



Southern Maryland Local Workforce Development Area



2016 – 2020

TABLE OF CONTENTS

		<i>Page</i>
Executive Summary		6
SECTION 1: Strategic Planning		
A.	Regional Economic Conditions	8
B.	Knowledge and Skills Needed to Meet Employment Needs of Businesses in Local Area Including In-Demand Industry Sectors and Occupations	13
C.	Workforce in the Local Area	17
D.	Workforce Development Activities	28
E.	Local Board Strategic Vision and Goals for Preparing an Educated and Skilled Workforce, Including Youth And Individuals With Barriers To Employment	32
F.	Strategy to Work with Core Programs to Align Resources to Achieve Vision and Goals	33
SECTION 2: Alignment of the Local Workforce Development System		
A.	Description of Workforce Development System	35
B.	Expanding Access to Employment, Training, Education, and Supportive Services	39
C.	Description of Steps Taken by the Local Board to Engage Partners in the Formation of Local Plan	42
D.	Description of Strategies and Services	43
E.	Implementation of Initiatives	45
F.	Description of How Local Board Will Coordinate Workforce Activities with Economic Development	48
G.	Description of How Board will Leverage and Coordinate Supportive Services	50
H.	Description of How Board Will Provide a Greater Business Voice Regarding Workforce Activities	52

I.	Description of How Board will Promote and Cultivate Industry-Led Partnerships	53
J.	Description of Role of Faith and Community-Based Organizations	54
SECTION 3: American Job Center Delivery System		
A.	American Job Center Location and Contact Information Including Operator	55
B.	Customer Flow Process	57
C.	Customer Meaningful Access	58
D.	Solicitation and Selection of a One-Stop Operator	59
E.	Eligible Providers of Services Continuous Improvement and Meeting Needs of Businesses, Workers, and Jobseekers	60
F.	Workforce System Access	61
G.	Americans with Disabilities Act of 1990 Compliance	63
H.	Equal Opportunity	64
I.	Partner Roles and Resource Contributions	64
J.	Individualized Training Accounts	65
K.	Priority of Service	65
L.	Incumbent Worker Training	69
M.	Customer Service	71
SECTION 4: Title I – Adult, Youth and Dislocated Worker Functions		
A.	Adult and Dislocated Worker Employment and Training Activities	72
B.	Coordination with Rapid Response Activities	76
C.	Youth Workforce Development Activities	77
D.	Coordination with Secondary and Postsecondary Education Programs and Activities	80

E.	Coordination with Transportation and Other Supportive Services	81
F.	Local Adult Funding and Adult Priority Groups	82
G.	Dislocated Worker Funding	83
H.	Self-Sufficiency for Employed Adult and Employed Dislocated Worker Participants	83
I.	Unlikely to Return to Previous Industry or Occupation	84
J.	Documentation for <i>Requires Additional Assistance To Complete An Educational Program Or To Secure Or Hold Employment</i>	85
K.	Documentation For <i>Need For Training</i>	85
L.	Youth Program Design Elements	85
M.	20% Youth Funds for Work-Based Training Activities	87
N.	75%+ Out of School Youth	87
O.	Youth Service Provider Contracting	88
P.	Basic and Individualized Career Service Provision	88
Q.	Follow-up Services Policy	89
SECTION 5: Wagner-Peyser Functions		
A.	State Employment Service Coordination	91
B.	Utilizing Wagner-Peyser Program to Provide Access to Workforce Services for Unemployment Insurance Claimants	91
C.	Employment Services for Migrant and Seasonal Farm Workers	92
SECTION 6: Adult Education and Family Literacy Functions		
A.	Integrating Provision of Adult Education and Literacy Activities	93
B.	Coordination with Title II Providers to Align Basic Skills and English Language Assessments	94

C.	Title II Representation Coordination with all Title II Grant Administrators	95
D.	Adult Education Services in American Job Center System	96
SECTION 7: Vocational Rehabilitation Functions		
A.	Replicated Cooperative Agreements	97
B.	Services for Individuals with Disabilities	98
SECTION 8: Temporary Assistance for Needy Families Functions		
A.	Implementation Timeline and Planning Activities	99
B.	Implementation and Coordination Process	100
C.	LDSS Representation on Local Board	102
SECTION 9: Jobs for Veterans State Grants Functions		
A.	Veteran and Eligible Spouses Priority of Service	104
B.	Engaging Local Veterans Employment Representatives in Business Services	108
SECTION 10: Fiscal, Performance and Other Functions		
A.	Responsible Entity for Disbursal of Grant Funds	109
B.	Center Financial Sustainability	109
C.	Subgrantee and Contract Competition	109
D.	Negotiated Performance	111
E.	High-Performing Board	112
F.	Individual Training Account Policy	113
G.	Training Services	118
H.	Local Plan Public Comment Process	119
I.	Use of Maryland Workforce Exchange	120
J.	Oversight and Monitoring of WIOA Activities	121

K.	Local Board Confidentiality Policy and Procedures	126
L.	Grievances and Complaint Process	128
M.	Policies and Procedures Regarding Aid, Benefits, Services, Training, and Employment	133
N.	Compliance with Americans with Disabilities Act	133
O.	Policy and Procedures Regarding Communications with Individuals with Disabilities	134
P.	Meeting Language Needs of Limited English Speaking Individuals	134
Q.	Procurement System	134
R.	Acquisition, Management, and Disposition of Property	139
S.	Policies and Procedures Regarding Conflicts of Interest	139
T.	Fiscal Agent Accounting Procedures	139
U.	WIOA Funds Key Staff	141
V.	Tracing of Funds	141
W.	Accounting Systems	142
X.	Cash Management System	143
Y.	Cost Allocation Procedures	144
Z.	Procedure for Collecting Debts Involving WIOA Funds	145
2016-2020 Local Plan Assurances		
	Assurance Checklist	146

EXECUTIVE SUMMARY

The Workforce Innovation and Opportunity Act was signed into law on July 22, 2014 and became effective July 1, 2015. The Workforce Innovation and Opportunity Act of 2014 supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. The Workforce Innovation and Opportunity Act is designed to help youth, job seekers and businesses. The Workforce Innovation and Opportunity Act requires each Local Workforce Development Area to develop and submit to the Governor a comprehensive four-year local plan, in partnership with the Chief Elected Officials.

The Southern Maryland Workforce Development Area, named JobSource by the Southern Maryland Workforce Development Board, is a three-county Local Workforce Development Area including Calvert, Charles, and St. Mary's Counties and is part of the American Job Center national network.

