widely available throughout Carroll County—in libraries, schools, and local businesses—making it easier for residents to connect with online tools and resources.

The Maryland Workforce Exchange (MWE) system is a central platform for customers to register, explore job listings, upload resumes, and engage in career services. The MWE mobile app further improves accessibility by allowing job seekers to manage their job search activities from any location with internet access. For those without internet at home or who cannot visit the physical AJC, public Wi-Fi hotspots and digital access points across the county help bridge the connectivity gap.

To support digital equity and reduce technological barriers, **CCWDB partners with the Carroll Technology and Innovation Council to provide free digital skills training for all customers.** Additionally, **CCWD employs a digital literacy and assessment coordinator who is trained to deliver digital skills instruction tailored to meet the unique needs of individuals facing digital access challenges.** These services help

ensure customers are not only connected to opportunities but equipped with the skills needed to take advantage of them.

CCWD also provides services in the community at accessible locations such as public libraries, hospitals, partner agency offices, and community events. These off-site service models are intentionally designed to meet people where they are—whether they are receiving other services or are unable to travel to the AJC. Staff are equipped with tools for on-site and virtual support, including video conferencing for real-time counseling and program enrollment.

Extensive electronic distribution lists are used to share updates about available services, workshops, and hiring events with community members and partners. Additionally, the Carroll County Government has strategically placed the AJC at the hub of the county’s public transit system, providing convenient transportation options for residents across the county.

Together, these efforts reflect our commitment to removing barriers, expanding access, and ensuring that every customer has a streamlined, supportive, and responsive experience through the AJC system.

**F. Describe the roles and resource contributions of the AJC partners. (See DWDAL’s policy on Memoranda of Understanding and Resource Sharing Agreements)**

<https://labor.maryland.gov/employment/mpi/mpi4-21.pdf>.

Carroll Workforce continuously strives to deliver a comprehensive and integrated system that provides a “no wrong door” approach to service delivery. We work closely with our AJC partners toward achieving this goal. We expect this enhanced collaboration between the partners will lead to better service for businesses and job seekers. Resource sharing will be accomplished through a mutually agreed upon and WIOA compliant Resource Sharing Agreement. Updated roles of partners will be coordinated through the development of a Memorandum of Understanding. The goal of the AJC is for customers to leave feeling more empowered to meet their workforce development goals than when they entered. The ultimate role of each partner is to assist customers in meeting employment and training goals that support quality of life.

The AJC partners work together to coordinate job seeker and training services, business services and labor market information. Our goal is to ensure that businesses have skilled workers and job seekers have access to employment and training resources. Available programs and services include but are not limited to:

**WIOA Title I and Wagner Peyser**

<ul style="list-style-type: none"><li>• Career Centers w/Internet, copying, faxing, etc.</li></ul>	<ul style="list-style-type: none"><li>• Business Consultation</li></ul>
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<ul style="list-style-type: none"> <li>• Maryland Workforce Exchange (mwejobs.maryland.gov)</li> </ul>	<ul style="list-style-type: none"> <li>• Labor Market Information</li> </ul>
<ul style="list-style-type: none"> <li>• Job Search Workshops and Seminars</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Services</li> </ul>
<ul style="list-style-type: none"> <li>• Career Assessment , Counseling and Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Training Information and Services</li> </ul>
<ul style="list-style-type: none"> <li>• Résumé and Interviewing Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• GED   National External Diploma Program (out of county) Information</li> <li>• English Language Learner Information</li> <li>• Adult Basic Education</li> </ul>
<ul style="list-style-type: none"> <li>• Veteran Services Program</li> </ul>	<ul style="list-style-type: none"> <li>• Grants and Outplacement Assistance (Businesses)</li> </ul>
<ul style="list-style-type: none"> <li>• TRADE Act Program (TAA)</li> </ul>	<ul style="list-style-type: none"> <li>• Tax Credit information</li> </ul>
<ul style="list-style-type: none"> <li>• Migrant Seasonal Farmworker Program (MSFW)</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment Insurance (UI) Information</li> </ul>

**Maryland's Veterans' Program** provides veterans' activities authorized under Chapter 41 of Title 38, United States Code. Veterans receive preference in all services as outlined by the law. The RLVER assumes functional supervisory responsibility for the Veterans' Program as well as community outreach. The DVOP provides career-coaching and case management services to veterans with significant barriers to employment. Additional services include outreach, individual employment plans, and collaboration with and referral to other partner agencies for additional services as needed.

**Division of Rehabilitation Services (DORS)** offers programs and services that help people with significant disabilities become successfully employed. DORS also has programs tailored for high school students with disabilities who are making the transition from school to employment, higher education or vocational training. Available programs and services include:

<ul style="list-style-type: none"> <li>▪ Career decision making and counseling, to help find a career path that best suits interests and abilities</li> </ul>
<ul style="list-style-type: none"> <li>▪ Rehabilitation technology services, to find solutions to help perform the job to the best of one's ability</li> </ul>
<ul style="list-style-type: none"> <li>▪ Employment and skills training</li> </ul>
<ul style="list-style-type: none"> <li>▪ Job search and placement services</li> </ul>
<ul style="list-style-type: none"> <li>▪ Job coaching and supported employment services</li> </ul>

DORS also provides vocational and other training services, including personal and vocational adjustment training, and accommodations. Also provided are interpreter

services, reader services, rehabilitation teaching services, orientation and mobility services for individuals who are blind. Job search and placement assistance, job retention services, supported employment and post-employment services are available to assist with regaining, maintaining or advancing in employment. As part of the community partnership, DORS is aware of and utilizes other partner services necessary to assure that job seekers with disabilities secure needed services. DORS is co-located at an AJC which provides ease of access and information flow.

**Adult Education and Literacy Act** offers classes for individuals who are interested in improving skills in reading, writing, and math or learning to speak and understand the English language. They may also prepare to earn a high school diploma through GED tests

**Available programs and services include:**

▪ GED Prep and Testing and English Language learning
▪ Adult Basic Education
▪ Assist adults to become literate and obtain knowledge and skills necessary for employment and self-sufficiency.
▪ Assist adults who are parents to obtain educational skills necessary to become full partners in the educational development of their children.
▪ Assist adults in the completion of a secondary school education.

The Carroll Community College provides adult basic education and literacy training in Carroll County. Title I customers are referred to GED and External Diploma programs (customers may choose a program outside of Carroll- CCC no longer offers NEDP), based on the customers' needs. Carroll Community College is co-located in an AJC, facilitating ease of access and resource sharing. We have an MOU for providing services and sharing information.

**Maryland's Temporary Assistance to Needy Families (TANF) program**, also called Temporary Cash Assistance (TCA) provides cash assistance to families with dependent children when available resources do not fully address the family's needs and while preparing participants for independence through work. Families may also file an application for assistance with childcare costs.

The AJC will continue to serve as a host site and refer individuals to the **SCSEP Program**.

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

The Carroll County Workforce Development Board (CCWDB) strategically leverages Individualized Training Accounts (ITAs) to address labor market demands within the local workforce development area and across the broader region. By aligning training investments with current and emerging industry needs, CCWDB strengthens the local talent pipeline and supports the success of both jobseekers and employers.

CCWD utilizes ITAs to prepare individuals for employment in high-demand and hard-to-fill positions. Each ITA is guided by a comprehensive assessment of the individual's background, education, skills, abilities, and career goals. Based on this evaluation, CCWD identifies and funds training programs that directly support entry or advancement within the priority industries outlined in Section 1(A).

While CCWD prioritizes training aligned with these key industries, the Board also maintains the flexibility to respond to specific business needs. If an employer identifies a critical skill gap outside of the designated priority sectors—and the training has a strong likelihood of leading to employment or initiating a viable career pathway—CCWD may support training in those areas as well. This responsive, demand-driven approach ensures that CCWD remains agile in meeting the evolving needs of the local and regional economy while providing individuals with meaningful opportunities for long-term success.

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

The Carroll County Workforce Development Board (CCWDB) adheres to the priority of service guidelines established under the Workforce Innovation and Opportunity Act (WIOA) Title I, 38 U.S.C. Section 101, et. seq., Training and Employment Guidance Letter (TEGL) 10-09, and all other relevant and updated federal and state guidance regarding priority of service. CCWDB is committed to ensuring that individuals who meet the criteria for priority of service—specifically veterans, eligible spouses, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient—receive precedence in access to individualized career and training services funded by the WIOA Adult program.

**Priority for Adult Funds**

*Section 134(c)(3)(E)* of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, staff responsible for these funds must give **priority** to recipients of **public assistance, other low-income individuals, and individuals who are basic skills deficient** in the provision of individualized career services. Priority must be provided regardless of the level of funds.

**Veterans and eligible spouses continue to receive priority of service for all DOL-funded job-training programs, which include WIOA programs.** However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

- i. 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.
- ii. Second, to non-covered person (that is individuals who are **not** veterans or eligible spouses) **who are included in the groups given priority** for WIOA adult formula funds. The targeted groups are:

Target Populations: Individuals with Barriers to Employment	
	• Displaced Homemakers
	• Eligible migrant and seasonal farmworkers
	• Ex-offenders
	• Homeless individuals
	• Individuals facing substantial cultural barriers
	• Individuals with disabilities, including youth with disabilities
	• Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act
	• Individuals who are English language learners
	• Individuals who are unemployed, including the long-term unemployed
	• Individuals who have low levels of literacy
	• Individuals without a High School Diploma
	• Low income individuals (including TANF and SNAP recipients) Long-term unemployed individuals
	• Native Americans, Alaskan Natives, and Native Hawaiians
	• Older individuals
	• Single parents (including single pregnant women and non-custodial parents) Veterans
	• Youth who are in or have aged out of the foster care system

Employed Adults who are low income (see below) will also be given priority in Carroll. According to the Baltimore Metropolitan Council's Opportunity Collaborative Workforce Study, a family supporting wage is \$22.28/hour in the Baltimore Metropolitan area.

Therefore, we choose to include employed adults meeting 175% of poverty guidelines as a priority. Customer notes will reflect eligibility for this priority.

- iii. Third, to **veterans** and **eligible spouses** who are **not included in WIOA's priority groups**.
- iv. Last, to **non-covered person outside the groups given priority** under WIOA.

Employed adults must be “low income” individuals. The term “low income individual” means an individual who received an income, or is a member of a family that received a total family income, for the 6-month period prior to registration for the program that, in relation to family size, does not exceed 175% of the USDOL Lower Living Standard Income Level. Additionally, an individual receiving, or determined eligible to receive food stamps during the 6-month period prior to application; an individual who qualifies as homeless under the Stewart B. McKinney Homeless Assistance Act; or an individual with a disability whose own income meets the definition of low income, but who is a member of a family whose income does not meet the definition. CWDA recognizes TEGL 7 -20 priority of service for adults and in keeping with guidance must ensure that at least 50.1 percent of participants receiving individualized career and training services must be from at least one of the priority groups identified above.

Basic skills deficient means, with respect to an individual— (A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level on a generally accepted standardized test; or (B) who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

VETERAN; RELATED DEFINITION. — VETERAN. —The term “veteran” has the meaning given the term in section 101 of title 38, *United States Code*. (B) RECENTLY SEPARATED VETERAN. —The term “recently separated veteran” means any veteran who applies for participation under this Act within 36 months after the discharge or release from active military, naval, or air service.

Note: When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213.

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



The Carroll County Workforce Development Board (CCWDB) has developed an Incumbent Worker Training (IWT) Program in alignment with board guidance and local workforce priorities. In accordance with WIOA regulations and CCWDB policy, up to 20% of Adult and Dislocated Worker funds may be utilized to support IWT initiatives. This strategic investment is designed to strengthen the competitiveness of local businesses while promoting workforce stability and career advancement for current employees.

The IWT Program is employer-driven and focuses on businesses in high-demand industries and priority sectors identified in Section 1. Through this initiative, companies can upskill their existing workforce to support job promotions, improve employee retention, and prevent layoffs. By enhancing the skills of incumbent workers, businesses are better positioned to meet evolving market demands, adopt new technologies, and address talent shortages internally.

To ensure shared investment and commitment, participating employers are required to contribute a percentage of the total approved training costs, based on business size and program guidelines. This collaborative approach ensures that training resources are effectively leveraged to support both workforce development goals and the economic health of the region.

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

Customer service is the foundation of the American Job Center (AJC) and the WIOA partnership in Carroll County. The Carroll County Workforce Development Board (CCWDB) is committed to delivering excellent, WIOA-compliant customer service by ensuring that every individual, whether jobseeker, employer, or partner agency representative, is treated as a valued customer. This customer-centric philosophy extends to both internal and external stakeholders across the workforce system.

To support this standard, CCWDB uses both formal and informal mechanisms to monitor and improve customer service delivery. Feedback collected through surveys, partner input, and real-time interactions informs the development of staff training and helps identify areas for continuous improvement. Our AJC has earned an excellent reputation for responsive, respectful, and results-driven service, and we strive to maintain that reputation through consistent investment in staff development.

Professional development and certification remain high priorities for the Carroll Workforce Area. The One-Stop Operator, in collaboration with WIOA partners and at their consensus, coordinates quarterly training sessions focused on timely, relevant topics such as program compliance, customer engagement, cultural competency, and emerging labor market trends. These sessions are designed to ensure staff remain knowledgeable, adaptable, and aligned with federal and state expectations.

In addition, all AJC partner staff are encouraged to participate in the annual *Raising the Bar* conference. This statewide professional development event offers valuable opportunities for skill-building, learning best practices, and establishing peer connections across Maryland's workforce system. Through these efforts, CCWDB ensures that AJC staff are well-equipped to deliver high-quality, WIOA-compliant services that meet the evolving needs of our community.

## SECTION 4: TITLE I – ADULT, YOUTH, AND DISLOCATED WORKER FUNCTIONS

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

CCWD follows a “**no wrong door**” approach, ensuring individuals can access services regardless of where they first connect to the workforce system—whether through a WIOA partner agency, community outreach, or directly at the AJC. All referrals are coordinated to ensure seamless access to the full range of services.

Customers can engage in a variety of **career services**, available both in person and virtually, including:

- **Job search assistance**, labor market information, and job matching
- **Resume development** and tailored feedback
- **Interview preparation**, including mock interviews and coaching
- **Career counseling** and exploration with certified workforce professionals
- **Comprehensive assessments** to evaluate job readiness, skills, and training needs
- **Referrals to supportive services** to address barriers to employment
- **Digital tools and virtual workshops** for skill-building and job applications

The **CCWD Business Services Team** enhances access to employment opportunities by **hosting in-person and virtual recruiting events and job fairs**, providing direct connections to employers and facilitating rapid reemployment.

For individuals requiring more intensive support, **WIOA-funded services** include:

- **Occupational skills training** in high-demand sectors
- **On-the-Job Training (OJT)** with local employers
- **Work-based learning opportunities**, such as internships and transitional jobs
- **Customized training**, developed in partnership with local industry
- **Supportive services**, such as transportation, uniforms, and childcare assistance

### **Credential Attainment**

A key component of the **adult and dislocated worker program** is **credential attainment**. Customers who complete training and skills development programs are encouraged to earn recognized industry certifications or educational credentials. These credentials are critical for enhancing job prospects, career mobility, and long-term employability in high-demand fields.

CCWD partners with **Carroll Community College** and other local training providers to offer credentialing opportunities in sectors like **healthcare, information technology, advanced manufacturing, and skilled trades**. These credentials, such as **certificates, diplomas, and industry-recognized certifications**, not only validate jobseekers’ skills but also improve their ability to secure higher-wage positions.

### **Follow-Up Services**

To ensure continued success, **follow-up services** are provided for up to 12 months after employment. These services are designed to help individuals sustain employment, advance in their careers, and address any barriers to continued success, including:

- Ongoing check-ins and career coaching
- Assistance with further credentialing or training to advance in the workforce
- Job retention support, including troubleshooting issues that could threaten employment
- Referrals to additional community resources as needed

### **Availability and Accessibility**

Services are available at **no cost** to eligible adult and dislocated worker customers.