Sector partnerships will be an important strategy in the Southern Maryland Workforce Development Area. Southern Maryland Workforce Development Area will focus its efforts on Construction, Health Care and Professional Services forecasted in-demand industries and occupations. In terms of having a comprehensive career pathways approach to building a talent pipeline for the in-demand occupations, Retail, particularly as it relates to Hospitality, will also be considered an existing in-demand industry that will provide a stepping-stone for upward movement into middle skill in-demand industries and occupations.

The Southern Maryland Workforce Development Board's strategic vision for preparing an educated and skilled workforce inclusive of youth and individuals with barriers to employment in order to support the local area economic growth and economic self-sufficiency is ***to guide the Southern Maryland workforce delivery system in developing a skilled workforce that meets the needs of businesses and strengthens the local economy.***

Strategic Goals:

1. Create a workforce system that is relevant to business customers.
2. Establish a sector partnership and career pathway model to grow the talent pipeline of new and emerging in-demand industries and occupations.
3. Embrace a customer-centric methodology that serves diverse populations and informs improved processes and procedures.
4. Identify industries that have sustainable wage and career opportunities.
5. Support dynamic partner alignment and integration to better serve business customers and jobseeker clients.

6. Document evidence-based return on investment through a performance management dashboard to track employment, retention, wages, and educational attainment.

This plan demonstrates a strong partnership of funding streams, economic development leaders, chief elected officials, private business leaders, and community-based organizations that will work together to build a talent pipeline that meets the needs and expectations of business in the coming years.

SECTION I: Strategic Planning

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

The Southern Maryland Workforce Development Board convened a meeting of stakeholders including representatives from Economic Development, Vocational Rehabilitation, Adult Education and Literacy, Wagner-Peyser, Temporary Cash Assistance, Community College, and Adult/Dislocated Worker/Youth Provider to discuss existing and emerging industries and occupations within the Southern Maryland Workforce Development Area.

The Strategic Business Engagement Committee of the Board participated in discussing and identifying in-demand existing and emerging industries and occupations. Business representatives participating included:

- Belk (retail)
- Community Bank of the Chesapeake (finance)
- Cherry Cove Management (hospitality)
- Child-fil-A (hospitality)
- Edward B. Howlin, Inc. (construction)
- Southern Maryland Business Center (professional services)
- Leitch Heating & Air Conditioning (construction)
- CTSI (information technology, manufacturing)
- Integrated Electrical Technologies Corporation (information technology, manufacturing)
- Mike Benton Enterprises (entrepreneur)
- SMECO (utilities)
- University of Maryland Charles Regional Medical Center (healthcare)

The mission of the Strategic Business Engagement Committee is to engage local business and industry to: identify human capital needs and emerging employment opportunities in order to effectively direct training resources to sector strategies and career pathways that result in a skilled Southern Maryland workforce and create maximum economic value.

In addition, economic development representatives provided broad-based information with the understanding that new business inquiries and discussions are confidential until a general public announcement is made. Based on the input of the above listed business representatives, economic development, and partner groups, and considering the data provided here, it was determined that the Southern Maryland Workforce Development Area would focus its efforts on

construction, health care and professional services. Construction includes truck-driving which is a key occupation within the construction industry in the Southern Maryland Workforce Development Area. In terms of having a comprehensive career pathways approach to building a talent pipeline for the in-demand industries and occupations, retail, particularly as it relates to hospitality, will also be considered an existing in-demand industry that will provide a stepping-stone for upward movement into middle skill in-demand industries and occupations.

As indicated in Maryland’s State Integrated Plan:

Calvert County	
Growth	Emerging
Construction	
Health Care and Social Assistance	
Accommodations and Food Service	
Charles County	
Growth	Emerging
Construction	Professional and Technical Services
Accommodations and Food Service	Health Care and Social Assistance
St. Mary’s County	
Growth	Emerging
Construction	Retail Trade
	Health Care and Social Assistance
	Accommodations and Food Service

The following graphs represent data for Calvert, Charles, and St. Mary’s Counties that support the selected in-demand industries and occupations.

The **Industry Group Jobs and Earnings Comparison** show growth in Health Care and Construction along with data to support the career pathways strategy to start with retail and hospitality as a stepping stone to move into Health Care and Construction industries and occupations.

Construction in the Southern Maryland Workforce Development Area has experienced a higher than national average job growth in the last five years. Construction has 45% more construction jobs in 2016 as compared to national statistics and the average earnings per job is \$64,974 compared to the national average earnings of \$58,563.

Professional Services has 66% above the national average for jobs in 2016, however the average wage is \$89,433 compared to a national average of \$94,860.

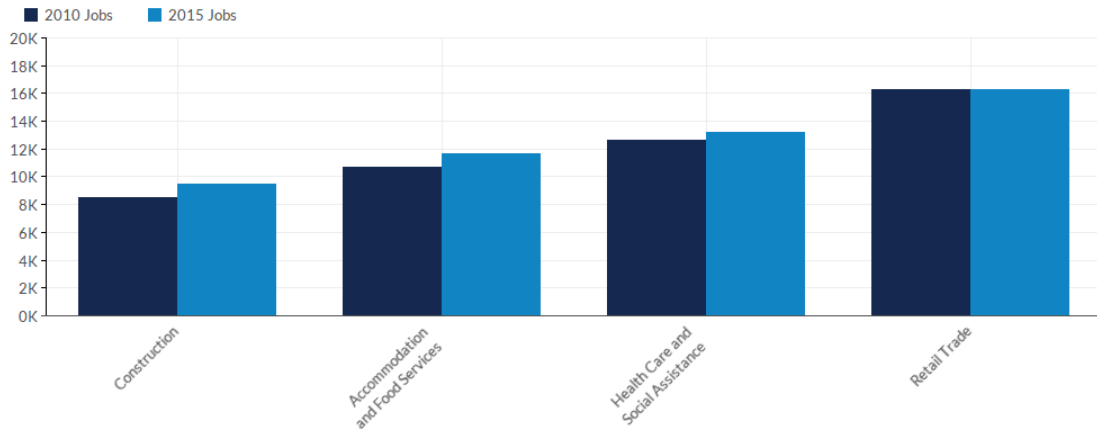
Health Care has 15% fewer jobs than the national average in 2016 and average earnings are \$53,956 compared to a national average of \$55,644.

Industry Group Jobs and Earnings Comparison



Group	2010 Jobs	2015 Jobs	Earnings Per Worker
Retail Trade	16,258	16,247	\$31,286
Health Care and Social Assistance	12,661	13,234	\$53,956
Accommodation and Food Services	10,704	11,636	\$18,265
Construction	8,524	9,464	\$64,974

Industry Group Growth Comparison



Group	2010 Jobs	2015 Jobs	Change	% Change
Construction	8,524	9,464	941	11%
Accommodation and Food Services	10,704	11,636	932	9%
Health Care and Social Assistance	12,661	13,234	573	5%
Retail Trade	16,258	16,247	-11	0%

Industry Summary for Construction

9,761 Jobs (2016) 45% above National average	11.0% % Change (2010-2015) Nation: 9.4%	\$64,974 Avg. Earnings Per Job (2016) Nation: \$58,563
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Industry Summary for Health Care and Social Assistance

13,329 Jobs (2016) 15% below National average	4.5% % Change (2010-2015) Nation: 11.7%	\$53,956 Avg. Earnings Per Job (2016) Nation: \$55,644
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Industry Summary for Professional, Scientific, and Technical Services

13,197 Jobs (2016) 66% above National average	2.5% % Change (2010-2015) Nation: 13.4%	\$89,433 Avg. Earnings Per Job (2016) Nation: \$94,860
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(B) An analysis of the knowledge and skills needed to meet the employment needs of the businesses in the Local Area, including employment needs in in-demand industry sectors and occupations.

Advertised job skills for the top 30 detailed job skills found in job openings advertised online in Southern Maryland Workforce Development Area (August 23, 2016):

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer Service	Customer Service Skills	1,293
2	Decision Making	Basic Skills	273
3	Flexibility	Interpersonal Skills	244
4	Customer Service Skills	Customer Service Skills	221
5	Crisis Intervention	Mental Health Counselor Skills	203
6	Program Evaluation	Management Analyst Skills	199
7	Problem Solving	Basic Skills	189
8	Interpersonal Skills	Interpersonal Skills	172
9	Financial Management	Controller Skills	150
10	Time Management	Basic Skills	111
11	Positive Attitude	Interpersonal Skills	106
12	Mentoring	Interpersonal Skills	105
13	System Integration	Systems Engineer Skills	104
14	System Design	Information Systems Skills	98
15	Appointment Setting	Telemarketing Skills	95
16	Inventory Management	Bill and Account Collections Skills	80
17	Cash Handling	Cashier Skills	77
18	Risk Management	Risk Analyst Skills	77
19	Software Design	Software Engineer Skills	76
20	Dusting	Housekeeper Skills	70
21	Honesty	Interpersonal Skills	70
22	Educating Customers	Account Manager Skills	67
23	Talking with People	Telemarketing Skills	65
24	Ensure Customer Satisfaction	Customer Service Skills	64
25	Food Preparation	Food Preparation Worker Skills	64
26	Team Building	Interpersonal Skills	55
27	Resolve Issues	Customer Service Skills	55
28	Inventory Control	Bill and Account Collectors Skills	52
29	Application Development	Web Developer Skills	52
30	Business Development	Business Development Skills	48

JobSource and its partners provide the interpersonal skills and basic skills that business customers have indicated they are looking for. The other skills listed are offered through educational opportunities within industry and occupation training opportunities.

In addition, EMSI Quarter 1, 2017 data was researched and analyzed for knowledge and skills in the in-demand industry sectors selected for Southern Maryland's focus. This

information was data taken directly from the O'NET database and the Maryland Department of Labor, Licensing and Regulation, Office of Market Analysis and Information. Skill set information covers Calvert, Charles, and St. Mary's Counties.

CONSTRUCTION - COMPETENCIES - KNOWLEDGE		
Knowledge	Importance	Level
Building and Construction	77	60
Customer and Personal Service	55	57
Mechanical	64	57
Education and Training	55	54
Public Safety and Security	59	54
Mathematics	57	49
Transportation	47	48
Administration and Management	61	47
Engineering and Technology	41	44
Chemistry	33	42
Production and Processing	49	42
English Language	55	42
Design	38	41
Law and Government	43	39
Personnel and Human Resources	46	36

CONSTRUCTION - COMPETENCIES - SKILLS		
Skills	Importance	Level
Active Listening	53	43
Coordination	50	43
Operation Monitoring	50	41
Operation and Control	47	41
Speaking	50	39
Monitoring	41	37
Reading Comprehension	50	37
Complex Problem Solving	47	37
Critical Thinking	47	34
Time Management	41	34
Equipment Maintenance	31	34
Writing	35	32
Troubleshooting	31	32
Instructing	38	32
Social Perceptiveness	50	32

HEALTH CARE - COMPETENCIES - KNOWLEDGE		
Knowledge	Importance	Level
Customer and Personal Service	75	68
Psychology	66	62
English Language	70	48
Medicine and Dentistry	58	46
Education and Training	52	43
Public Safety and Security	56	37
Therapy and Counseling	50	35
Computers and Electronics	33	31
Clerical	31	30
Personnel and Human Resources	40	28
Administration and Management	43	27
Food Production	36	27
Transportation	44	25
Sales and Marketing	25	24
Mathematics	33	24

HEALTH CARE - COMPETENCIES - SKILLS		
Skills	Importance	Level
Service Orientation	75	50
Speaking	56	46
Social Perceptiveness	66	45
Reading Comprehension	53	45
Active Listening	66	43
Critical Thinking	53	43
Monitoring	56	43
Coordination	56	41
Writing	47	39
Judgment and Decision Making	47	36
Active Learning	38	36
Instructing	41	36
Complex Problem Solving	44	34
Time Management	47	32
Learning Strategies	38	32

PROFESSIONAL SERVICES AND HOSPITALITY - COMPETENCIES - KNOWLEDGE		
Knowledge	Importance	Level
Clerical	80	67
Customer and Personal Service	78	59
English Language	73	51
Computers and Electronics	59	49
Administration and Management	43	32
Mathematics	34	29
Communications and Media	38	26
Personnel and Human Resources	37	25
Public Safety and Security	40	24
Education and Training	28	23
Psychology	21	22
Medicine and Dentistry	30	21
Telecommunications	40	20
Economics and Accounting	25	18
Law and Government	25	18

PROFESSIONAL SERVICES AND HOSPITALITY - COMPETENCIES - SKILLS		
Skills	Importance	Level
Active Listening	66	48
Reading Comprehension	56	46
Critical Thinking	56	45
Service Orientation	63	45
Writing	56	45
Speaking	66	43
Social Perceptiveness	53	41
Time Management	47	39
Coordination	53	39
Complex Problem Solving	38	39
Persuasion	38	37
Monitoring	44	36
Negotiation	35	36
Learning Strategies	35	34
Instructing	44	34
















The Board's Strategic Business Engagement Committee that includes representatives from all of these in-demand industries reviewed the knowledge and skills provided in O'NET and concurred with the findings.