Access is designed to be flexible and convenient, offering:

- **Walk-in and scheduled appointments** at the AJC
- **Virtual services** for remote access to workshops, career counseling, and job search support
- **Community-based and mobile outreach**
- **Adaptive technology and accommodations** for individuals with disabilities

### **Assessment**

CCWD's service delivery model focuses on **individualized career planning**, **continuous support**, and **alignment with local labor market needs**. Comprehensive assessments are conducted to ensure that individuals receive personalized service tailored to their skill sets, job goals, and future career prospects.

Effectiveness is measured through:

- **Customer satisfaction surveys and direct feedback**
- **WIOA performance metrics**, including employment rates, credential attainment, and earnings
- **Employer engagement**, including success stories from job fairs and recruiting events

By maintaining strong partnerships, embracing flexibility, and focusing on credential attainment, the LWDB ensures that adult and dislocated workers are well-equipped to achieve **sustainable employment and long-term career success**.

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

The **Carroll County Workforce Development Board (CCWDB)** actively collaborates with the **Maryland Department of Labor (MD Labor)** to coordinate local workforce development activities with **statewide Rapid Response efforts**, as outlined in **WIOA Section 134(a)(2)(A)**. This collaboration ensures a timely, strategic, and customer-

centered approach to layoffs, closures, and downsizing events—whether they fall under the federal **Worker Adjustment and Retraining Notification (WARN) Act** or meet the criteria for **non-WARN events** under **Maryland law**.

### **Local Response and Statewide Coordination**

**Carroll County Workforce Development (CCWD)** delivers Rapid Response services in direct response to WARN notices and other layoff situations. When a business announces a closure or staff reduction, CCWD coordinates **on-location and virtual information sessions** to provide dislocated workers with immediate access to critical resources and support.

In partnership with MD Labor, WIOA Title I–IV partners, CCWD ensures affected workers receive comprehensive information on:

- WIOA-funded career and training services
- Immediate job leads and job search assistance
- Unemployment Insurance (UI) resources
- Layoff aversion strategies for employers
- Health coverage options and other safety net programs

Workers are encouraged to fully engage with the **American Job Center** and are supported in registering with the **Maryland Workforce Exchange**. This rapid, coordinated response is designed to **minimize the time between layoff and reemployment**.

### **Serving Employers and Workers**

Employers benefit from expert guidance and workforce services during transition periods, including:

- Customized layoff aversion planning
- Access to business services and retention strategies
- Support in meeting state and federal layoff notification requirements

Workers receive:

- In-person or virtual Rapid Response orientations
- Career planning and individualized case management
- Training opportunities aligned with regional labor market needs
- Referrals to supportive services and community-based resource

By aligning local workforce development activities with Maryland’s statewide rapid response system, the WDB ensures a proactive, efficient, and coordinated approach to minimizing the impact of layoffs and closures while supporting workers and businesses in Carroll County.

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

Carroll County offers a comprehensive array of youth workforce development activities designed to prepare young people, including those with disabilities, for successful entry into education, training, and employment pathways. These activities are delivered through a strong network of partners, including Carroll County Workforce Development (CCWD), the Carroll County Workforce Development Board (WDB), Carroll County Public Schools (CCPS), Carroll Community College (CCC), the Division of Rehabilitation Services (DORS), and local employers.

**Youth Workforce Development Activities**

The WIOA Youth and Young Adult Program serves both in-school and out-of-school youth ages 14–24. Services are individualized and barrier-aware, with a focus on connecting youth to education and career pathways. Available services include:

- Paid work experiences and internships
- Occupational skills training in high-demand industries
- GED preparation and tutoring
- Leadership development and life skills workshops
- Financial literacy and soft skills training
- Supportive services and wraparound resources

CCWD has also expanded its **assessment tools** to include **online and virtual reality-based career exploration and credentialing platforms**. These tools allow youth to explore industries, engage in simulated work environments, and earn stackable credentials aligned with regional labor market needs. This technology-driven approach supports informed decision-making and increases engagement—especially among youth who benefit from hands-on and immersive learning.

A key offering is the **Summer Youth Employment Program**, delivered in partnership with DORS. This program provides six weeks of paid work experience with local employers and includes weekly cohort-based workshops focused on essential job skills, financial literacy, and resume development. The model is particularly effective for youth with disabilities and others new to the workforce.

Through partnerships with CCPS and local businesses, CCWD also supports **Youth Apprenticeship Programs** in sectors such as healthcare, advanced manufacturing, IT, and skilled trades. CCWD works closely with the **Maryland Department of Labor's Apprenticeship Navigator** to engage employers, expand opportunities, and ensure alignment with industry standards.

**Inclusion of Youth with Disabilities**

Carroll County prioritizes inclusion across all youth workforce initiatives. Youth with disabilities receive individualized service plans developed collaboratively with DORS and CCPS. Programs incorporate accommodations, assistive technology, and co-enrollment options to ensure equitable access and meaningful participation.

### **Successful Models**

- **Youth Apprenticeship Program:** Provides paid, career-connected experiences. Employer engagement is supported through collaboration with the Apprenticeship Navigator.
- **Career Coach Model (Blueprint for Maryland's Future):** Embeds workforce professionals in schools to provide early, personalized career planning and support.
- **Summer Youth Employment Program (CCWD + DORS):** Combines paid work with structured weekly workshops—particularly effective for first-time workers and youth with disabilities.
- **Virtual Career Exploration and Credentialing:** Leverages technology to engage youth in immersive career exploration and credential attainment.

### **Assessment**

By leveraging these successful models and addressing current challenges, **CCWD's youth workforce development system is well-positioned to prepare the next generation for sustainable careers and meaningful contributions to our regional economy.** The continued focus on innovation, equity, and collaboration ensures that all youth have access to the tools, experiences, and support they need to thrive in the modern workforce.

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

Carroll County demonstrates a strong commitment to coordinating education and workforce development through long-standing, collaborative partnerships among Carroll County Workforce Development (CCWD), the Carroll County Workforce Development Board (WDB), Carroll County Public Schools (CCPS) Career and Technical Education (CTE) programs, and Carroll Community College (CCC). These relationships are foundational to our ability to align strategies, enhance service delivery, and prevent duplication of services across our education and workforce systems.

Carroll Community College serves as the primary provider of WIOA-funded training in our area, offering programs that directly align with in-demand occupations and priority industries in our region. This strong alignment ensures that our workforce development efforts are responsive to the evolving needs of local employers and provide meaningful career pathways for job seekers.

Our partnership with CCPS is equally vital and longstanding, spanning a variety of initiatives, including the summer youth employment program, the WIOA youth and young adult program, internships, and youth apprenticeships. Most recently, under the Blueprint for Maryland's Future, the WDB has expanded its presence within middle and high schools, further embedding workforce development into the educational experience. Through this effort, the WDB supports career exploration and readiness programming while helping schools align with local labor market needs.

Both CCPS and CCC are active members of the Workforce Development Board, which strengthens our shared mission to build clear, aligned career pathways that span secondary and postsecondary education. This close collaboration helps ensure that programming is industry-aligned, non-duplicative, and accessible to all learners and job seekers.

A strong example of our collaborative success occurred during the COVID-19 pandemic, when a surge in local demand for CDL training prompted CCWD and CCC to act. At the time, CCC offered CDL training through a regional vendor, requiring participants to travel outside the county. Working together, we brought the training into Carroll County, reducing travel barriers and increasing access for residents. This initiative was supported by non-WIOA funding sources, demonstrating our ability to braid resources to meet emerging needs. In addition, we streamlined the program to reduce training time, allowing participants to enter the workforce more quickly without sacrificing quality.

These coordinated efforts—spanning secondary schools, postsecondary institutions, and workforce programming—exemplify the strength of our partnerships and our shared focus on creating streamlined, effective pathways from education to employment.

- E. Describe how your Board will coordinate workforce development activities carried out under this title in your area with the provision of transportation, including public transportation, and other appropriate supportive services in the Local Area.** Transportation remains a significant barrier to employment in Carroll County due to the limited availability of public transit options and the rural landscape. To address this challenge, the Carroll County Workforce Development Board (CCWDB) actively works to coordinate workforce development services with available transportation and other appropriate supportive services across the local area.

Carroll Transit currently provides limited fixed-route public transportation, which poses challenges for job seekers in accessing employment and training opportunities. In recognition of this, the American Job Center (AJC) has been strategically designated by Carroll County Government as a central hub within the transit system. This designation ensures that the AJC is accessible from various parts of the county and allows job



seekers to connect with workforce programs, training, and partner services more easily.

CCWD staff serve as representatives of the Workforce Development Board at local transit meetings and regularly advocate for the expansion of service hours and routes to better align with the workforce needs of the community. These efforts include working in partnership with Carroll Transit and other county departments to represent the interests of job seekers and employers who are impacted by transportation limitations.

Supportive services play a critical role in helping individuals overcome transportation-related and other barriers to employment. CCWD provides supportive services, as WIOA funding allows, to eligible individuals who are actively participating in WIOA-authorized programs and activities and who are unable to obtain such services through other means. Transportation is one of the most frequently requested supportive services, particularly for youth participants, and CCWD prioritizes this need when developing Individualized Employment Plans (IEPs) and Individual Supportive Services (ISS).

Before accessing WIOA funding for supportive services, AJC staff refer customers to community-based organizations and partner agencies that may already provide the needed assistance. If those resources are unavailable or insufficient, CCWD may offer supportive services ensuring that job seekers can continue to participate in training and employment activities without interruption.

Through these coordinated efforts, the Workforce Development Board aims to reduce transportation-related barriers, enhance access to workforce services, and support job seekers in achieving long-term employment and self-sufficiency.

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

The Carroll County Workforce Development Board (CCWDB) will utilize Local Adult Funding to provide the full array of workforce development services to eligible adults, with priority of service given to populations identified in the Maryland State Plan. These priority populations include veterans and eligible spouses, economically disadvantaged individuals (including TANF recipients), individuals with disabilities, those who are basic skills deficient or have limited English proficiency, individuals with criminal justice involvement, individuals experiencing homelessness, and other populations with significant barriers to employment.

All eligible adults will have access to comprehensive services through the American Job Center (AJC), including workshops, one-on-one and group career counseling, skills assessments, labor market information, occupational skills training, job readiness preparation, and job search assistance. Individualized Employment Plans (IEPs) will be

developed collaboratively with the participant to identify both short- and long-term employment goals, map out steps to achieve those goals, and align services accordingly.

CCWDB will use Adult Funding to provide basic, individualized, and follow-up services based on the unique needs of each customer. These services may include outreach, assessment, career counseling and guidance, support services, classroom and online coursework, occupational training, registered apprenticeships, and transitional jobs. The use of Individual Training Accounts (ITAs), cohort-based training, and customized contracts will ensure flexibility and alignment with participant goals and labor market demand. Incumbent worker training may also be offered to help upskill individuals already employed but seeking advancement.

Our strategy emphasizes outreach and engagement of the priority populations to ensure equitable access and participation in workforce services. We are committed to supporting job seekers on a path to self-sufficiency by funding training that leads to meaningful employment—ideally above entry level—and offers long-term career growth. Training investments will be targeted to occupations in high-demand sectors as identified in Section 1 of the Local Plan, ensuring alignment with the needs of the regional economy.

Finally, CCWDB will continue to strengthen partnerships with community-based organizations and WIOA core and required partners to ensure a coordinated, holistic approach to service delivery. Using a business-driven model, we will collaborate with employers and partners to develop and expand career pathways that are mutually beneficial for job seekers and the business community

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

The Carroll County Workforce Development Board (CCWDB) will strategically utilize Dislocated Worker funding to provide comprehensive services to individuals who have experienced job loss. The primary goal is to support rapid reemployment while also offering opportunities for upskilling and long-term career advancement. Title I services, dislocated workers will receive personalized career services such as career counseling, resume development, interview preparation, and access to current labor market information. These services are designed to expedite reentry into the workforce and help individuals secure stable, comparable employment as quickly as possible.

A key focus of Dislocated Worker funding will be the provision of occupational skills training in high-demand and growth sectors within the region. Training programs will emphasize short-term, industry-recognized credentials that align with employer needs and support sustainable career pathways for participants. By focusing on these sectors, the Board ensures that dislocated workers are equipped with relevant skills for today's job market.

To facilitate effective service delivery, Carroll County Workforce Development (CCWD) will collaborate closely with Wagner-Peyser (WP) staff. This coordination will support the identification of eligible dislocated workers and ensure their timely enrollment in WIOA Title I training programs. WP and AJC staff will work together to assess participant needs, develop individualized employment plans, and connect individuals to the most appropriate training and supportive services, which may include assistance with transportation, childcare, or other resources that help reduce barriers to program participation and completion. Through this integrated approach, the Board aims to maximize the impact of Dislocated Worker funds and promote successful employment outcomes for all participants.

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

The Carroll County Workforce Development Board defines “self-sufficiency” as a level of employment and income that enables individuals and their families to meet basic living expenses without reliance on public assistance, while also allowing for upward mobility. This definition considers local labor market conditions, cost of living, and individual circumstances, ensuring alignment with WIOA guidelines and Maryland’s State Plan.

**Employed Adults** –self-sufficiency is defined as exceeding 175% of the USDOL Lower Living Standard Income Level as adjusted for Carroll County.

Employed adults must be “low-income” individuals. The term “low-income individual” means an individual who received an income or is a member of a family that received a total family income, for the 6 months prior to registration for the program, that, in relation to family size, does not exceed 175% of the USDOL Lower Living Standard Income Level. Additionally, an individual receiving, or determined eligible to receive food stamps during the 6 months prior to application; an individual who qualifies as homeless under the Stewart B. McKinney Homeless Assistance Act; or an individual with a disability whose own income meets the definition of low income, but who is a member of a family whose income does not meet the definition.

**Employed Dislocated Workers** – self-sufficiency is 75% of the wage at dislocation. Employed dislocated workers may qualify for services as needed to retain employment, leading to self-sufficiency, or if their current wage is less than 75% of their wage at dislocation. The training request must be reasonable in relation to the current use of training dollars, and local labor market conditions (high growth/high demand), and what appears to be a prudent use of taxpayer dollars.

**By defining self-sufficiency in alignment with local economic realities and individual circumstances, the WDB ensures that workforce programs effectively support participants in achieving economic stability and independence. This approach empowers individuals to transition from reliance on public assistance**

**to sustainable, self-sufficient employment.**

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

The Carroll County Workforce Development Board defines "unlikely to return to previous industry or occupation" as a situation where an individual faces significant barriers to reemployment in their former industry or occupation due to economic, structural, or personal circumstances. This definition aligns with WIOA guidelines and local labor market conditions to ensure appropriate eligibility for Dislocated Worker services.

- This determination is made when the dislocated workers are laid off from positions with skill sets that are considered obsolete.
- If the local market is saturated with similar skill sets and retraining would increase their chances for successful employment at a self-sufficient or previous wage or better.
- When the industry/occupation requires additional training for the job seeker to have the skills the current labor market demands to obtain employment.
- When labor market information, both formal and informal, has shown the industry or occupation as declining.
- When a dislocated worker cannot return to their previous industry or occupation due to age, ability, illness/injury, or disability.
- When dislocated workers who may have worked seasonally can be considered unlikely to work in a previous industry or occupation, as a temporary or seasonal worker.
- Individuals have conducted dedicated but unsuccessful job search in the previous industry/occupation for over three months as evidenced by employer rejection letters or employer contact logs.

By defining 'unlikely to return to previous industry or occupation', the WDB ensures Dislocated Worker services are targeted to those who genuinely require support to transition into sustainable, in-demand jobs, promoting equitable access to opportunities in Carroll County and the regional workforce system.