In the event, the knowledge and skills upgrade is needed for incumbent workers, Southern Maryland will work with Maryland Business Works to support employer strategies for retention, growth and expansion.

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

Calvert, Charles, and St. Mary's Counties

Population (2015) 6% of the State	359,718 (4.8% growth for the last 5 years; state growth has been 3.8%)
Jobs (2015)	121,489
Average Earnings (2015)	\$62,597
COL Adjusted Average Earnings (2015)	\$54,405
Unemployed (2/2016)	7,773

Age Group	2016 Population	% of Population	
Under 5 years	22,867	6.3%	
5 to 9 years	23,791	6.6%	
10 to 14 years	25,848	7.1%	
15 to 19 years	25,362	7.0%	
20 to 24 years	23,604	6.5%	
25 to 29 years	23,979	6.6%	
30 to 34 years	23,791	6.6%	
35 to 39 years	21,796	6.0%	
40 to 44 years	23,170	6.4%	
45 to 49 years	26,963	7.4%	
50 to 54 years	30,062	8.3%	
55 to 59 years	26,652	7.3%	
60 to 64 years	20,112	5.5%	
65 to 69 years	15,802	4.4%	
70 to 74 years	11,816	3.3%	

Age Group	2016 Population	% of Population	
75 to 79 years	7,624	2.1%	
80 to 84 years	4,957	1.4%	
85 years and over	4,846	1.3%	

Jobs by Industry

		123,937 Total Jobs (2016)	50.3% Male (National: 51.4%)	49.7% Female (National: 48.6%)
NAICS	Industry	2016 Jobs		
11	Crop and Animal Production	357		
21	Mining, Quarrying, and Oil and Gas Extraction	36		
22	Utilities	1,533	■	
23	Construction	9,761	■	
31	Manufacturing	1,688	■	
42	Wholesale Trade	1,487	■	
44	Retail Trade	16,363	■	
48	Transportation and Warehousing	4,155	■	
51	Information	664		
52	Finance and Insurance	1,577	■	
53	Real Estate and Rental and Leasing	1,491	■	
54	Professional, Scientific, and Technical Services	13,197	■	
55	Management of Companies and Enterprises	345		
56	Administrative and Support and Waste Management and Remediation Services	3,477	■	
61	Educational Services	1,662	■	
62	Health Care and Social Assistance	13,329	■	
71	Arts, Entertainment, and Recreation	1,621	■	
72	Accommodation and Food Services	11,882	■	
81	Other Services (except Public Administration)	5,369	■	
90	Government	33,945	■	
99	Unclassified Industry	0		

Average Earnings by Industry

\$62,597

Avg. Earnings (2015)

103% of Nation Avg.





















NAICS	Industry	Avg. Earnings (2015)	
11	Crop and Animal Production	\$25,908	<div style="width: 40%;"></div>
21	Mining, Quarrying, and Oil and Gas Extraction	\$53,002	<div style="width: 85%;"></div>
22	Utilities	\$149,105	<div style="width: 240%;"></div>
23	Construction	\$63,786	<div style="width: 100%;"></div>
31	Manufacturing	\$65,073	<div style="width: 105%;"></div>
42	Wholesale Trade	\$68,093	<div style="width: 110%;"></div>
44	Retail Trade	\$31,128	<div style="width: 50%;"></div>
48	Transportation and Warehousing	\$61,097	<div style="width: 95%;"></div>
51	Information	\$64,258	<div style="width: 100%;"></div>
52	Finance and Insurance	\$65,641	<div style="width: 105%;"></div>
53	Real Estate and Rental and Leasing	\$45,343	<div style="width: 70%;"></div>
54	Professional, Scientific, and Technical Services	\$89,753	<div style="width: 140%;"></div>
55	Management of Companies and Enterprises	\$54,741	<div style="width: 85%;"></div>
56	Administrative and Support and Waste Management and Remediation Services	\$44,120	<div style="width: 65%;"></div>
61	Educational Services	\$29,541	<div style="width: 45%;"></div>
62	Health Care and Social Assistance	\$53,820	<div style="width: 85%;"></div>
71	Arts, Entertainment, and Recreation	\$19,255	<div style="width: 30%;"></div>
72	Accommodation and Food Services	\$18,282	<div style="width: 28%;"></div>
81	Other Services (except Public Administration)	\$30,281	<div style="width: 48%;"></div>
90	Government	\$94,061	<div style="width: 150%;"></div>
99	Unclassified Industry	\$0	<div style="width: 0%;"></div>

Cost of Living Adjusted Average Earnings

\$54,405

Adjusted Avg. Earnings (2015)

89% of Nation Avg.

NAICS	Industry	Adjusted Avg. Earnings (2015)	
11	Crop and Animal Production	\$22,518	
21	Mining, Quarrying, and Oil and Gas Extraction	\$46,066	
22	Utilities	\$129,593	
23	Construction	\$55,439	
31	Manufacturing	\$56,557	
42	Wholesale Trade	\$59,182	
44	Retail Trade	\$27,055	
48	Transportation and Warehousing	\$53,102	
51	Information	\$55,849	
52	Finance and Insurance	\$57,051	
53	Real Estate and Rental and Leasing	\$39,409	
54	Professional, Scientific, and Technical Services	\$78,008	
55	Management of Companies and Enterprises	\$47,577	
56	Administrative and Support and Waste Management and Remediation Services	\$38,346	
61	Educational Services	\$25,675	
62	Health Care and Social Assistance	\$46,777	
71	Arts, Entertainment, and Recreation	\$16,735	
72	Accommodation and Food Services	\$15,890	
81	Other Services (except Public Administration)	\$26,319	
90	Government	\$81,752	
99	Unclassified Industry	\$0	

Top Program Completions

CIP	Program	Completions (2015)	
24	Liberal arts and sciences, general studies and humanities	1,049	
52	Business, management, marketing, and related support services	281	
51	Health professions and related programs	196	
45	Social sciences	129	
11	Computer and information sciences and support services	118	
26	Biological and biomedical sciences	76	
43	Homeland security, law enforcement, firefighting and related protective services	71	
42	Psychology	71	
13	Education	67	
12	Personal and culinary services	57	