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

The CCWDB interprets and documents eligibility criteria for In-School Youth (ISY) in accordance with Maryland's Youth Policy and WIOA Sections 129(a)(1)(b)(iii) and 129(a)(1)(C)(iv)(VII). This ensures equitable access to youth workforce development services while maintaining compliance with federal and state regulations.

An In-School Youth is defined as an individual who meets all of the following criteria:

- Attending school;
- Between the ages of 14-21 at the time of enrollment;
- Low-income;
- One or more of the following:
  - (a) Basic skills deficient;
  - (b) An English Language Learner (ELL);
  - (c) An offender;
  - (d) A homeless youth or a runaway, in foster care or has aged out of the foster care system and/or
  - (e) Pregnant or parenting;
  - (f) A youth who is an individual with a disability; and/or
  - (g) An individual who requires additional assistance to complete an educational program or to secure or hold employment, as defined by the WDB

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

- The youth is deemed at risk of dropping out of school by a school official;
- The youth is at risk of not graduating from high school without having to take additional coursework and/or summer school;
- The youth has a court or agency referral mandating school attendance;
- The youth does not have parental support or adult mentoring in the home, at school, and/or in other critical areas of the student’s life;

CCWD will collect and maintain the following documentation in participant files for program eligibility:

**Age:** Birth certificate, state ID, or school records.

**School Status:** Current school enrollment records, transcripts, or attendance verification.

**Low-Income Status:** Pay stubs, public assistance records, homeless shelter documentation, or Free or Reduced-Price lunch

**Basic Skills Deficiency:** Test results from standardized assessments.

**ELL:** assessment results or documentation, birth certificates, or self-attestation.

**Homeless, Runaway, or Foster Youth:** Verification from shelters, foster care agencies, social services or self-attestation.

**Justice-Involved Youth:** court or probation records.

**Pregnant or Parenting:** Physician’s note, WIC records, birth certificates, or self-attestation.

**Youth with a Disability:** Verification from DORS, an IEP or 504 plan, or a physician’s statement

By clearly interpreting and documenting eligibility criteria, the WDB ensures equitable access to workforce development opportunities for In-School Youth, empowering them to overcome barriers and achieve meaningful educational and employment outcomes.

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

The CCWDB interprets and documents eligibility criteria for Out-of-School Youth (OSY) in accordance with Maryland's Youth Policy and WIOA Sections 129(a)(1)(b)(iii) and 129(a)(1)(C)(iv)(VII). This ensures that OSY participants who face significant barriers to employment receive equitable access to workforce development services and opportunities. While federal law defines ISY as between 16 and 24, Maryland Compulsory Age law requires that students cannot be less than 18 years of age before dropping out of high school.

An Out-of-School Youth is an individual who meets the following criteria:

- Not attending any school
- Between the ages of 16-24 at the time of enrollment
- Male customers must have registered with the Selective Service if they are between the ages of 18-24
- Customer must be a citizen of the United States or a permanent resident authorized to work in the U.S.

One or more of the following:

- (a) A school dropout
- (b) A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent complete school year calendar quarter. School year calendar quarter is based on how a local school district defines its school year quarters (Note: In line with WIOA, in providing assistance to an OSY who is required to attend school under Maryland law, the priority in providing such assistance shall be for the individual to attend school regularly)
- (c) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English Language Learner
- (d) An individual who is subject to the juvenile or adult justice system
- (e) A homeless individual or runaway
- (f) An individual who is in foster care or has aged out of the foster care system, or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under Section 477 of the Social Security Act ([42 U.S.C. 677](#)), or an individual who is in an out of home placement
- (g) An individual who is pregnant or parenting (including non-custodial parents)
- (h) An individual with a disability
- (i) A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment, as defined by the WDB.

The Local Workforce Development Board further defines” requires additional assistance” for Out-of-School youth as low-income with one or more of the following characteristics:

- Is or was in Foster Care;
- Has been referred to or treated by an agency for substance abuse;
- Is a victim of domestic abuse or violence;
- Has a currently incarcerated parent(s);
- Has no work history, poor work history, or has been fired from a job within the last six months prior to application;
- Has never held a full-time job for more than 13 consecutive weeks;
- Is 18 years of age or older and unable to complete FAFSA paperwork due to being estranged from parents/guardians

CCWD will collect and maintain the following documentation in participant files for program eligibility:

**Age:** Birth certificate, state ID or driver’s license.

**School Status:** Withdrawal records, transcripts, or a self-attestation validated by youth case managers.

**School Dropout:** Written confirmation from a school or education agency.

**Basic Skills Deficiency:** Test results from standardized assessments.

**ELL:** assessment results or documentation, birth certificates, or self-attestation.

**Homeless, Runaway, or Foster Youth:** Verification from shelters, foster care agencies, social services or self-attestation.

**Justice-Involved Youth:** court or probation records.

**Pregnant or Parenting:** Physician’s note, WIC records, birth certificates, or self-attestation.

**Youth with a Disability:** Verification from DORS, an IEP or 504 plan, or a physician’s statement

By clearly interpreting and documenting eligibility criteria, the WDB ensures equitable access to workforce development opportunities for Out-of-School Youth, empowering them to overcome barriers and achieve meaningful employment and educational outcomes.

**L. Describe the documentation that is required to demonstrate a “need for training.”**

The Carroll County Workforce Development Board ensures that all participants who receive training services funded under WIOA Title I demonstrate a “need for training”. The requirement aligns with WIOA Section 134(c)(3)(A) and Maryland state policies to ensure that training resources are allocated effectively and equitably. Documentation verifying the participant’s need for training is collected during the eligibility and assessment process and is recorded in the participant’s file.

Training services may be available to participants who are unemployed or employed adults and dislocated workers who have been determined as unlikely or unable to obtain or retain self-sustaining employment due to circumstances including: dislocation, poor work history, change in health, change in family or housing status or a lack of skills and /or credentials needed to obtain/retain employment. Any of these issues can significantly impact an individual's ability to be competitive in the job market. These challenges can be determined through formal and informal assessment and must be documented in case notes. Documentation may include proof of financial need, proof of public assistance, LMI reports CASAS results, FAFSA denial letter, pay stubs, UI benefits letter, and layoff notice.

Adhering to documentation requirements ensures that training services are provided to those with demonstrated need.

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

Element #	Element Name
1	Tutoring, study skills training, instruction, and dropout prevention services
2	Alternative secondary school services and dropout recovery services
3	Paid and unpaid work experiences
4	Occupational skills training
5	Education offered concurrently with workforce preparation and training
6	Leadership development opportunities
7	Supportive services
8	Adult mentoring
9	Follow up services
10	Comprehensive guidance and counseling
11	Financial literacy education
12	Entrepreneurial skills training
13	Services that provide labor market information
14	Post-secondary preparation and transition activities

The Carroll County Workforce Development Board (CCWDB) ensures that the WIOA Youth Program delivers all 14 required program elements through a combination of WIOA Title I staff and partner organizations. The program is designed to provide youth with access to a comprehensive, year-round set of services tailored to their individual needs and goals.



Enrollment begins with an orientation, eligibility determination, and an objective assessment. During this process, participants complete CASAS testing and develop an Individual Service Strategy (ISS). To minimize duplication, CASAS results are shared between the Adult Education provider and WIOA Title I staff whenever possible. Based on the outcomes of the assessment and ISS, staff determine the most appropriate service track—or combination of tracks—to support each youth's progress toward education, training, and employment goals.

The available tracks are Education, Work-based training, and Credentialing, and are described as:

**Education Track - designed for the youth that need to obtain their Maryland High School diploma or increase their basic skills. Services may include but are limited to:**

- Tutoring
- Study Skills instruction
- Basic Skills assessment
- GED Classes
- Successfully obtaining GED or high school diploma
- ABE classes
- English Language Learner (ESL)

**Work-Based Training Track – uses a variety of paid work experiences to help youth attain and/or improve work readiness skills and obtain unsubsidized gainful employment.**

- **Career exploration and assessment**
  - Work skills assessment
  - Interest inventory
  - Labor market information research;
- **Employment Preparation**
  - Career Interest Assessments
  - Work and Learn - may be in conjunction with GED or other occupational skills trainings.
  - Paid Work Experiences
  - On-the-Job Training (OJT)
  - Other subsidized employment
- **Successful gains are unsubsidized employment or entrance into the military**

**Credentialing Track** – training for industry-recognized credentials linked to demand occupations

- **Career exploration**
  - Career Assessment
  - Labor market information research
  - Job shadowing
- **Enrollment in training program**
  - Financial aid training program
  - Registration completed
  - Classes scheduled
  - Earn a certificate or credential

The ISS development is considered the “cornerstone” of the process for serving WIOA Out-of-School Youth. WIOA Youth Staff provide guidance and support for each youth to achieve their goals as outlined in the ISS. We use proven program activities and established partnerships that engage the youth in education and work essentials. Staff may utilize CareerScope, MWE, O\*Net, and other career exploration tools to assist the youth in designing a career path and acquiring in-demand skill sets in an occupation that leads to potential career ladder opportunities.

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

As per WIOA requirements, the WDB commits to allocating 20% of WIOA Youth funds to work-based learning activities. The strategies that provide critical hands-on experience to prepare youth for in-demand careers may include but are not limited to:

- Paid Work Experience
- Paid internships
- On-the-Job Training
- Paid externship components of training programs
- Pre-apprenticeship/registered apprenticeship training

The CCWD fiscal manager and youth staff review the expenditures and PWEX activities regularly to ensure that the 20% expenditure requirement will be met.

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

The Workforce Development Board (WDB) is committed to meeting the WIOA requirement of allocating at least 75% of youth program funds to serve out-of-school

youth (OSY). To ensure compliance with this requirement, Carroll County Workforce Development (CCWD) will focus recruitment efforts on youth who have dropped out of high school, are experiencing homelessness, have aged out of foster care, are pregnant or parenting, or have disabilities.

Recruitment strategies will include targeted outreach in locations commonly frequented by out-of-school youth, along with robust use of social media platforms to increase engagement. CCWD also leverages relationships with community partners to generate referrals, including cross-referrals from programs funded by the Local Management Board. A variety of outreach efforts are used to maintain community visibility and awareness of available services.

A significant number of youth are referred to the program by their peers, a testament to the positive experiences and outcomes participants have had. The youth program enjoys a strong reputation among local organizations serving disconnected youth, who often refer individuals to CCWD for support.

Carroll County Workforce Development (CCWD) maintains a strong and collaborative relationship with Carroll County Public Schools (CCPS). In partnership with the Maryland Department of Labor Apprenticeship Navigator and CCPS, we work to establish youth apprenticeship opportunities and support students in achieving college and career readiness.

CCWD also collaborates closely with the Division of Rehabilitation Services (DORS) to support students with disabilities through Pre-Employment Transition Services (Pre-ETS). These services include job exploration counseling, workplace readiness training, instruction in self-advocacy, and opportunities for work-based learning experiences. Through this partnership, students with disabilities gain the skills and support needed to successfully transition into postsecondary education, training, or employment.

To further support youth during this critical life stage, CCWD has established a local “Senior Transition Program” for graduating high school students who have not identified a career pathway and have no definitive post-graduation plans. The program focuses on providing a warm hand-off from CCPS to workforce development staff prior to graduation, ensuring that students remain engaged and connected rather than becoming disconnected during the transition into adulthood. This proactive approach helps prevent youth from falling through the cracks and ensures timely access to career services, training opportunities, and employment support.

Additionally, CCWD provides summer youth employment services in collaboration with DORS and other community partners. These programs offer structured, work-based learning opportunities that allow youth to explore careers, build soft skills, and gain hands-on experience in real workplace environments.

**P. Describe how your Board will provide basic and individualized career services to customers and how services will be coordinated across program/partners in the AJCs.**

The Workforce Development Board (WDB) is committed to delivering high-quality basic and individualized career services to job seekers through the American Job Center (AJC) system. Services are designed to meet the diverse needs of customers, ensure seamless coordination among partners and community stakeholders, and remain aligned with the requirements of the Workforce Innovation and Opportunity Act (WIOA).

**Basic career services** serve as the point of entry into the workforce system and are accessible to all job seekers. These services include:

- Initial assessment of:
  - Skill levels
  - Employment history
  - Support service needs
- Job search assistance
- Provision of labor market information (LMI)
- Information on in-demand occupations and career pathways
- Referrals to partner programs and supportive services
- Résumé development and job application support
- Information and assistance related to unemployment insurance (UI)
- Determination of eligibility for additional workforce programs

For customers accessing the AJC as their initial point of entry, orientation to the AJC system is provided to introduce the full range of available employment and training services. Orientations are conducted individually; as part of the Reemployment Services and Eligibility Assessment (RESEA) Workshop; and during the Reemployment Opportunities Workshop (ROW) and are facilitated by Wagner-Peyser staff. These sessions connect customers to system-wide resources, including both partner and community services.

When customers enter the system through partner programs not co-located at the AJC, basic career services may be delivered by the partner agency at that location. If individualized career services are provided by a partner agency, that agency assesses the need for additional support and makes referrals as appropriate. Assessments conducted by partner programs are shared, with customer consent, to prevent duplication and promote continuity of service. Individual employment plans may be developed collaboratively and shared among partners to support joint case management and resource coordination.

The Carroll County AJC is co-located with WIOA Title I (Adult, Dislocated Worker, and Youth), Title II (Adult Education), and Title III (Wagner-Peyser). This co-location enhances communication, streamlines referrals, and supports integrated service delivery that is responsive to customer needs. WIOA partners including the Department

of Social Services (DSS), Division of Rehabilitation Services (DORS), Human Services Programs (HSP), and the Senior Community Service Employment Program (SCSEP) maintain office space and scheduled office hours at the AJC to improve coordination and accessibility.

AJC staff and partners work collaboratively to provide both in-person and virtual access to services. Regular joint meetings are held among full-time, co-located partners to exchange information, improve service alignment, and identify opportunities for continuous improvement. In addition, all WIOA partners participate in quarterly professional development sessions to foster collaboration, expand program knowledge, and enhance integrated service delivery.

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

The WDB ensures the provision of follow-up services to participants in compliance with WIOA Section 134(c)(2)(A)(xiii). Follow-up services support job retention, career advancement, and long-term success for participants after program exit by addressing challenges and providing ongoing support as needed. CCWD staff will provide quarterly follow-up services as required for participants who exit the program, for up to 12 months after the first day of employment (after program exit for youth and young adults). Follow-up services may include guidance and counseling, career development and further education planning, referral to community resources, and assistance with securing better-paying jobs, as the customer's needs dictate. Reports are generated to ensure timely follow-up that is conducted via telephone, text, virtual meeting, email, wage records, or employer contact. Staff enter the follow-up contacts in the MWE, indicating results and required documentation.

## **SECTION 5: TITLE II – ADULT EDUCATION AND FAMILY LITERACY FUNCTIONS**

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

Title II Adult Education partner, Carroll Community College is physically co-located in the Carroll AJC and enjoys a highly collaborative working relationship. We have streamlined and implemented a referral process for job seekers identified as needing adult education and literacy services. Job seekers are provided information on adult education and literacy services during the initial orientation to the AJC and staff may attend Adult Education orientations to give information on AJC services. A common partner referral process is in place to reduce duplication of services and to create a more efficient intake system among partners. WIOA mandates help us to strengthen our existing partnerships. In our Area, achieving a high school diploma is essential based on the requirements of the labor market (see Section 1). Our goal is for individuals to eventually become self-sufficient and on a career trajectory. This may occur once they have obtained their diploma or concurrently if it will result in successful completion of both.

CCWD is open to any opportunity to create career pathways that create a career trajectory for customers and promote self-sufficiency.

The Title II partner, Carroll Community College, along with other WIOA Core partners, meet quarterly to ensure continuing alignment of services. Partner trainings are developed to broaden the understanding of services provided by core and community partners which serve to strengthen our service delivery to customers.

The Maryland Department of Labor will competitively select adult education and literacy providers. The Local Board chair will review applications in accordance with the guidance provided by the Department of Labor, Division of Workforce Development's Office of Adult Education and Literacy Services and will submit appropriate documentation and any recommendations for alignment of adult education with the local workforce development plan.