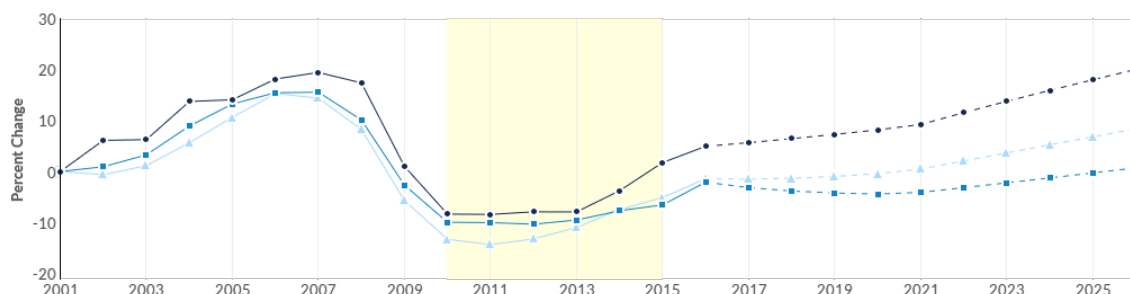
2015 Educational Attainment of Residents Age 25+

	Education Level	2015 Population	2015 Percent	
●	Less Than 9th Grade	7,009	2.9%	
●	9th Grade to 12th Grade	14,003	5.9%	
●	High School Diploma	77,241	32.4%	
●	Some College	57,662	24.2%	
●	Associate's Degree	15,682	6.6%	
●	Bachelor's Degree	42,132	17.7%	
●	Graduate Degree and Higher	24,618	10.3%	

Industry Summary for Construction

9,761 Jobs (2016) 45% above National average	11.0% % Change (2010-2015) Nation: 9.4%	\$64,974 Avg. Earnings Per Job (2016) Nation: \$58,563
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Regional Trends for Construction



	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	8,524	9,464	940	11.0%
●	State	173,810	180,371	6,561	3.8%
●	Nation	7,542,981	8,255,089	712,108	9.4%

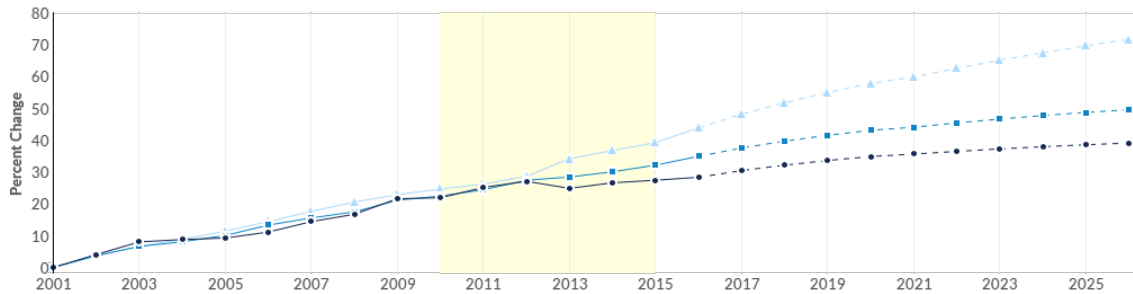
Construction - Occupations Employed by this Industry

Description	Employed in Industry (2016)	% of Total Jobs in Industry (2016)
Construction Laborers	1,076	11.0%
Carpenters	907	9.3%
Electricians	705	7.2%
First-Line Supervisors of Construction Trades and Extraction Workers	560	5.7%
Plumbers, Pipefitters, and Steamfitters	488	5.0%

Industry Summary for Health Care and Social Assistance

13,329 Jobs (2016) 15% below National average	4.5% % Change (2010-2015) Nation: 11.7%	\$53,956 Avg. Earnings Per Job (2016) Nation: \$55,644
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Regional Trends for Health Care and Social Assistance



	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	12,661	13,234	573	4.5%
●	State	347,187	374,747	27,560	7.9%
●	Nation	17,282,370	19,303,209	2,020,839	11.7%

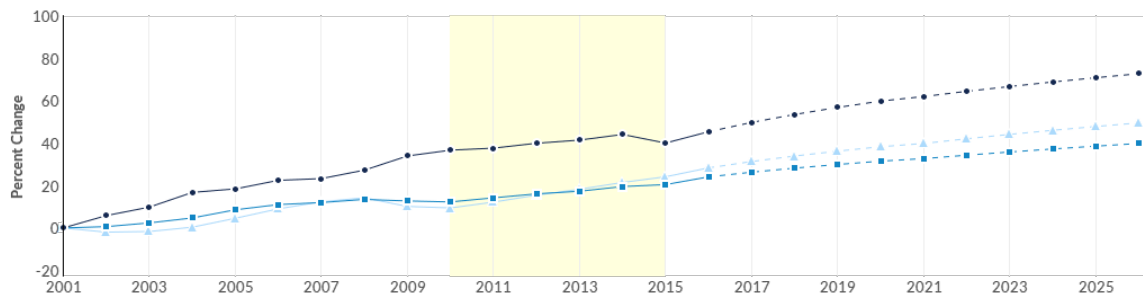
Health Care and Social Assistance - Occupations Employed by this Industry

Description	Employed in Industry (2016)	% of Total Jobs in Industry (2016)
Registered Nurses	1,111	8.3%
Nursing Assistants	1,024	7.7%
Childcare Workers	888	6.7%
Medical Secretaries	580	4.4%
Receptionists and Information Clerks	517	3.9%

Industry Summary for Professional, Scientific, and Technical Services

13,197 Jobs (2016) 66% above National average	2.5% % Change (2010-2015) Nation: 13.4%	\$89,433 Avg. Earnings Per Job (2016) Nation: \$94,860
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Regional Trends for Professional, Scientific, and Technical Services



	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	12,408	12,712	304	2.5%
●	State	249,120	267,230	18,110	7.3%
●	Nation	8,639,493	9,798,372	1,158,879	13.4%

Professional - Occupations Employed by this Industry

Description	Employed in Industry (2016)	% of Total Jobs in Industry (2016)
Management Analysts	744	5.6%
Software Developers, Systems Software	563	4.3%
Computer Systems Analysts	550	4.2%
Aerospace Engineers	493	3.7%
Electronics Engineers, Except Computer	468	3.5%

Barriers

Poverty rates are more pronounced among the younger population, aged 18 years or below. With the exception of St. Mary's County, poverty rates have generally been on the rise in the last few years, peaking at about 11 percent for Calvert County. This is nearly twice the poverty rate for the general population in Calvert County.

A significant percent of the homeowner population in each county faces housing costs that are 35 percent or more of household income. The shares are even more pronounced when looking within the population of renters. This is not surprising given the high rental costs in each county. The lack of affordable housing is therefore prominent in each county.

Fair Market Rent	Calvert County	St. Mary's County	Charles County
Efficiency	1,307	816	1,307
One Bedroom	1,402	994	1,402
Two Bedrooms	1,623	1,155	1,623
Three Bedrooms	2,144	1,574	2,144
Four Bedrooms	2,726	2,017	2,726

Residential and commercial areas within Calvert County are widely spread out. Given the high socio-economic status of most residents in comparison to other counties in the state, state funding for public transportation is limited. Each county has a separate bus service with few routes and infrequent stops. While most county residents own at least one vehicle, nearly 12 percent of the population in Calvert County owns only one vehicle or no vehicle at all. The corresponding percentages for St. Mary's and Charles counties are 15.6 and 15.9, respectively. Transportation continues to be a significant barrier in the three county area.

Individuals with disabilities comprise 10.6% of individuals 21 to 64 years of age in Charles County. 15.3% of the individuals in Charles County with a disability in this same age group have less than a high school degree as compared to only 6.9% of individuals without a disability in the same age group.

Calvert and St. Mary's Counties have 11.2% of the population 21 to 64 years of age that have a disability. 19.5% of the individuals in Calvert and St. Mary's Counties with a disability in this same age group have less than a high school degree as compared to only 5.9% of individuals without a disability in the same age group.

The College of Southern Maryland offers low or no cost Adult Basic Education, GED Preparation, and English as a Second Language instruction. The Maryland Adult National External Diploma Program is also offered in Calvert and St. Mary's counties. It is an alternative to the GED exam and is designed for adults who have developed high school level skills through life experience.

Veterans comprise nearly 10% of Calvert County's population with 8,774 Veterans. Charles County has approximately 15,753 Veterans that is nearly 11% of the population. St. Mary's County has 11,747 Veterans which is over 11% of the population. Veterans employment and training services are an essential partner in the local workforce system.

To assist job seekers with barriers, Southern Maryland provides a series of modules called Workplace Excellence comprised of training on:

- Adaptability
- Communicationability
- Dependability
- Presentability
- Reasonability
- Respectability
- Suitability
- Transitionability
- Workability
- Writeability

This training is designed to help people understand and deliver what employers demand today. Each module teaches the employer's perspective, practical skills, and the bottom line on a key topic so participants can increase their company and career success.

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

Southern Maryland's Core Program Partners and Required Partners provide workforce development activities through a coordinated system. Details on the Basic Career Services, Individualized Career Services, and Training Services provided in the Southern Maryland Workforce Development Area are included in this integrated plan. Soft skills are regularly taught at the American Job Centers and at partner agencies. As shown in



previous data, business customers need both soft and hard skills from their employees. College of Southern Maryland plays an important role in providing the educational training needed.

Currently, College of Southern Maryland offers areas of study to gain the skills, knowledge, or certification needed to begin or enhance a career forecasted to be an in-demand industry or occupation. Offerings currently include:

- Business
 - Bookkeeper
 - Certified Administrative Professional
 - Entry Level Administrative Assistant
 - Human Resources
 - Project Management
 - Tax Preparation
- Computers and Information Technology
 - Basic Computer Skills
 - Certified Ethical Hacker
 - Certified Information Systems Security Professional
 - Cisco Certified Network Associate
 - CompTIA A+ Certification
 - Comp TIA IT Fundamentals
 - CompTIA Network +
 - (ISC) Continuing Professional Education
 - Microsoft Office Suite
 - Network Administrator
- Construction and Skilled Trades
 - Building Maintenance Technician
 - Construction Management
 - Core Skills
 - Carpentry
 - Electrical
 - Heating and Air Conditioning
 - Home Inspector
 - Home Improvement
 - Plumbing
 - Stationary Engineer
 - Certified Structural Welder
- Healthcare
 - Certified Clinical Medical Assistant
 - Certified Medical Administrative Assistant
 - Certified Medicine Aide
 - Certified Nursing Assistant

- CPR and First Aid
- Dental
- Electrocardiogram Technician
- Emergency Medical Services
- Nurse Refresher
- Phlebotomy Technician
- Hospitality
 - Food Services Manager
 - Meeting and Event Planner
 - ServSafe
 - Training for Intervention Procedures
- Transportation
 - Commercial Driver’s License – Class A and Class B

To assist job seekers with barriers, Southern Maryland provides a series of soft skill modules called Workplace Excellence comprised of training on:

- Adaptability
- Communicationability
- Dependability
- Presentability
- Reasonability
- Respectability
- Suitability
- Transitionability
- Workability
- Writeabiity

This training is designed to help people understand and deliver what employers demand today. Each module teaches the employer’s perspective, practical skills, and the bottom line on a key topic so participants can increase their company and career success.

Individual Training Accounts are used for specific skills training in the in-demand occupations of Construction, Professional Services, and Health Care. In addition, EARN Planning Grant funds were awarded to the Tri-County Council by DLLR and were utilized to convene the Southern Maryland Healthcare Industry Alliance, a strategic industry partnership (SIP). Three forums were held bringing together a diverse group of healthcare providers including hospitals, doctors’ offices, long term care, assisted living and adult medical daycare facilities. Addition SIP members included TCCSMD, College of Southern Maryland, K-12 Education, Adult Basic Education, Chambers of Commerce, and Economic Development Organizations.