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

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

The alignment of basic education skills and English language assessments is formalized through the Memorandum of Understanding between the Title I and Title II partners. The MOU addresses the administration of the Comprehensive Adult Student Assessment System (CASAS) used by both providers, shared testing sites and schedules, and the regular meetings to identify and track shared customer progress.

- **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));**

The Federal Education Rights and Privacy Act (FERPA) governs the sharing of student data between Title I and Title II partners. A signed Release of Information from the student/customer allows the partners to share assessment scores.

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

To promote customer service and streamline the assessment process, both Title I and Title II partners are authorized to administer approved reading and math assessments for customers, including Trade program participants. These assessments are used to measure basic skill proficiency and English language competency using CASAS. Assessments will be conducted by the appropriate partner based on customer eligibility and program alignment. This flexible approach ensures that customers receive timely assessments from either partner, depending on availability and need, while remaining consistent with established assessment policies.

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

In the Carroll Workforce Area, testing is coordinated between workforce development and Adult Education providers to ensure accessibility, efficiency, and alignment of services. The AJC maintains a dedicated testing lab staffed by Title I personnel, offering scheduled assessments Monday through Friday. The Title II Adult Education provider also conducts scheduled testing sessions prior to each quarterly registration period. Through ongoing communication and coordinated scheduling, both partners ensure that testing for basic skills and English language proficiency is readily available to all customers, including Trade participants. This collaborative approach supports seamless referrals, reduces duplication of services, and enhances the overall customer experience within the AJC system.

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

In compliance with the assessment policy of the Maryland Department of Labor, Division of Workforce Development and Adult Learning, all test administrators and proctors complete assessment implementation training biennially as required by the test publisher (CASAS). CASAS provides online certification for Testing administrators and proctors (<http://training.casas.org/>)

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

The Carroll Workforce Area has a single Title II provider, and the representative from this provider serves directly on the Local Workforce Development Board. This structure ensures consistent, direct communication and coordination between the Board and Title II services. Because there is only one Title II grant administrator in the local area, coordination occurs in a uniform, regular, and consistent manner through the representative's active participation in Board meetings, planning efforts, and strategic initiatives. This streamlined approach supports effective alignment of Adult Education services with broader workforce development goals.

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

Adult education services are fully integrated into the AJC system within the Local Area through co-location and ongoing collaboration. Regular information sharing between AJC partners and the Adult Education provider ensures that all partner staff are knowledgeable about available services and eligibility requirements. This facilitates effective cross-referrals and improves the overall customer experience. With Adult Education staff on-site and many classes conducted within the AJC facility, shared students and clients benefit from seamless communication, easy access to services, and a coordinated approach to meeting their educational and workforce development needs.

**E. Describe how adult education providers in your Area will use the Integrated English Literacy and Civics Education (IELCE) program to prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. If there are no IELCE providers in your area, the response should note how the area refers to job seekers looking for IELCE services. (See WIOA Section 243(a))**

Carroll Community College Adult Education Program does not currently receive funding under the Integrated English Literacy and Civics Education (IELCE) program and has not received inquiries related to these services. Should such inquiries arise, individuals will be referred to the nearest IELCE provider, Howard Community College, to ensure access to appropriate services.



Although IELCE funds are not received, the Carroll Community College Adult Education Program actively supports English language learners through its Integrated Education and Training (IET) program. One such IET pathway prepares English learners for the Registered Behavior Technician (RBT) workforce certificate—an in-demand occupation offering family-sustaining wages. RBTs primarily work with individuals on the autism spectrum, implementing behavior support plans that promote communication, social interaction, and problem-solving skills.

The IET for RBT integrates contextualized English language instruction and workplace readiness training to supplement the RBT curriculum, supporting learners in successfully completing the training and transitioning into unsubsidized employment. While a formal referral process for IELCE services is not currently in place, the program is committed to connecting learners with appropriate resources and will establish referral procedures as needed to ensure access to IELCE opportunities in the region.

## **SECTION 6: TITLE III – WAGNER-PEYSER FUNCTIONS**

**A. Describe your plans and strategies for maximizing the coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in your Area through the AJC delivery system to improve service delivery and avoid duplication of services.**

The Workforce Development Board (WDB) has implemented effective strategies to optimize the delivery of Wagner-Peyser (WP) Employment Services within the American Job Center (AJC) system. In Carroll County, WP services are fully co-located within the AJC, enabling real-time collaboration, coordinated case management, and seamless warm hand-offs between programs. This integrated approach ensures that customers receive comprehensive assessments and individualized services that leverage the expertise of multiple partners while minimizing duplication of effort.

In coordination with AJC partners, WP staff provide initial assessments and basic career services to new customers accessing the resource area. When appropriate, eligible individuals are referred to Title I staff for in-depth career assessments and individualized career services.

In alignment with 20 CFR § 652.207, Wagner-Peyser staff are responsible for delivering labor exchange services to all job seekers and employers, including unemployment insurance (UI) claimants, veterans, individuals with disabilities, and migrant and seasonal farmworkers. As outlined in the Final Rule issued by the U.S. Department of Labor on November 24, 2023, these services are delivered exclusively by state merit staff.

Wagner-Peyser services are accessible through a tiered model that includes self-service and virtual platforms, facilitated self-help, and staff-assisted services. This flexible approach allows customers to engage at their preferred level of support and ensures equitable access to services.

The Maryland Workforce Exchange (MWE) serves as a shared platform for partners to track customer progress. It offers a wide range of tools and resources for both job seekers and employers, including labor market information (LMI), job postings, resume assistance, and recruitment support. WP staff utilize MWE to document service delivery, manage customer records, and ensure proper program enrollment, further supporting alignment and accountability across the AJC system.

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

By leveraging Wagner-Peyser services, employer partnerships, and community resources, the WDB ensures that MSFWs in Carroll County receive equitable access to

employment opportunities, supportive services and career pathways that lead to economic stability. These services address the unique needs of MSFWs and promote economic stability while ensuring federal compliance.

When MSFWs are identified, Wagner-Peyser staff connect with the MSFWs at worksites, housing areas, and community gathering places to identify individuals in need of employment services. Materials and services can be provided in multiple languages to overcome language barriers and to ensure effective communication. Wagner-Peyser staff are able to connect MSFWs to job opportunities and Labor Market Information through the Maryland Workforce Exchange, assisting them with access to sustainable employment.

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

In Carroll County, Migrant and Seasonal Farmworker (MSFW) housing inspections are conducted by the Maryland Department of Labor in coordination with the US Department of Labor Wage and Hour Division. Maryland Labor's Wagner-Peyser staff are responsible for contacting identified local farms and screening for potential MSFWs while providing necessary communication between farmworkers and housing providers as necessary. Inspections of housing facilities are conducted to ensure compliance with the federal and state housing standards for MSFWs. Meeting the legal standards safeguards the health, safety, and dignity of seasonal farmworkers under the Migrant and Seasonal Agricultural Worker Protection Act. (MSPA)

## **SECTION 7: TITLE IV – VOCATIONAL REHABILITATION FUNCTIONS**

**A. Describe the cooperative agreements that have been replicated between your Board or other local entities and the local office of a designated State agency or unit administering programs under Title I of the Act. Explain your efforts to improve services may include cross-training of staff, technical assistance, information sharing, cooperative work with employers, and other collaborative and coordinated initiatives. (Rehabilitation Act, 29**

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

CCWD works closely with the Maryland Division of Rehabilitation Services (DORS), the designated state agency administering Title IV programs under the Rehabilitation Act. Collaboration between WIOA partner agencies is conducted to maximize resources and optimize successful employment outcomes for county citizens with disabilities. The WDB has an MOU with DORS outlining the roles, responsibilities, and processes for services coordination of Title IV services. The Resource Sharing Agreement (RSA) details the shared costs for infrastructure, technology, and meeting space in the AJC.

As per the Carroll County partner MOU, the Maryland State Department of Education/ Division of Rehabilitation Services, in accordance with 29 U.S.C. 721(a)(11), will provide the following services:

- Provide intake, orientation, and assessments for job-seekers with disabilities
- Promote employment of persons with disabilities
- Based on a comprehensive assessment of an individual disabilities, determine an individual's eligibility for services in accordance with the Division's Order of Selection criteria
- Develop an Individualized Employment Plan
- Provide guidance and counseling, physical restoration, and training to financially eligible persons with disabilities
- Provide follow-up services to enhance job retention
- Provide other services as may be available and appropriate
- Provide Pre-Employment Transitioning Services for students with disabilities, as defined by WIOA
- Provide Supported Employment Services for youth and adults with disabilities as defined by WIOA;
- Provide independent living and blind services for seniors 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 assistive technology
- Engage employers through the Division's Business Liaisons

- Work collaboratively to coordinate services among the Workforce Partners for youth and adults with disabilities

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

Individuals with disabilities will have full access to all services offered through the American Job Center (AJC) system. When additional or specialized services are needed beyond what is available through AJC partners, customers will be referred to the Division of Rehabilitation Services (DORS). A co-case management approach will be utilized to ensure coordinated support, resource sharing, and a customer-centered experience.

To support accessibility, the AJC has upgraded its adaptive equipment to meet compliance standards and enhance usability for individuals with disabilities. The Center has also undergone review for Section 188 compliance to ensure physical and programmatic accessibility.

DORS maintains a part-time, on-site presence at the AJC, fostering real-time collaboration, improving interagency communication, and facilitating warm hand-offs for referrals. DORS staff actively participate in local WIOA partner cross-trainings and professional development activities to stay informed on partner services, employer needs, local initiatives, and best practices. This ongoing engagement supports informed referrals and integrated service delivery.

DORS customers are fully included in Center activities such as workshops, job fairs, employer recruitment events, and both the year-round and summer youth employment programs. Our collective goal is to promote equitable access to services and ensure that individuals with disabilities are empowered to pursue meaningful employment opportunities.

## **SECTION 8: TEMPORARY ASSISTANCE FOR NEEDY FAMILIES FUNCTIONS**

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

Our goal is to increase coordination across the programs to improve efficiency in service delivery and increase the effectiveness of the provided services. We believe a common intake process is pivotal to enhanced customer services. At the present time, the electronic data systems used by the various partners do not “talk” to each other. However, we have resolved this with the use of a common intake/referral form to share pertinent data. TANF/TCA customers have full access to the AJC resources and are encouraged to use the services of the AJC. We have processes in place to work with the ABAWD customers and are exploring methods to extrapolate what is working in order to improve outcomes for all customers. TANF/TCA customers participate in orientation with the AJC. The monitoring of attendance and participation is a joint responsibility between the AJC and the referring partner while communicating with case managers, as needed. We will continue meetings amongst partner representatives to keep the communication open for enhanced service delivery.

Additionally, LDSS staff may provide services at the AJC. Services provided will include assisting with applications for benefits, determining eligibility for DSS services or programs, and assisting current DSS customers with questions regarding their benefits. We will adjust frequency based on customer needs. This creates efficiency for the customers, so they are not required to visit multiple locations for services. This creates efficiency for customers, so they are not required to visit multiple locations for services.

### **B. Describe your implementation and coordination process to enhance the provision of services to individuals on TANF that includes:**

The Carroll County Workforce Development system is committed to enhancing services to Temporary Assistance for Needy Families (TANF)/Temporary Cash Assistance (TCA) recipients through strong coordination between the Local Department of Social Services (LDSS), the American Job Center (AJC), and WIOA partners.

#### **1. Co-location of LDSS and/or WIOA Partners**

- While DSS is not co-located in the AJC, monthly onsite office hours provide customers with seamless service delivery and streamline multiple appointments, which can become barriers to participation.
- Leveraging virtual appointments and co-case management increases opportunities for customer success.

- Coordination with the Community College provides TANF/TCA customers access to job readiness workshops, GED instruction, and adult education services.

## **2. Leveraging Financial and In-kind Contributions**

- The local workforce system works collaboratively with partners to explore ways to leverage existing financial and in-kind contributions through the **Resource Sharing Agreement (RSA)**.
- Partner agencies collaborate to ensure shared use of staff, space, and technology to streamline service delivery and reduce duplication of efforts.
- Joint planning focuses on creating a seamless experience for customers accessing services from multiple programs.

## **3. Cross-training and Technical Assistance**

- AJC and WIOA partner staff receive annual cross-training on TANF/TCA program eligibility, work participation requirements, and available services.
- When AJC partners train together, staff are better equipped to share accurate, up-to-date information with customers. This cross-training helps teams understand each other's programs, leading to smoother referrals and stronger service delivery. It's one of the best ways we ensure customers get the full range of assistance they need.

## **4. Tracking Countable Activities for TANF Work Participation Rate (WPR)**

- DSS provides updates to AJC staff and partners on WPR countable activities to improve alignment and documentation at quarterly partner meetings.
- Staff ensure that eligible activities at the AJC—such as job search, job readiness training, and educational participation—are tracked for WPR reporting.

## **5. Access to Business Services and Employer Initiatives**

- The AJC offers access to employer services through a single point of entry, minimizing redundancy and creating a streamlined experience for businesses.
- Job recruitments, hiring events, and employer outreach initiatives conducted by AJC business services staff are shared with TANF/TCA case managers via email and through the [CarrollWorks.com](https://www.carrollworks.com) online jobs board.
- TANF/TCA staff actively forward these opportunities to customers, ensuring timely access to employment leads and business-driven opportunities.

## **6. Data Sharing and Outcome Reporting**

Partners collaborate to ensure effective data sharing that supports integrated service delivery. Through regular meetings, AJC and DSS staff work together to align reporting requirements across programs, while preserving the integrity and unique goals of each initiative. Shared data supports the opportunity for outside funding to increase and expand local workforce development training and supportive services.

## **7. LDSS Representation on the Local Workforce Development Board**

- LDSS has representation on the Local Workforce Development Board (LWDB), ensuring that TANF program expectations, roles, and responsibilities are addressed in planning and implementation.
- Multiple WIOA core partners serve on community boards and councils, fostering communication and alignment of goals to better serve TANF/TCA recipients.

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

Carroll County DSS has an appointed member to the WDB. As a collaborative board member, DSS will educate the WDB on its role and responsibilities in fulfilling the expectations of the TANF program. Board members are educated as to the constituents' needs and contributions to Carroll's developing workforce. DSS shares membership on many mutual boards and committees in Carroll County that address the needs of our community members who have barriers to employment and are most in need.

**D. Describe what strategies your Board employs to support TANF recipients in accessing skills and credentialing, life management skills, and employment to improve the financial status of those exiting the TANF program.**

The WDB's primary strategy for supporting TANF/Temporary Cash Assistance (TCA) recipients involves strong collaboration between the Local Department of Social Services (LDSS) and WIOA partner programs. LDSS refers TANF/TCA participants to the appropriate WIOA partners best equipped to provide access to:

- Skills and credentialing opportunities
- Occupational training
- GED attainment
- Life management and soft skills development
- Employment services
- One-to-one career counseling

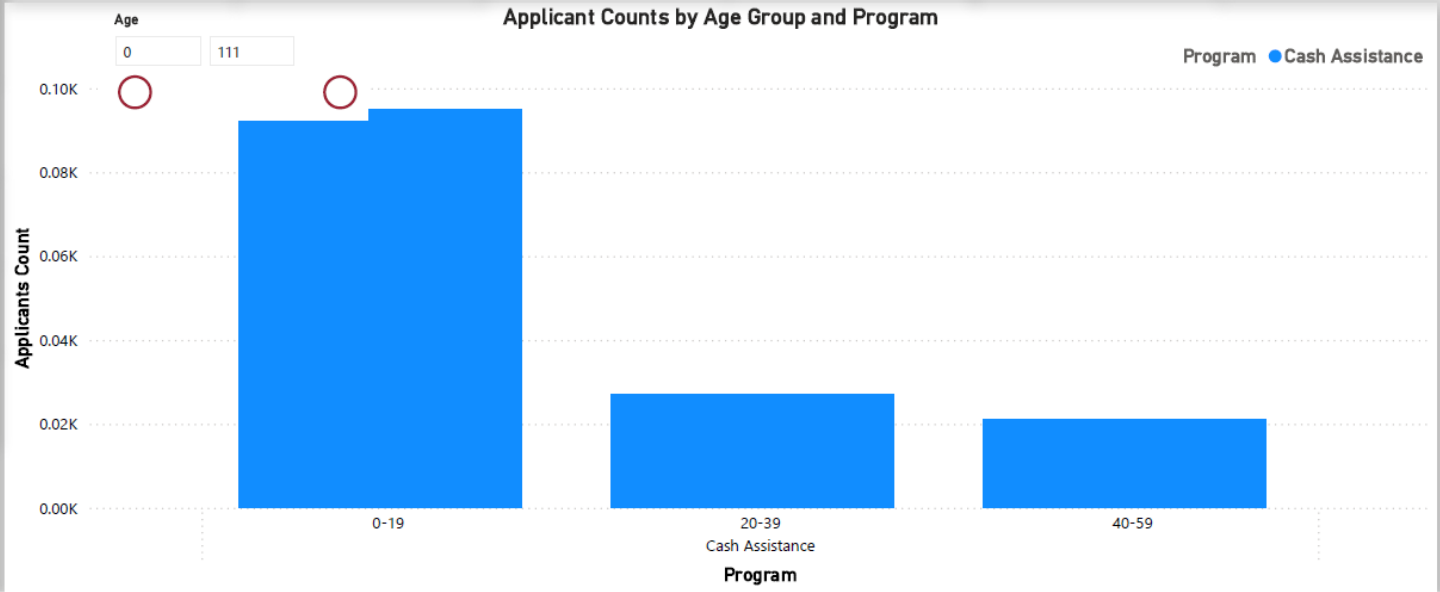
TANF recipients are referred to short-term credentialing programs in growth industries such as healthcare and technology. On-the-job and Transitional jobs hold opportunities for participants to gain experience and demonstrate skills for local businesses. WIOA partners work jointly to deliver coordinated services focused on enhancing both the work readiness and personal stability of TANF/TCA recipients. These efforts are designed to improve long-term financial independence and prepare individuals for a successful transition before exiting the TANF/TCA program.



# Applicant Counts By Age For All Programs



<div>143</div> <div>Total Applicants</div>	<div>0</div> <div>Total MA</div>	<div>0</div> <div>Total EA</div>	<div>0</div> <div>Total SNAP</div>	<div>0</div> <div>Total LT</div>	<div>50</div> <div>Total Households</div>
	<div>143</div> <div>Total Cash</div>	<div>0</div> <div>Total WV</div>	<div>48</div> <div>Adult Counts</div>	<div>95</div> <div>Child Counts</div>	



## **SECTION 9: SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EMPLOYMENT AND TRAINING (SNAP E&T)**

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

The Carroll County American Job Center (AJC) and local WIOA partners work collaboratively to support Supplemental Nutrition Assistance Program (SNAP) work registrants by connecting them to workforce development programs, training opportunities, and support services that align with their employment goals.

#### **Process and Coordination**

SNAP work registrants are primarily referred to the AJC through the local Department of Social Services (DSS). Upon referral, AJC staff conduct an initial intake and assessment to determine the individual's employment readiness, barriers to employment, and service needs. Based on this assessment, participants are connected to a range of services provided by WIOA core and partner programs, including:

- **Title I – Adult and Dislocated Worker Programs:** Offering individualized career services, occupational skills training, job search assistance, and access to supportive services such as transportation or childcare.
- **Title III – Wagner-Peyser Employment Services:** Providing job matching, labor market information, resume assistance, and interview preparation.
- **Adult Education (Title II):** Connecting individuals to GED preparation, literacy, and numeracy support, which may be necessary for long-term employment goals.
- **Vocational Rehabilitation (Title IV – DORS):** Supporting SNAP registrants with disabilities by providing specialized employment planning, training, and assistive technology.

#### **Supportive Services**

Supportive services are provided in alignment with the individual's employment plan. These services may include assistance with:

- Transportation
- Childcare
- Uniforms or tools required for employment
- Fees for credentialing exams
- Emergency assistance to reduce barriers to program participation

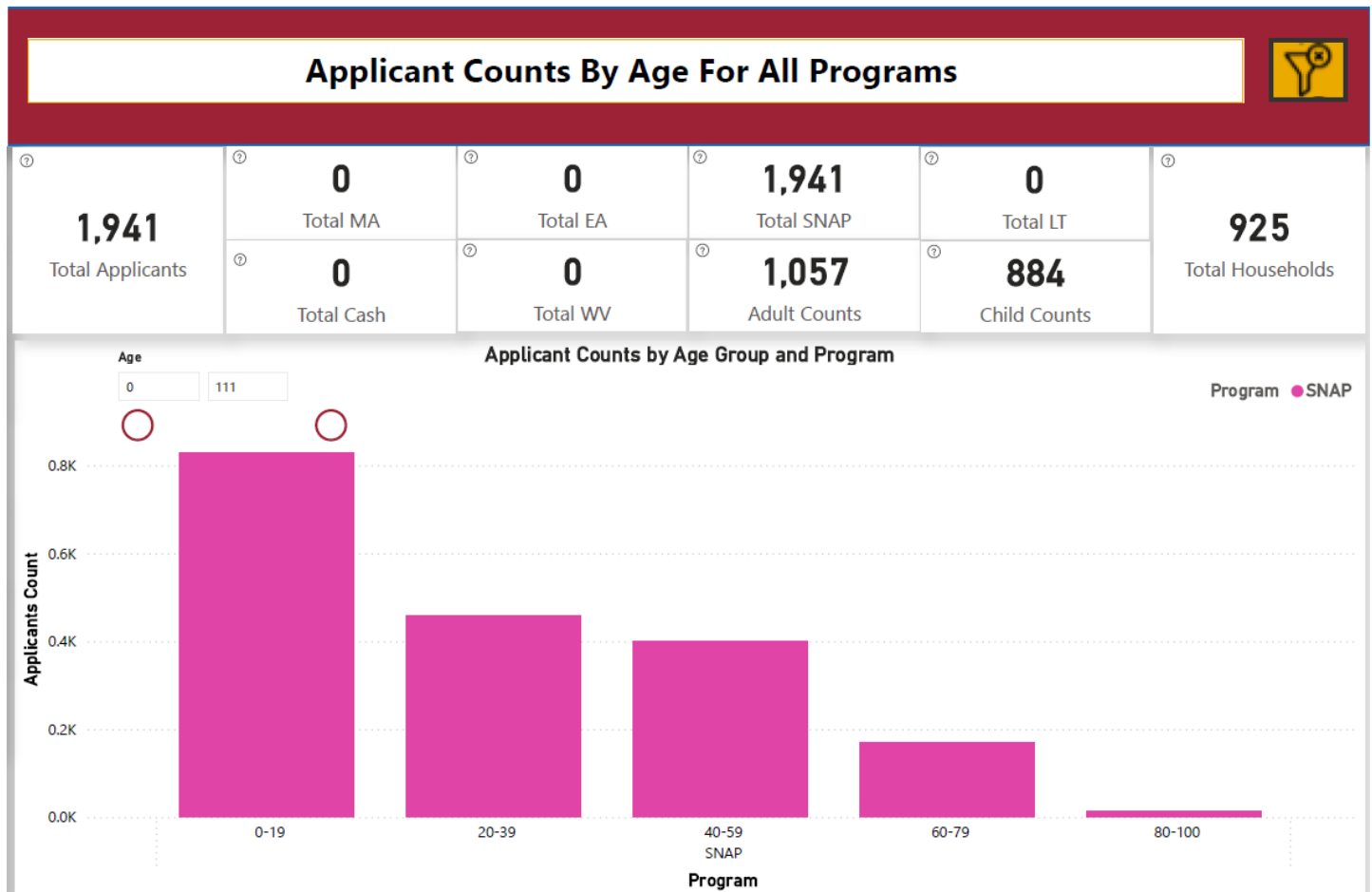
#### **Occupational Training and Career Pathways**

SNAP registrants are eligible to access occupational training opportunities funded through WIOA Title I, including short-term credentials, industry-recognized certifications, and on-the-job training. Training is aligned with in-demand industries and occupations identified in the local area, such as healthcare, manufacturing, and skilled trades.

## Coordinated Case Management

Case management is conducted through a team-based approach. AJC staff, in coordination with DSS caseworkers and other partner staff, ensure that SNAP registrants receive wraparound services and follow-up support. The Maryland Workforce Exchange (MWE) is used to document Title I and Title III services. WIOA partner agencies can request “read-only” to case notes.

## Current SNAP Work Registrant Data



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

In Carroll County, **Carroll Community College** serves as a key third-party partner for the SNAP Employment & Training (E&T) program. The college delivers **Pathways to Entrepreneurship (PA2E)** training, which culminates in a Certification of Completion.

This program is designed to assess and validate foundational knowledge in entrepreneurship and small business management. Core components include:

- Principles of entrepreneurship
- Identifying and evaluating business opportunities
- Business planning and startup processes
- Marketing and sales strategies
- Financial planning and management
- Development of a formal business plan

### **Partner Engagement and Integration with the WIOA System**

To ensure effective collaboration and alignment with the local WIOA workforce development system, Carroll Community College is actively engaged through the following strategies:

- **Regular Partner Meetings:** The college participates in local workforce development board and AJC partner meetings to stay informed about WIOA-funded programs, training opportunities, and changes in service delivery.
- **Cross-Training:** Staff from Carroll Community College receive training on available AJC and WIOA services, ensuring they can make appropriate referrals and guide participants through the broader workforce system.
- **Resource Coordination:** The college works closely with WIOA Title I employment specialists and other core partners to streamline access to services, including supportive services and occupational training, and to avoid duplication.
- **Case Collaboration:** SNAP E&T participants enrolled in the PA2E program are supported through coordinated case management, enabling seamless service delivery and tracking of participant progress across systems.

This integrated approach ensures that SNAP E&T participants are connected to the full range of workforce development resources available in the WIOA system, promoting comprehensive support and more effective outcomes.

## Section 10: Community Service Block Grant Functions

### A. List the Community Service Block Grant (CSBG) providers in your and whether they provide employment and training activities.

The Human Services Programs of Carroll County, Inc. (HSP), is a local non-profit with a rich history of assisting Carroll County citizens through housing, energy assistance, and training programs. The agency provides pre-employment and training activities through their Opportunity Works Program to formerly incarcerated individuals, individuals experiencing homelessness and others facing serious barriers to employment.

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

#### **Coordination with Community Action Agencies (CAAs) and WIOA Partners**

To strengthen collaboration and create a seamless service delivery system, Carroll County's WIOA partners and Community Action Agency (CAA), HSP, Inc., are working closely together on the following coordinated strategies:

#### **Integrated Operations and Shared Resources**

- **Co-location Opportunities:** HSP, Inc. contributes to the RSA and has access to shared office space and meeting rooms in the AJC.
- **Leveraging Contributions:** Maximize existing financial and in-kind contributions from all partners to enhance service coordination and minimize duplication, ensuring customers experience a unified system.

#### **Workforce Partner Collaboration and Training**

- **Cross-Training and Technical Assistance:** Provide WIOA partners with cross-training and ongoing technical assistance on the Community Services Block Grant (CSBG) to improve understanding of CAA services and strengthen referral pathways.
- **Tracking and Performance Metrics:** Ensure that all coordinated activities align with CSBG performance measures and are appropriately tracked and reported.

#### **Business Engagement and Employer Services**

- **Unified Employer Outreach:** Provide access to business services and employer-focused initiatives by marketing joint services. This reduces redundancy, minimizes the burden on employers, and creates a single point of contact for business customers.
- **Recruitment and Referrals:** Partners, including HSP, Inc., are included in recruitment efforts and distribution lists for employer services, ensuring their participants have access to opportunities and hiring events.

### **Data Sharing and Outcome Reporting**

- **Shared Data and Planning:** Contribute baseline outcome data and performance results to the WIOA system. Partners work together to align strategies for collecting and reporting across varied program requirements to support continuous improvement and shared accountability.

### **Partnership with HSP, Inc. (CAA for Carroll County)**

HSP, Inc. is a key and active partner in the Carroll County workforce system. Their collaboration includes the following:

- **Active Participation:** HSP, Inc. regularly participates in partnership meetings and staff trainings alongside WIOA partners.
- **Direct Referrals:** Both the AJC and HSP, Inc. make direct referrals based on customer needs to ensure individuals access the most appropriate services.
- **Service Integration:**
  - The AJC delivers a full range of employment and training services to individuals referred by HSP, Inc.
  - In return, the AJC refers individuals to HSP, Inc. for services not available within the AJC, such as housing assistance or energy programs.
- **Workshops and Seasonal Services:**
  - HSP, Inc. provides **Financial Education Workshops** at the AJC, offered both virtually and in-person.
  - **Volunteer Income Tax Assistance (VITA)** services are hosted at the AJC during tax season.
- **Employer Services Access:** HSP, Inc. clients benefit from coordinated access to employer recruitment and business services through their inclusion in partner distribution lists and job fair invitations.
- **Co-Case Management:** HSP, Inc. refers individuals to Carroll County Workforce Development (CCWD) for co-case management, allowing customers to access the full spectrum of services within the workforce system.
- **Shared Reporting and Planning:** HSP, Inc. contributes data for shared outcomes, supports joint planning efforts, and works toward implementing best practices in service coordination and delivery.

HSP, Inc. has been an active and contributing partner at the Carroll County partnership meetings and staff trainings. HSP, Inc and WIOA partners refer individuals between programs based on the need of the customer using a direct referral. The AJC provides a full range of employment and training services to individuals referred from HSP, Inc. The AJC and local partners will refer to the agency for services not available at the AJC and which are provided by the CAA. The CAA in Carroll County will provide Financial Education workshops to job seekers at the AJC both virtually and in person. VITA services are provided in the AJC during tax season. HSP Inc. participates in partner meetings where we address services to businesses and individuals. As partners are included on recruitment distribution lists so that

business services are available to their participants. HSP, Inc. refers customers to CCWD for co-case management as to avail them to the full array of services in the AJC. HSP, Inc. will provide data for shared reporting, outcomes, and planning for future provision of services and working toward best practices in partnership.

**C. Describe the CAA representation on your Board to ensure that CSBG expectations, roles, and responsibilities are addressed in the Local Area. (Refer to GWDB's Local Board certification policy )**

HSP, Inc. has appointed a member to the CCWDB. As a collaborative board member, HSP, Inc. will educate the WDB of their role and responsibilities in fulfilling the expectations of the CSBG. Information will be shared regarding the constituents' needs and contributions to Carroll's developing workforce and the local plan. HSP, Inc. shares membership on many mutual boards and committees in Carroll County that address the needs of our community members who have barriers to employment and are most in need.

## SECTION 11: JOBS FOR VETERANS STATE GRANTS FUNCTIONS

### A. Describe how your 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, Health Care, and Information Technology Act of 2006. The purpose of Priority of Service is to give first consideration for program participation to covered Veterans and eligible spouses who also meet the eligibility criteria of a federal Department of Labor training, employment, or placement service in any workforce preparation program. The WDB will ensure all vendors, if applicable, follow Priority of Service provisions.

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.

#### **Eligibility and Application of Priority of Service**

To receive Priority of Service, an individual must:

- Meet the statutory definition of a "covered person" (veteran or eligible spouse); and
- Meet the eligibility criteria for the specific workforce program.

Priority of Services means that covered persons receive services:

- Earlier in time than non-covered persons; or
- Instead of non-covered persons, when resources are limited.