SIP healthcare industry partners identified short and long term workforce needs and unanimously agreed that, with EARN Maryland funds, critical short terms needs could be

addressed with the implementation of a ten module training plan that includes technical, soft skill and job readiness training. The ten modules include:

Training Module	Provider	Length of Training	Type of Training	Training Cohort
Certified Nursing Assistant/Geriatric Nursing Assistant	College of Southern Maryland (CSM)	16 weeks	Entry Level	Veterans, Un/Underemployed, TANF, Recent GED Graduates
Certified Medical Administrative Assistant	CSM	16 weeks	Entry Level	Veterans, Un/Underemployed, TANF, Recent GED Graduates
Certified Clinical Medical Assistant	CSM	16 weeks	Entry Level	Veterans, Un/Underemployed, TANF, Recent GED Graduates
Critical Thinking	CSM	1 ½ day	Incumbent Worker	Incumbent Worker
Conflict Management	CSM	½ day	Incumbent Worker	Incumbent Worker
Interpersonal Communication	CSM	1 day	Incumbent Worker	Incumbent Worker
Service Excellent / Customer Service	CSM	½ day	Incumbent Worker	Incumbent Worker
Team Work	CSM	1 day	Incumbent Worker	Incumbent Worker
Email / Social Media Etiquette	CSM	½ day	Incumbent Worker	Incumbent Worker
Workplace Excellence	Southern Maryland JobSource	3 days	Job Readiness	Veterans, Un/Underemployed, TANF, Recent GED Graduates

The effectiveness of the training and education is measured through success indicators and reviewed by the Southern Maryland Workforce Development Board on a quarterly basis.

A primary strength of the local area is the relationship between the workforce system partners, educational institutions, and economic development. College of Southern Maryland works with the partners to identify and establish training curriculum to meet area business needs and expectations. The College participates on the Board’s Strategic Business Engagement Committee.

Weaknesses continue to be in the area of transportation and barriers getting to and from training or worksites. Local partners and Southern Maryland Workforce Development Board Members participate on the Regional Infrastructure Advisory Committee where regional transportation priorities are identified and transportation funding requests are coordinated with local and state officials. In addition, the mobile unit provides opportunities to reduce transportation requirements for some of the training and resource options.

Another local strength in Southern Maryland is the Partner Convening Group relationships of Core and Required Program Partners to identify areas of integration and seamlessness for job seekers and business customers.

A weakness associated with partnerships is the reduction in DLLR Wagner-Peyser staff in the local area and a decision to co-locate only in the comprehensive centers. This puts a financial burden on other partners for the satellite/affiliate locations that are needed to provide access points for all three counties.

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

The Southern Maryland Workforce Development Board’s strategic vision for preparing an educated and skilled workforce inclusive of youth and individuals with barriers to employment in order to support the local area economic growth and economic self-sufficiency is ***to guide the Southern Maryland workforce delivery system in developing a skilled workforce that meets the needs of businesses and strengthens the local economy.***

Strategic Goals:

1. Create a workforce system that is relevant to business customers.
2. Establish a sector partnership and career pathway model to grow the talent pipeline of new and emerging in-demand industries and occupations.
3. Embrace a customer-centric methodology that serves diverse populations and informs improved processes and procedures.
4. Identify industries that have sustainable wage and career opportunities.
5. Support dynamic partner alignment and integration to better serve business customers and jobseeker clients.
6. Document evidence-based return on investment through a performance management dashboard to track employment, retention, wages, and educational attainment.

To support the strategic goals, Southern Maryland Workforce Development Board will track both required performance accountability measures and voluntary measures that will help manage the local workforce system.

The following primary indicators of performance were negotiated with the State of Maryland:

Adult Measures	Negotiated Levels
Employment Rate 2 nd Quarter After Exit	82%
Employment Rate 4 th Quarter After Exit	82%
Median Earnings 2 nd Quarter After Exit	\$6,000
Credential Attainment Within 4 Quarters After Exit	57%
Dislocated Worker Measures	Negotiated Levels
Employment Rate 2 nd Quarter After Exit	85%
Employment Rate 4 th Quarter After Exit	85%
Median Earnings 2 nd Quarter After Exit	\$6,000
Credential Attainment Within 4 Quarters After Exit	55%
Youth Measures	Negotiated Levels
Employment or Placement Rate 2 nd Quarter After Exit	60%
Employment or Placement Rate 4 th Quarter After Exit	60%
Credential Attainment within 4 Quarters After Exit	60%
Wagner-Peyser Act Measures	Negotiated Levels
Employment Rate 2 nd Quarter After Exit	55%
Employment Rate 4 th Quarter After Exit	55%
Median Earnings 2 nd Quarter After Exit	\$5,400

In addition, the Board will create a performance management dashboard that includes the required measures plus any other indicators that will help the area be high-performing.

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

The Southern Maryland Workforce Development Board has established a partnering convening group comprised of Core Program Partners to provide recommendations and advice on the local workforce system and to establish procedures for aligning resources. The partnering convening group has discussed and agreed to some aligned procedures that will enhance the Southern Maryland Workforce Development Area’s ability to carry out the vision and goals for the workforce system:

- Ensure that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in Maryland’s Workforce Exchange.
- Create a common intake form that will be used until such time a statewide electronic common intake is established.
- Partner program inclusion in the mobile unit that is available for remote access to services throughout the region.
- Establish initial screening questions to help in identifying potential partner engagement.
- Establish partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Each partner has negotiated a referral process that kicks in based on the initial screening findings and has agreed that if the initial screening is done at the American Job Center, basic individualized services will be offered and provided.
- Create a service map of available basic and individualized career services, training, and supportive services.
- Create a system orientation to be used at all access points in the Southern Maryland Workforce Development Area.
- Initiate a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress and performance data.
- Establish a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a “job” as a planned outcome have agreed to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Cash Assistance.
- Core Program Partners plus the College of Southern Maryland and Economic Development Representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The College of Southern Maryland will include Carl Perkins options in the equation to assist with credits for eligible participants.
- Core Program Partners have discussed and agreed upon the existing and emerging in-demand industries and occupations that the Southern Maryland Workforce Development Area will focus on regarding business development and the building of a talent pipeline to meet business needs and expectations.

SECTION 2: Alignment of the Local Workforce Development System

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

The Southern Maryland Workforce Development Area is a three-county area including Calvert, Charles, and St. Mary's Counties. The Southern Maryland Workforce Development Area is fortunate to have had long standing relationships with the Core and Required Partners identified in the Workforce Innovation and Opportunity Act and a history of working together for the good of the communities they serve. The Southern Maryland Workforce Development Area is named JobSource and is part of the American Job Center national network.

The Chief Elected Officials, chaired by Commissioner Debra Davis from Charles County, has designated the Tri-County Council for Southern Maryland as fiscal agent, grant recipient, and administrative entity for the Southern Maryland Local Workforce Development Area. This decision was made in partnership with the Southern Maryland Workforce Development Board. The Executive Director of Tri-County Council for Southern Maryland, John Hartline, oversees the fiscal agent, grant recipient, and administrative entity duties.