For programs with statutorily mandated service priorities, such as the WIOA Title I Adult program, the following order of service applies, as outlined in TEGL 10-09:

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

#### **Local Service Flow for Veterans**

All AJC front-line staff are trained to identify and prioritize services for veterans and eligible spouses:



- **Initial Point of Contact:** Reception staff inquire about veteran status and provide immediate guidance and information on available services.
- **Assessment:** AJC staff conduct an initial assessment and complete MD Labor's Significant Barrier to Employment (SBE) checklist to determine eligibility for specialized services.
- **Service Pathways:**
  - Veterans with an SBE are referred to the Disabled Veterans' Outreach Program (DVOP) Specialist for intensive services.
  - Veterans without an SBE are referred to appropriate services, including Basic Career Services, WIOA Title I programs, AJC staff or other resources as determined appropriate, based on the initial assessment..

When a veteran seeks services at an American Job Center (AJC) and a Disabled Veterans' Outreach Program (DVOP) specialist is not currently available, the receptionist provides the veteran with the DVOP's contact information and business card. Simultaneously, the receptionist emails the DVOP to share the veteran's contact details, allowing the DVOP and the veteran to coordinate a meeting time for when the DVOP will next be stationed at the AJC, if desired.

### **Verification of Covered 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:

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

Documentation must be provided before committing outside resources (e.g., training funds), but not for basic career services.

### **Veterans and Dislocated Worker Eligibility**

Veterans and eligible spouses may qualify for WIOA Title I Dislocated Worker services if they meet one or more of the following criteria:

- Termination or layoff from employment;
- Receipt or exhaustion of UI benefits;
- Permanent closure or substantial layoff;
- Self-employment loss due to economic conditions;
- Spouse of a relocating active-duty service member;
- Displaced homemaker status.

Military separation, including recipients of Unemployment Compensation for Ex-Military (UCX), generally qualifies a service member as a dislocated worker. Service members on terminal leave with an imminent separation date may receive career services while still technically on active duty.

#### **JVSG-Funded Staff Roles**

- **DVOP Specialists:** Deliver intensive services to veterans with SBEs, facilitating employment placements.
- **Local Veterans' Employment Representatives (LVERs):** Conduct employer outreach and promote veteran hiring through seminars and workshops.

#### **Monitoring of Priority of Service**

Priority of Service implementation is monitored by the Regional Local Veterans' Employment Representative (RLVER) and the Reemployment Program Director or designated personnel to ensure compliance and effectiveness.

#### **B. Describe how your Board will engage Local Veterans Employment Representatives in engaging and providing services to local businesses.**

Local Veterans Employment Representatives (LVER) conduct outreach to businesses and create employment opportunities for veterans, and encourage the hiring of veterans. LVERs provide businesses information on hiring incentives as such as the Work Opportunity Tax Credit. The WDB will promote LVER services through social media, job fairs and email blasts based on information provided by the LVER. 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. Describe how Trade Adjustment Assistance (TAA) services will be provided in the AJC system within your Area

The Trade Adjustment Assistance (TAA) Program is a required partner under the Workforce Innovation and Opportunity Act (WIOA) and is fully integrated into the Carroll County American Job Center (AJC) system. The TAA Program ensures that adversely affected workers—those who have lost their jobs due to foreign trade impacts—have access to a comprehensive range of services and benefits to support their reemployment.

TAA services available through the AJC include:

- **Training and education programs**
- **Employment and case management services**
- **Job search and relocation allowances**
- **Trade Readjustment Allowances (TRA)**
- **Reemployment Trade Adjustment Assistance (RTAA)**

TAA participants receive **face-to-face engagement** with trained staff who explain program benefits and emphasize the opportunity to receive training, certifications, or credentials at no cost to the participant. Staff help individuals understand how the TAA Program can position them for success in today's labor market following job loss due to trade-related layoffs.

Comprehensive **case management** is provided to all TAA participants and includes:

- Development of an **Individual Employment Plan (IEP)**
- Setting and monitoring **benchmarks every 60 days**
- Providing at least one **service every 90 days**
- Continuous **follow-up** and barrier mitigation

Quarterly TAA training is provided to ensure staff remain up to date with regulatory changes and policy guidance. All trade-affected workers will be **co-enrolled in the WIOA Dislocated Worker program or other appropriate programs** to ensure access to the full suite of workforce development services. Title I and TAA staff work collaboratively to ensure timely, effective, and integrated service delivery that supports a smooth and efficient return to suitable employment.

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

Title I staff play a key role in delivering Trade Adjustment Assistance (TAA) services in a coordinated and integrated manner within the AJC. **State merit staff** are responsible for conducting the initial engagement with Trade-eligible participants, including:

- Performing assessments
- Ensuring enrollment in the **Maryland Workforce Exchange (MWE)**
- Providing relevant **labor market information (LMI)**
- Delivering **Rapid Response** services, when not previously provided
- Educating participants on the full scope of TAA benefits and allowances

Trade staff assist participants in evaluating **training options**, completing the **TAA training application in MWE**, and ensuring compliance with the **six training eligibility criteria**. They are also responsible for:

- Developing or reviewing **Individual Employment Plans (IEPs)**
- Approving all **TAA training programs, training contracts, and waivers**
- Coordinating to ensure services are aligned with participant needs

TAA case management includes:

- Monitoring participant **progress**
- Providing **benchmarks every 60 days**
- Ensuring a **minimum of one service is delivered every 90 days**
- Addressing any **barriers to employment**

Title I, Title III, and Trade staff collaborate closely to ensure seamless service delivery, consistent communication, and a coordinated case management approach that supports successful outcomes for trade-affected workers.

### **C. Describe how Trade participants will be co-enrolled in other programs.**

To promote integrated service delivery and maximize the use of public workforce system resources, Trade-affected workers are **co-enrolled in other WIOA programs**, such as the Dislocated Worker program, following an established process flow within the AJC. This co-enrollment ensures participants have access to a broader range of services and reduces duplication of effort across programs.

Participants are informed of their co-enrollment status and the associated benefits. If a Trade-affected worker declines co-enrollment or is found **ineligible** for co-enrollment, the reason must be **documented and maintained in the case file**. A decision to decline co-enrollment does **not impact the individual's eligibility** for benefits and services under the TAA Program.

This coordinated approach supports comprehensive service planning, reduces barriers to access, and strengthens program integration in accordance with Maryland's Trade Adjustment Assistance Policy.

*Refer to Maryland Labor's Trade Adjustment Assistance policy:*

<https://labor.maryland.gov/employment/mpi/mpi2-22.pdf>

*Refer to USDOL's Trade Adjustment Assistance Final Rule:*

[https://www.dol.gov/sites/dolgov/files/ETA/tradeact/pdfs/TAA\\_Final\\_Rule\\_1205\\_AB78.pdf](https://www.dol.gov/sites/dolgov/files/ETA/tradeact/pdfs/TAA_Final_Rule_1205_AB78.pdf) ]

## SECTION 13: UNEMPLOYMENT INSURANCE FUNCTIONS

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

The federal-state Unemployment Insurance (UI) is a required partner in the comprehensive, integrated workforce system. Title I and Title III partners work in collaboration to provide UI claimants with seamless resources that support a quick return to employment or skill upgrades and training to pursue a new career pathway.

#### **Title III – Wagner-Peyser / UI-Related Services**

We conduct sessions for Unemployment Insurance (UI) claimants in compliance with the Reemployment Services and Eligibility Assessment (RESEA) and Reemployment Opportunities Workshop (ROW) program requirements. These sessions are currently facilitated by state merit staff on a weekly basis, focusing on comprehensive reemployment services for UI claimants.

The **RESEA program** includes the following core components:

- Verification of continued UI eligibility
- Provision of Labor Market Information (LMI)
- Enrollment in Wagner-Peyser services
- Development of an Individual Reemployment Plan
- Referrals and access to all appropriate American Job Center (AJC) services

UI claimants also receive staff support with online claim filing, BEACON system navigation, and general UI-related inquiries. Dedicated UI and Workforce liaisons at state headquarters are available to assist with more complex UI issues.

Participants are encouraged to utilize the full range of resources offered through the AJC system to aid in their return to work.

#### **Title I – WIOA-Funded Workforce Services**

Title I staff actively support RESEA and ROW sessions by providing an overview of the services available through the Title I program and how to access them. These services include:

- Career exploration and planning
- Job search and resume assistance
- Enrollment in skills training or education programs
- Referrals to supportive services

Our goal is to empower customers with the skills and confidence to conduct effective job searches—either independently or with staff support.

Title I staff remain committed to guiding job seekers through their career development journey by connecting them with personalized services and appropriate training or employment opportunities.

**B. Describe how your Board will utilize the Wagner-Peyser program and the RESEA and ROW programs to provide access to local workforce development services for Unemployment Insurance claimants.**

The Carroll County Workforce Development Board (WDB) is committed to leveraging the **Wagner-Peyser, Reemployment Services and Eligibility Assessment (RESEA)**, and **Reemployment Opportunities Workshop (ROW)** programs as key access points to the local workforce development system for Unemployment Insurance (UI) claimants.

Through the comprehensive Carroll County American Job Center (AJC), state merit staff deliver Wagner-Peyser-funded services, including the administration of RESEA and ROW programs. These programs are strategically aligned with the Board's demand-driven approach to workforce development and are designed to provide UI claimants with early, proactive support to facilitate a successful return to employment.

RESEA and ROW sessions provide participants with:

- **Verification of UI eligibility and compliance**
- **Labor Market Information (LMI)** to support informed job search decisions
- **Assistance with resume development and interview preparation**
- **Individual Employment Plans (IEPs)** customized to align with claimant goals and local labor market needs
- **Enrollment in Wagner-Peyser services**
- **Referrals to Title I and Title II programs** for comprehensive support, including aptitude assessments, job training, adult education, and other career services

The Board views these programs not only as compliance mechanisms but also as valuable engagement tools to connect UI claimants with the full spectrum of services available through the workforce system. In addition to job search assistance, participants are introduced to:

- **Occupational skills training** through Title I
- **Basic education and ESL services** through Title II providers
- **Supportive services** such as transportation, childcare, and housing referrals

Workshops are also used to share information on community resources, upcoming hiring events, and local employer needs. By integrating RESEA and ROW into the AJC's broader service delivery model, the Board ensures that claimants are not only meeting UI requirements but are also actively moving toward sustainable employment.

Furthermore, **follow-up is conducted with all RESEA participants** to monitor progress, offer continued guidance, and help navigate any barriers to employment.

## **SECTION 14: SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM FUNCTIONS**

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

*Senior Service America, Inc*  
8403 Colesville Road Suite 200  
Silver Spring, MD 20910

For nearly 60 years, **The Center for Workforce Inclusion (the Center), formerly Senior Service America, Inc**, has been building pathways to employment for our low-income, older job seekers. The Center operates the Senior Community Service Employment Program. (SCSEP). SCSEP is a job training program for eligible 55-year-old and older Carroll County residents. Participants are paid minimum wage for 20 hours per week for community service work-based training at nonprofit or government host agencies. Participants also receive job search assistance to find a job outside the program. SCSEP is operated under a USDOL grant and in cooperation with the Center for Workforce Inclusion. SCSEP is funded by a \$46.3 million grant from the U.S. Department of Labor. This funding provides 90% of the support for SCSEP, with The Center providing 10% match or \$5 million. The SCSEP Program is an equal opportunity program. Auxiliary aids and services are available upon request to individuals with disabilities.

- B. Describe how SCSEP services will be integrated within the AJC system in your area, including key components of the SCSEP program available locally.**

The Center for Workforce Inclusion is the SCSEP provider in several local workforce areas in the region and, therefore, is not located in the Carroll County AJC. The Center utilizes the AJC to meet customer referrals and case manage its participants. AJC provides direct phone referrals to the Center as needed. Also, Carroll County has had a long-term relationship serving as a host site to SCSEP participants, where participants serve as representatives of the SCSEP program and provide services. AJC staff train SCSEP participants to assist at the front desk and in the resource area. SCSEP participants may also provide basic eligibility screening for age-eligible American Job Center customers who register for employment services. While a SCSEP participant is placed part-time in the American Job Center, they can access a full range of services such as job search assistance, job readiness skills (resume and interviewing), and labor market information. Additionally, the Center's SCSEP staff require all SCSEP participants to register at the AJC and refer our participants to the AJC for job search assistance and training workshops as needed, dependent upon the participants' respective Individual Employment Plans. When referred to SCSEP, the applicant is assisted with registering in the Maryland Workforce Exchange. The Center's employment specialist explains the program and process of becoming a participant to

the applicant. The employment specialist strives to ensure the best placement match for both the participant and host agency. The partnership between the LWDB and SCSEP ensures that older workers receive training, support, and volunteer opportunities, and are leveraging the essential resources to transition to meaningful employment.



## **SECTION 15: WIOA SECTION 188 AND EQUAL OPPORTUNITY FUNCTIONS**

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

Stanley Whiteman, Operations and Resource Manager

Carroll County Workforce Development

224 North Center St., Westminster, MD 21157

[swhiteman@carrollcountymd.gov](mailto:swhiteman@carrollcountymd.gov)

410-386-2820

Maryland Relay 7-1-1

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

The Carroll County Workforce Board, WIOA partners and the One Stop Operator are committed to the inclusion of all community members accessing the AJC and WIOA programs regardless of disability and Limited English Proficiency. Language line phone, video interpretation services, and in-person interpreters are available for customers with limited English Proficiency. Several partner agency staff are fluent in Spanish and other languages. All staff receive training in customer service, using language identification aids, and accessing interpreting services.

The AJC is in a Carroll County Government facility and is compliant with the provisions of the ADA, ensuring nondiscrimination and equal opportunity for individuals with disabilities and Limited English Proficiency in the administration of programs and activities. Individuals with disabilities are served through the same process as individuals without disabilities, receiving reasonable accommodation, modifications, and auxiliary aids and services, as appropriate. The AJC is monitored annually for Section 188 compliance by the One Stop Operator. Our DORS partner provides technical assistance for the AJC and its partners. DORS provides an accessible workstation and assistive technology available to assist customers.

As the local area is committed to training, the EO officer attends quarterly training through the Office of the State EEO Coordinator (OSEEOC). Trainings provide a broad overview of disability specific accommodations, the provision and implementation of WIOA Section 188, and a thorough review of the complaint and investigation processes.

Staff of partner agencies participate in disability awareness and accommodation trainings as well as quarterly language assistance service trainings. Staff also participate in a minimum of one equal opportunity training per year through our local One Stop Operator.

As requested, our regional DORS partner provides technical assistance and training updates to AJC partners.

**C. Provide an acknowledgment that the Local Board understands that, while Section 188 of WIOA and 29 CFR Part 38 ensures equal opportunity for individuals with disabilities, sub- recipients may also be subject to the requirements of:**

- Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance;
- Title I of the ADA, which prohibits discrimination in employment based on disability;
- Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability;
- Section 427 of the General Education Provisions Act; and
- Maryland Anti-Discrimination laws, including 5 Md. STATE GOVERNMENT Code Ann. §10-1101, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

The Board understands that, while Section 188 of WIOA and 29 CFR Part 38 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 based on disability; Section 427 of the General Education Provisions Act requiring the removal of barriers to participation for individuals based on disability, gender, race a, national origin, or age; and Maryland Anti-Discrimination laws, which stipulate that oral language services must be delivered on-site for those in frequent contact with a service provider.

**D. Describe how your Board will ensure meaningful access to all customers.**

Aligning with Maryland's strategic pillars, the WDB is committed to ensuring meaningful access to all customers. Customers with Limited English Proficiency, disabilities, and other barriers will receive equitable services with the aid of technologies, physical accessibility, language and translation interpretation services, and individualized plans

AJC staff are aware of all available access points for supportive services. Staff receive training on assistive technology, disability awareness, and courteous customer service, and provision of accommodations in a manner consistent with all customers. Technology allows customers access to staff and services without the undue burden of traveling to the AJC. The AJC staff will schedule customer appointments in community locations to accommodate individuals lacking transportation.

**E. Describe your Board's procedure for handling grievances and complaints from participants and other interested parties affected by the local AJC system, including partners and service providers. (29 CFR 38.69-97) Provide a separate description for the following:**

- **Complaints of discrimination based on race, color, religion, sex, national origin, age, disability, political affiliation, or belief, as well as citizenship or participation in WIOA Title I-funded programs.**

Any person who believes that he or she has been or is being subjected to discrimination based 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 1 program or activity, may file a complaint. These persons include but are not limited to program applicants, registrants, participants, service providers, contractors, labor unions, community-based organizations, employees, and applicants for employment may file a complaint, either individually or through an authorized representative.

- Recipient Discrimination complaints must be filed within 180 days of the alleged discrimination. Each complaint must be filed in writing and contain the following information:
  - Complainant's name and address, or alternate means of contact
  - Identity of the individual or entity that the complainant alleges is responsible for the discrimination
  - Description of the complainant's allegations, including enough detail to determine if the Civil Rights Center (CRC) or the Recipient has jurisdiction over the complaint, the complaint was filed in time, and that the complaint has apparent merit
  - complainant's signature or the signature of the complainant's authorized representative
- Complaints may be filed by completing and submitting the CRC's Complaint information and Privacy Act Consent Form.
- Both the complainant and the respondent have the right to be represented by an attorney or other representative.
- If a complaint filed with the Carroll County WIOA EO Officer is determined not to be under the local area's jurisdiction, the EO Officer will immediately notify the complainant, in writing, providing a statement of the reason for that determination, notice that the complainant has a right to file a complaint with CRC within 30 days of the date on which the complainant received this notice.

All complaints must be made in writing and be directed to the Carroll County Equal Opportunity Officer, CCWD, 224 N. Center Street, Westminster, MD 21157; or directly to the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution

Avenue, NW, Room N-4123, Washington, DC 20210.

- **Complaints and grievances unrelated to discrimination, including labor standards violations.**

All nondiscrimination complaints (complaints not based on claims of discrimination) must be made in writing to the CCWD Manager within 60 days of the date of the alleged incident.

Information postings regarding Maryland Labor Law are accessible to customers. These contain information pertaining to Minimum Wage, Fair Employment, Child Labor, Health Insurance, Unemployment Insurance, Equal Pay for Equal Work, Workers' Compensation, MD Occupational Safety & Health (MOSH) Program and Wage Payment and Collection. Contact information is included on these postings. Customers may also be referred to the Maryland Labor website for further information and reference.

- **Remedies for WIOA Title I violations may include suspension or termination of payments, barring placement with non-compliant employers, reinstatement of employees, payment of lost wages/benefits, and other equitable relief where applicable.**

Remedies for violation of any requirement may include:

- Suspension or termination of payments to a program participant or vendor under WIOA Title I.
- Suspension or termination of payments to or contract with an employer who has violated any requirement under WIOA Title I.
- Efforts toward reinstatement of an employee when applicable.
- Other equitable alternatives.

Individuals with disabilities, including those who are deaf or blind, may request auxiliary aids and services. Please contact the Americans with Disabilities Act Coordinator at 410-386-3800, 1-888-302-8978, MD Relay 7-1-1/1-800-735-2258 or email: [ada@carrollcountymd.gov](mailto:ada@carrollcountymd.gov).

The information above is a description of the CCWD's procedures for handling grievances and complaints from participants and other interested parties affected by the local American Job Center. We comply with all relevant federal, state, and local laws governing grievances and complaints.

**F. Describe how an individual can request accommodation.**

CCWD provides universal access and will provide reasonable accommodations to qualified individuals. We comply with Carroll County Government's Equal Employment Opportunity and ADA requirements. The County has a position dedicated to the coordination of the ADA and assistance with ensuring compliance. AJC documentation includes a notice of

accessibility and contact information requesting accommodations. Employees, customers, and the public may request reasonable accommodation from the AJC's EO officer or any AJC staff member.

Carroll written materials contain the following statement:

**Equal Opportunity Program:** As an equal opportunity program; discrimination in WIOA Title I financially assisted programs or activities is prohibited by federal law and by Carroll County Government. Auxiliary aids and services are available upon request to individuals with disabilities. For accommodations, please contact the Americans with Disabilities Act Coordinator at 410-386-3800, 1-888-302-8978, MD Relay 7-1-1/1-800-735-2258 or email: [ada@carrollcountymd.gov](mailto:ada@carrollcountymd.gov).

CCWD assures the provision reasonable accommodations to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.

**G. Describe your Board's policy on providing aid, benefits, services, training, and employment, including assurance of reasonable accommodation for qualified individuals with disabilities unless it poses undue hardship.**

CCWD assures that we will provide universal access and reasonable accommodations to qualified individuals with disabilities concerning aid, benefits, services, training, and employment unless providing the accommodation would cause undue hardship. We comply with the State of Maryland and County Government Equal Employment Opportunity and ADA requirements. The AJC documentation contains a notice of accessibility and information on whom to contact to arrange accommodations. See Section 15 (F) for the ADA tagline

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

WIOA partners work with the One Stop Operator to review and update existing policy and procedures related to ADA accommodations. The Carroll County AJC policy ensures accessible facilities, comprehensive staff training, and adaptive technologies meeting ADA requirements. Guidance from DORS partners, the One Stop Operator and local disabilities providers will provide training assistance.

The AJC has language identification posters and desk aids to identify an individual's primary language, in order to be of assistance. Language line and interpreting services are available. Staff training covers a range of topics including confidentiality, use of auxiliary aids, disability awareness and customer support.

The One Stop Operator conducts the Section 188 compliance review, reports any concerns and resolutions to the WDB and CCWD staff.

**I. Describe your Board's policy and strategy to ensure effective communication with individuals with disabilities, including those with visual or hearing impairments, equal to that with others.**

The Carroll County Workforce Development Board is committed to ensuring effective communication with individuals with disabilities, including those with visual or hearing impairments, at a level equal to that provided to individuals without disabilities.

Policies and procedures have been established to support a wide range of communication accommodations tailored to meet individual needs. These accommodations may include:

- Maryland Relay Services and TTY access
- Sign language and spoken language interpreter services
- Assistive and adaptive technology (e.g., iPads, screen readers, and adaptive software)
- Accessible workstations and low-tech supports
- Alternative formats for written materials

American Job Center (AJC) staff and WIOA partner agencies receive ongoing training, provided by the One-Stop Operator (OSO), to ensure they are knowledgeable and confident in providing these accommodations. Policies are reviewed regularly and updated as needed to maintain the highest standard of service for individuals with disabilities.

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

**Refer to Maryland Labor's Nondiscrimination Plan:**

<http://www.labor.maryland.gov/employment/ndp/>

**Refer to Maryland Labor's Language Access Plan:**

<http://www.labor.maryland.gov/employment/wioa-access.pdf> ]

The AJC uses the Universal language poster at the reception desk in the resource area to identify which language a customer may be speaking. The Language line, a phone interpretation service, is available, and can be used with little or no advance notice. Appointments are scheduled for in-person foreign language interpreting via MD Labor partners or the County ADA coordinator. The ADA tagline is on all outreach material and customer forms.

ADA Tagline:

Equal Opportunity Program: As an equal opportunity program, discrimination in WIOA Title I financially assisted programs or activities is prohibited by federal law and by Carroll

County Government. Auxiliary aids and services are available upon request to individuals with disabilities. For accommodations, contact the Department of Citizen Services at 410.386.3600, 1.888.302.8978, MD Relay 7-1-1/1.800.735.2258, email: [ada@carrollcountymd.gov](mailto:ada@carrollcountymd.gov) as soon as possible, but no later than 72 hours before the scheduled event. The Personally Identifiable Information (PII) collected will be used as required by the Workforce Innovation and Opportunity Act, US Department of Labor, State of Maryland, and Carroll County Governments, and will comply with the Privacy Act of 1974. The collection and use of all personal information is guided by strict standards of confidentiality.

## **SECTION 16: FISCAL, PERFORMANCE, AND OTHER FUNCTIONS**

**A. Provide an identification of the entity responsible for the disbursement of grant funds as determined by the chief elected official or the Governor. (WIOA Section 107(d)(12)(B)(i)(III) and Section 107(d)(12)(B)(i))**

The responsibility for the disbursement of grant funds, as determined by the chief elected officials, Carroll County Board of Commissioners and the CCWDB. CCWD is the fiscal agent for Title 1 funds. As agreed by the CLEO and the CCWDB, CCWD is the Title 1 provider.

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

The Carroll County AJC has been financially stable based on current funding levels and the resource-sharing agreement. As funding levels change, the board and partner agencies evaluate the impact, review alternative actions, and adjust the services accordingly.

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

We will use our local government procurement processes to award competitive subgrants and contracts. Carroll County government's Purchasing office has procedures in place to award competitively bid contracts. Award threshold is as follows:

- \$50,000 and above – a formal competitive process is used through either a Competitive Sealed Bidding or a Competitive Sealed Proposal.
- For the Competitive Sealed Bidding process, the contract shall be awarded with reasonable promptness by appropriate written notice to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the invitation for bids and is most advantageous to the County.
- For Competitive Sealed Proposals, the award shall be made to the responsible offeror whose proposal is determined to be the most advantageous to the County, taking into consideration price and the evaluation factors set forth in the request for proposals. No other factors or criteria shall be used in the evaluation. The contract file shall contain a written statement specifically identifying the basis on which the award is made.
- \$5,000 - \$49,999.99 – Purchases that fall within this category require two quotes which must be in writing. The County's approved term contract list will be utilized first before any outside source. If a term contract is not on the county's approved list for the good/service, an outside source is acceptable to obtain a quote. Purchases that fall between \$25,000-\$50,000 will require board approval.



- Under \$5,000 – Considered small dollar, these purchases are not subject to the formal procurement process. However, it is encouraged that authorized purchasers obtain at least two quotes, when possible, to receive pricing that is most advantageous to the county. Purchases can be made via the P-card or term contracts.
- Vendors contracted by CCG and CCWD are required to provide a Certificate of Insurance and sign an agreement confirming their ability to perform the work. Each vendor is reviewed for good standing through the Maryland State Debarment List, the Maryland Department of Assessments and Taxation, and the Carroll County Collections Office. In addition, references are thoroughly checked to ensure reliability and compliance.

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

The Workforce Development Board (WDB) adheres to a demand-driven philosophy to effectively support the local labor market. Core partners—including labor representatives, community-based organizations (CBOs), and business leaders—actively participate on the Board. The WDB is structured to reflect the area's industry composition and meets regularly to focus on critical priorities such as business needs, workforce system effectiveness, and services for youth and job seekers. Board members are engaged in various service organizations and community boards, enhancing their knowledge and extending the WDB's reach within the community. Local labor market needs are evaluated through direct conversations with businesses and by reviewing labor market information (LMI).

During each WDB meeting, members review quarterly performance reports, provide feedback, and assess the broader impact of those results. The Board is committed to a people-centered approach, emphasizing service to individuals over strict adherence to performance metrics. In alignment with this philosophy, the WDB reviews customer satisfaction surveys from both businesses and job seekers and takes action to address areas needing improvement. This customer-focused strategy has contributed to consistently strong performance outcomes.

WDB members are actively involved in the development and review of policies. The Board is composed of dedicated individuals who work to expand and strengthen partnerships across sectors. Through ongoing communication and collaboration, the WDB fosters connections between business, labor, education, and workforce organizations.

The WDB provides strategic oversight and guidance for the workforce system, while authorizing the Workforce Development Area Manager (Director) or designee to manage day-to-day operations and make necessary operational decisions and adjustments.

**E. Describe your Area's Individual Training Account policy. Include information such as selection process, dollar limits, duration. (WIOA Section 101(d)(6))**

Carroll County will continue to support WIOA participants training through Individual Training Accounts (ITA) in accordance with the law and applicable local policies. There is no sequence of service requirements for "career services" and training. WIOA participants who seek training services:

- Must be unlikely or unable to obtain or retain employment with current skills, which leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment;
- Need training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
- Have the skills and qualifications to successfully participate in the selected program of training services.

After assessment, consultation, and guidance with WIOA staff, and substantiation of labor market information and labor demand, participants and staff, together, will determine the need for an ITA. The training emphasis is in response to local/regional labor market needs, specifically in growth, in-demand, and priority industries and occupations. In consultation with WIOA staff, participants may select a training vendor from the list of approved providers on the statewide WIOA Eligible Training Provider List (ETPL). ITAs are the primary method to be used for procuring training services under WIOA.

Standard exceptions to using a provider on the ETPL are listed below:

- On-the-job training, registered apprenticeship program, customized training, incumbent worker training, transitional jobs and internships and work experience;
- There are insufficient providers;
- There is a training services program with demonstrated effectiveness offered in the local area by a community-based organization or other private organization to serve individuals with barriers to employment (the Board or Board's designee will develop criteria to determine effectiveness)
- It would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services to facilitate the training of multiple individuals in in-demand industry sectors or occupations, and such a contract does not limit customer choice.
- Additionally, a determination that providing training through a combination of ITAs and contracts is the most effective approach.

ITA limits on duration and value are established based on the participant's needs and circumstances, funding availability and allocations, and local labor market demand. Adjustments may be made after submission of quarterly reports. Ceiling values are based on current obligations, expenditures, accruals, and balances. CCWD conducts an ongoing assessment of the balance of funds and anticipated numbers to be served. Leveraging of funds with partner agencies is routinely used. Unique funding requests may be approved on a case-by-case basis when there is no anticipation of a future funding shortage. The amount of an ITA for youth is determined on a case-by-case basis. We support training that includes career pathways. Participants are required to acknowledge by signature that they have been notified of the requirement to apply for Pell Grants or other awards, as applicable. Management or a designee must approve the ITA before it is submitted to the Fiscal Manager for availability of funds.

**F. Describe how training services will be provided, including the coordination of training contracts with individual training accounts, and how your Board ensures informed customer choice in selecting training programs, regardless of the service delivery method. (Chapter 3 of Subtitle B, Section 134(c)(3)(G))**

Training services will be offered to eligible customers in a way that promotes customer choice and aligns with high-demand occupations and industries. Customers may also benefit from training opportunities developed in partnership with local employers or businesses. These opportunities may include On-the-Job Training (OJT), Incumbent Worker Training, Transitional Jobs, internships, and Paid Work Experience (PWEX).

In certain situations, contract-based or classroom-sized training may be developed. For example, when employers require skilled workers within a short timeframe, contract or group-based training may be a more timely and cost-effective solution. If there is a shortage of training options available within a reasonable period, such contracts may be necessary to support local and regional workforce needs. When it is more efficient to train a group rather than individuals, contract training may also be used. In such cases, CCWD will work directly with training providers to develop contracts for group training.

There may be instances where employers are included in training agreements—for example, in cases that combine OJT with classroom instruction, where both the training provider and the host business are part of the agreement. While CCWD does not typically employ customized training models, it retains the flexibility to support employers when appropriate. All training services are guided by established Individual Training Account (ITA) and OJT policies and procedures, which define the required processes and minimum standards.

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

The Maryland Workforce Exchange (MWE) is used as the primary tool by Title I and Wagner Peyser staff to provide and track services to job seekers and businesses. Job seekers register in MWE and are encouraged to complete the online resume. Job seekers receive training in the use of MWE in an individual or group format and staff assistance is available if needed. Job seekers use the MWE to search and apply for available positions, labor market information, education and training, and career and workforce information. Job Seekers, eligible for Unemployment, utilize MWE to record required job search contacts to continue receiving their UI benefits. Businesses use MWE to post their jobs, search the resume database for qualified applicants and utilize labor market information tools.

Staff use MWE to assist job seekers with registration, manage eligibility documentation, identify PIRL, job search, career information, and labor market information. Staff complete the WIOA program enrollment applications, track services, and document program participation through case notes. MWE is utilized for customer follow-up. MWE is used to produce reports for staff and management to ensure quality and performance. Staff provide training on MWE as a job search tool for partners and as a recruitment and labor market information tool for businesses.

LMI based on the Maryland Workforce Exchange is shared with partners. Partners will use the Maryland Workforce Exchange to assist job seekers and businesses. Partners have been granted MWE access to view pertinent information to assist their job-seeking customers in obtaining employment. Currently, each partner has their own intake and case management information system that they are required to use by their respective agencies. It is redundant and inefficient to expect the same information to be entered into multiple systems. When a fully integrated system for intake and case management is available, the WDB will encourage the use of the Maryland Workforce Exchange as the primary system.

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

- **The roles and responsibility of staff in facilitating this procedure;**  
Oversight and monitoring of WIOA activities of subgrantees and contractors will be performed to determine compliance with regulations and WIOA rules. Staff will utilize the Carroll County Government risk assessment as a monitoring tool. Standard risk factors include, but are not limited to, grantee history of grants management, financial stability, performance, nondiscrimination of services, lack of staff training, and independent audit findings. Program and/or fiscal staff will provide oversight and/or actual monitoring. For example, program monitoring may include client eligibility, eligibility of services, and compliance with client documentation requirements. The Fiscal monitoring may include financial documentation standards, systems of internal controls, allowable costs, adequacy of financial reporting, and records retention.

- **A requirement that all subgrantee agreements and contracts be monitored at least annually;**

As notated in section 16 (c), CCWD follows a monitoring process in compliance with the Sub-recipient policy. Monitoring is required 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;**

Carroll WIOA (WDA) incorporates the Cost Allocation Plan and determination of allowable versus non-allowable costs into the monitoring process. In addition to the annual monitoring process, the expenditures are tracked as invoices are submitted for reimbursement. Managers review the invoices to ensure accuracy, validity, completeness, and eligibility of costs.

- **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;**

CCWD staff will communicate regularly with subgrantees and contractors. As part of the Cost Allocation Plan, Carroll WIOA (WDA) reviews updates to regulations and adjusts as necessary. Notification of updates may come from multiple sources, including but not limited to; fiscal and MWA meetings, communication from MD Labor, and communication from the OMB. Compliance will be measured against the procured contract, agency and County policies and procedures. Depending on need, the Local Board may use a combination of desk review and on-site monitoring.

- **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;**

Findings are recorded on the monitoring instruments. All findings will be communicated to the subgrantee and contractor for review and response. A fiscal and programmatic report will be issued within thirty (30) days of the completion of the review and includes the following: background, results of the review, findings, corrective action if required and summary. The review is complete if no corrective action is required.

A corrective action plan shall be documented by identifying the finding(s) and the action that the entity will initiate to correct the problem and the time frame in which the problem will be resolved. In the event it is not possible to resolve, the finding(s) will stand and be recorded in the report as unresolved. Technical assistance will/may be provided to ensure the finding(s) do not continue.

- **Provisions of technical assistance as necessary and appropriate**

Technical assistance shall be provided as needed. Specific findings and issues shall be addressed using relevant federal regulations, state and local policies. Policies used shall include Case Management and Monitoring policies.

- **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 following policies have been developed for the oversight of the American Job Center system.

- Client Records Management
- Priority for Adult Funds
- Supportive Services Policy
- Incumbent Worker Policy
- Veterans Services Policy
- Transitional Jobs
- OJT

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

CCWD follows the Division of Workforce Development and Adult Learning's (DWDAL) privacy policy. DWDAL's policy on privacy can be found here:

<https://www.labor.maryland.gov/employment/mpi/mpi4-19.pdf> All PII is kept in locked filing cabinets or other locked areas and accessible only to staff needing such information. Electronic files are only maintained in the Maryland Workforce Exchange.

Any breaches are subject to notification requirements, both for physical and electronic data. Upon suspicion that a breach has occurred, the individual who discovered the possible breach must immediately notify their supervisor. Notification of organizations and individuals will be consistent with the MD Labor policy reporting schedule. The table below outlines which entities need to be notified, by type of program, in the event of a breach. Notification of the following programs will occur in 24 hours or the next business day:

**Workforce Program**

- For WIOA Title I, Local Area Manager (Director)
- For WIOA Title III, Reemployment Program Director;
- MD Labor DWDAL Manager of Monitoring and Compliance;
- MD Labor DWDAL Director of Office of Workforce Information and Performance, where applicable; and
- Affected customers/employees.
- MD Labor Director of Workforce Development
- GWDB Executive Director

- Carroll County Government

The notifications/incident response should contain the following elements:

- A brief description of what happened, including the date(s) of the breach and of its discovery.
- To the extent possible, a description of the types of PII and/or sensitive information involved in the breach (e.g., full name, social security number, date of birth, home address, account number, disability code, etc.)
- What the agency is doing, if anything, to investigate the breach, to mitigate losses, and to protect against any further breaches.
- Contact information for the organization experiencing the breach; and
- For notifications to the affected customers and/or employees, the steps that affected individuals and/or employees should take to protect themselves from potential harm.

#### Corrective Action Plan

- Carroll WDA will complete an incident report and corrective action as indicated in MD Labor Policy Issuance 2019-04. In addition to the above CCWD will notify appropriate individuals and departments depending on the nature of the breach.

**J. Describe your Board's procurement system, and how you will assure you're your procedures meet the standards in USDOL regulations Include details on how your Board would award emergency contracts when current contracts have been eliminated for just cause. (See 29 CFR Part 95, Part 97 and 2 CFR 200)**

The WDB follows County Government's procurement systems. CCWD assures that its procedures conform with the standards and regulations found in 2 CFR 200 Uniform Administrative Requirements COST Principles, And Audit Requirements for Federal Awards. If instances exist where there is a difference between County and federal procurement guidelines, then the more stringent guidelines will be followed. Below are links to Carroll County Government's Purchasing.

<https://www.carrollcountymd.gov/government/directory/comptroller/procurement/>

**K. Describe your process to document and demonstrate that the acquisition, management, and disposition of property adhere to the Property Management Procedures. (USDOL regulations 29 CFR Part 97 and 29 CFR Part 95. )**

CCWD follows our local government's acquisition, management and property disposition policies and procedures and adheres to DOL regulations outlined in 2 CFR Part 200. The specifics are spelled out in the Carroll County, Maryland Capital Asset and Surplus Property Procedural Manual, which is currently under review and update.

If instances exist where there is a difference between County and federal procurement guidelines, then the more stringent guidelines will be followed. Below is the link for

Carroll County Purchasing.

<https://www.carrollcountymd.gov/government/directory/comptroller/procurement/>

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

CCWDB has a conflict-of-interest policy that each board member must sign. It includes conflicts related to the awarding of contracts.

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

The Accounting procedures for CCWD are prepared in accordance with Generally Accepted Accounting Principles (GAAP). Through a combination of specially designed Excel worksheets and the Carroll County FMS system, control of obligations and expenditures is maintained. The County financial system records the amount of funds available for each grant, the amount of expenditures, and the current balance. Carroll County's accounting system utilizes a Microsoft Excel based format for tracking and compiling all financial information of the Local WIOA offices. The information will be used to generate Requisitions for Cash, Quarterly Status Reports, Final Closeout Reports, and any other ad hoc reports as needed by the Manager(Director) and the WDB.

Monthly, the CCWD Fiscal Manager reviews and reconciles all transactions with the Carroll County FMS system. After all transactions have been reviewed and adjusted for cost allocations and any corrections (through journal entries), the CCWD Fiscal Manager will begin report preparation.

The Carroll County Government provides space for the One Stop Center and its activities at no cost to the WIOA Title 1. However, a monthly accounting of this value is included in the QSRs.

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

- Carroll County Workforce Development Fiscal Manager
- Carroll County Workforce Development Director

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

A detailed Cost Allocation Plan (CAP) is used detailing allowable and non-allowable costs as well as appropriate categorization of costs. Carroll County also maintains detailed procedures for all fiscal aspects regarding WIOA funds. Included in the procedures is the process for documentation and tracking of the completeness, accuracy and validity of all training vouchers issued, allocation of salary expenses as well as approval process. This



system of internal controls verifies that all training expenditures are issued and paid only for clients and training. All expenditures are reconciled monthly. Reports are prepared and sent to Maryland Labor.

**P. Provide a description of the following:**

- **Fiscal reporting system,**  
CWDA fiscal reporting system uses Microsoft Excel, and Carroll County's FMS Financial System.
- **Obligation control system,**  
Obligation control system consists of one Microsoft Excel Control Log per grant that continuously tracks training vouchers and other obligations. Data fields within this system include voucher control number, date of issuance, training institution, client name, training description, funding stream, dates of training, counselor initials and dollar amount of training. Carroll County also uses specially designed Excel spreadsheets to maintain obligations monthly against available grant funds.
- **ITA payment system,**  
ITA control system consists of one Microsoft Excel Master Control Log per grant that continuously tracks training vouchers and other obligations. Data fields within this system include voucher control number, date of issuance, training institution, client name, training description, funding stream, dates of training, counselor initials, dollar amount of training, payment method and month of payment.
- **Chart of account system,**  
CCWD utilizes the Chart of Account System as created and maintained by the County Comptroller Department.
- **Accounts payable system,**  
The Carroll County Government Comptroller Office uses FMS financial systems.
- **Staff payroll system,**  
Carroll County Government Staff submit bi-weekly timesheets through VTI. The timesheets are approved by Management.  
Staff time allocation is reconciled monthly to specific grant funding in accordance with both the Staff Time and Effort timesheets and the quarterly Participant Indicators report. The Staff Time and Effort timesheets are also reviewed and approved by Management.

All payroll for the County is processed by the County's Centralized Payroll Department for payment and payroll tax reporting.

- **Participant payroll system, and**

Participant payroll system is the same as the staff payroll system.

- **Participant stipend payment system.**

CCWD does not use a participant stipend payment system. Should stipends be considered under grants in the future, they would be under the CCG vendor payment system.

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

Carroll County does not maintain physical custody of cash assets other than a \$50 petty cash fund that is reconciled with the County Government. There is not a physical custody of check stock. All cash deposits, disbursements, and reconciliation of the bank reconciliation activities are maintained within the appropriate County Department in accordance with proper segregation of duties' controls.

Carroll WIOA operates on a reimbursement basis. The Area's cash requisitions are based on reimbursement for actual expenditures already incurred.

Revenues are sent electronically to Carroll County Government and disbursed to appropriate grant projects based on the monthly reconciliation completed by the CCWD fiscal manager.

The fiscal manager reconciles funds received to the requisitions submitted.

**R. Describe your Board's cost allocation procedures including:**

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

Carroll WIOA follows the below Cost Allocation Plan Procedures:

**Carroll functions and related benefit:**

Function	Benefit
Participant Intake, eligibility	Program

Participant meeting, skills assessment, training program development	Program
Counselor training	Program
Participant resume review, mock interview	Program
Customer data management activities	Program
Business services	Program
Job Fair	Program
Membership Dues	Program/Administrative
Staff meetings	Program
Fiscal reporting and funds management	Administrative
Training workshops	Program
Work experience coordination and oversight	Program
Workforce Investment Board Meetings	Program/Administrative
Timekeeping	Program/Administrative
For the purposes of the above chart, program is defined as active funding streams, mainly WIOA, but may be discretionary or other grants as well. Staff salary distribution via timesheet documentation is the basis for allocation.	

#### **Determination of Allowable vs Unallowable costs:**

OMB Super Circular Title 2 CFR 200.403 sets forth the following language in determining the validity of an allowable cost:

Except where otherwise authorized by statute, costs must meet the following general criteria in order to be allowable under Federal awards:

- a. Be necessary and reasonable for the performance of the Federal award and be allocable thereto under these principles.
- b. Conform to any limitations or exclusions set forth in these principles or in the Federal award as to types or amount of cost items.
- c. Be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the non-Federal entity.
- d. Be accorded consistent treatment. A cost may not be assigned to a Federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the Federal award as an indirect cost.
- e. Be determined in accordance with generally accepted accounting principles (GAAP), except, for state and local governments and Indian tribes only, as otherwise provided for in this part.
- f. Not be included as a cost or used to meet cost sharing or matching requirements of any other federally financed program in either the current or a prior period. See also § 200.306 Cost sharing or matching paragraph (b).
- g. Be adequately documented. See also §§ 200.300 Statutory and national policy requirements through 200.309 Period of performance of this part.

WIOA Law Appendix IV Part 200 provides regulatory guidance for allowable versus unallowable costs. The costs considered allowable for Carroll are:

- 1) Salaries
- 2) Fringe
- 3) Benefits (health insurance, retirement)
- 4) Training for participants
- 5) Participant Supportive Services
- 6) Equipment
- 7) Supplies and operating expenses
- 8) Mileage/Travel/Staff Training Costs
- 9) Contractual Fees
- 10) Indirect Costs

Costs beyond the categories listed above are discussed with the CCWD/WIOA manager (Director), and Fiscal Manager prior to incurrence to determine whether the cost is considered allowable or unallowable under WIOA law.

**Direct Cost Plan:**

For those activities where the cost can be directly related to a specific area of benefit, 100% of the cost is charged to the area of benefit. Staff salary distribution as documented by employee time and effort timesheets is the basis for allocation for direct costs for those employees whose work benefits multiple funding sources. Examples of direct costs:

- 1) Salaries
- 2) Fringe/Benefits
- 3) Training for participants
- 4) Supportive Services
- 5) Mileage/Travel/Staff Training
- 6) Supplies
- 7) Contractual Fees

**Indirect Cost Plan:**

The basis for allocation for indirect costs for Carroll is the De Minimus Rate of 10% based on the Modified Total Direct Costs.

Indirect costs allocated to CCWD from the County Government include costs associated with carrying out administrative and general management functions such as Accounting, Budgeting, Payroll, Procurement, Facilities, Property Management Insurance, Human Resources, Audit, Incident Reports, etc.

**Allocation Basis: Staff Salary Allocation:**

CCWD utilizes an Excel based spreadsheet for the allocation of costs to the benefiting cost objectives. CCWD *does not* base allocations on projections, funding amount or

budgetary data. All allocations are performed using the basis of staff time allocation associated with staff time and effort spreadsheets and the Participant Indicator report. Actual time worked as reported on the employee time and effort timesheet approved by supervisor is used as the source documentation for salary. Amounts are calculated by employee based on their individual pay information. This methodology is utilized for all salary and fringe related expenses. Staff costs benefiting multiple programs at the AJC are allocated based on customer counts from the Participant Indicator report run in the MWE which provides data regarding the number of participants served by the Center under the various funding streams.

**American Job Center Costs:**

American Job Center related costs are identified on the Resource Sharing Agreement and agreed upon by the partners.

**Reconciliation and Adjustment:**

On a monthly basis, the Fiscal Manager reviews all expenses recorded to the funding streams for validity, completeness and accuracy of costs deemed as allowable. The costs allocated to the grant funding streams are included in this review and analysis. If allowable administrative costs have been allocated to the grant in excess of limits set by the Grantor (for example, 10% cap for administrative costs) these amounts are reconciled and moved out of the funding stream to be charged against the CCWD County funding.

**Validation and Updates:**

This Cost Allocation Plan is reviewed at least annually by the Fiscal Manager and the Manager of the Carroll Workforce Area. The basis of allocation is reviewed for verification that the operations have remained consistent and continue to be the most reasonable basis for calculation and distribution of expenses.

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

Carroll County operates on cost reimbursement basis only. If overpayment is made to a vendor, the discrepancy is identified, and the vendor is notified of the overpayment both verbally and/or in writing. The vendor issues a manual check made payable to the County. The collection is recorded to the appropriate grant fund for credit by the local WIOA fiscal staff. The County's Comptroller office deposits the check according to the appropriate grant fund and object code. Any Over or Under payment of salaries or fringe would result in the adjustment in the next pay period on the employee's payroll check. Debt collection for late or unresponsive vendor debts are referred to Carroll County Government Department of County Attorney.