The Chief Elected Officials have appointed a diverse group to serve on the Southern Maryland Workforce Development Board that is representative of Core Program Partners as well as business and industry (particularly existing and emerging in-demand industries and occupations), union representation, and educational leaders. Core Program Partners, Required Partners, and other Community-Based Organizations serve on the partnering convening group that advises the Board on issues associated with alignment and integration of services.

The Board has four active committees including: Executive, Strategic Business Engagement, Workforce Accessibility, and Youth and Young Adult Advisory Committee.

The Southern Maryland Workforce Development Board in partnership with the Chief Elected Officials selected Tri-County Council for Southern Maryland to serve as the Title I Adult, Dislocated Worker, and Youth Provider. Ruth Davis serves as Director, Regional Workforce & Business Development and functionally reports to the

Southern Maryland Workforce Development Board and formally reports to the Executive Director of Tri-County Council for Southern Maryland. Mrs. Davis serves as support to the Southern Maryland Workforce Development Board. Details are provided within this plan regarding arm's length decision-making and assurance that no conflict of interest will be real or perceived in the procurement of a one-stop operator or related to monitoring and oversight of programs.

All core and required partners that provide services in the Southern Maryland Workforce Development Area are part of the local workforce system. Funding streams that represent core and required partners include:

- Carl Perkins Career and Technical Education Act
 - *Services to individuals who are eligible to receive career and technical education at the secondary and post-secondary levels. The College of Southern Maryland and the public schools are providers.*
- Community Services Block Grant
 - *Services low-income individuals to empower, educate, coordinate and assist with reducing poverty and building self-sufficiency. Tri-County Community Action Committee is the provider.*
- Migrant and Seasonal Farmworkers
 - *Services migrant and seasonal farmworkers to provide educational and employment assistance. Maryland Department of Labor, Licensing and Regulation is the provider.*
- Older Americans Act
 - *Services older adults through Senior Community Service Employment Program with employment and training assistance. Maryland Department of Labor, Licensing and Regulation is the provider.*
- Temporary Assistance for Needy Families (Temporary Cash Assistance)
 - *Services individuals who have dependent children with cash assistance when available resources do not fully address the family's needs while preparing program participants for independence through work. Maryland Department of Social Services is the provider.*
- Title I Adult
 - *Services target individuals who are 18 and older and who have been chronically unemployed or underemployed, have barriers to getting and keeping a job, and need assistance with job search and/or training. Tri-County Council for Southern Maryland is the current service provider.*
- Title I Dislocated Worker
 - *Services target individuals who have lost their jobs due closure or downsizing with no fault of their own. Tri-County Council for Southern Maryland is the current service provider.*
- Title I Youth
 - *Services target older youth 18 years to 24 years of age who have barriers to getting and keeping a job and are in need of educational and employment*

services. Tri-County Council for Southern Maryland is the current service provider.

- Title II Adult Education and Literacy
 - *Services target individuals in need of basic education classes with low basic skills and low educational attainment; English language acquisition for eligible learners to achieve competence in reading, writing, speaking and comprehension of the English language; and math skills needed to attain a high school credential and transition to post-secondary education and employment. These services are awarded through a competitive application process at the State level. College of Southern Maryland Continuing Education and Workforce Development is the current provider in Calvert and St. Mary's Counties and Charles County Public Schools is the current provider in Charles County.*
- Title III Wagner Peyser
 - *Services target individuals who are in need of help with updating or developing a resume and labor exchange assistance that connects them to employment. Maryland Department of Labor, Licensing and Regulation is the service provider.*
- Title IV Rehabilitation Act
 - *Services target individuals with disabilities and as per the WIOA will be treated mainstream when accessing the American Job Centers. Division of Rehabilitation Services is the provider.*
- Trade Act
 - *Services individuals who are eligible workers who lose their jobs, or whose hours of work and wages are reduced, as a result of increased imports or production transfers abroad. Maryland Department of Labor, Licensing and Regulation is the provider.*
- Unemployment Compensation
 - *Services individuals who are unemployed and eligible to receive unemployment compensation. Maryland Department of Labor, Licensing and Regulations is the provider.*
- Veterans Program (Jobs for Veterans State Grant Program)
 - *Services individuals who are veterans with significant barriers to employment to receive tailored employment and training services. Maryland Department of Labor, Licensing and Regulation is the provider.*

Funding streams not available in the local area include:

- Employment and Training Housing and Urban Development
- Job Corps
- National American Programs
- Second Chance Act
- YouthBuild

The Southern Maryland Workforce Development Area embraces the concepts outlined in Maryland's State Plan regarding alignment and integration. The Southern Maryland Workforce Development Board has convened a group comprised

of all of the JobSource partners as well as Economic Development. The group is called the Partner Convening Group and has been tasked with aligning and integrating services to provide a comprehensive approach to serving business customers and youth, jobseeker and worker clients. SCSEP, DAA/TANF (TCA), Perkins, Wagner-Peyser, Unemployment Insurance, Vocational Rehabilitation, Adult Education and Literacy, and Adult/Dislocated Worker/Youth all participate on the Partner Convening Group. This plan will outline strategies that have been created by the partnering convening group in the areas of initial screening, workforce system registration, resource room coverage, assessment, testing, referrals, workshops, and co-enrollments.

Specifically, the Partner Convening Group will align and integrate services as follows:

- Ensuring that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in Maryland’s Workforce Exchange.
- Creating a common intake form that will be used until such time a statewide electronic common intake is established.
- Partner program inclusion in the mobile unit that is available for remote access to services throughout the region.
- Establishing initial screening questions to help in identifying potential partner engagement.
- Establishing partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Each partner has negotiated a referral process that kicks in based on the initial screening findings and has agreed that if the initial screening is done at the American Job Center, basic individualized services will be offered and provided.
- Creating a service map of available basic and individualized career services, training, and supportive services.
- Creating a system orientation to be used at all access points in the Southern Maryland Workforce Development Area.
- Initiating a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress.
- Establishing a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a “job” as a planned outcome have agreed to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Cash Assistance.

- Core Program Partners plus the College of Southern Maryland and Economic Development Representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The College of Southern Maryland will include Carl Perkins options in the equation to assist with credits for eligible participants.
- Core Program Partners have discussed and agreed upon the existing and emerging in-demand occupations that the workforce will focus on regarding business development and the building of a talent pipeline to meet business needs and expectations.

All partners who have a “job” as a desired outcome also participate on an Integrated Business Services Team that is charged with:

- Creating a single point of contact for businesses
- Establishing a collaborative outreach and recruitment structure
- Coordinating workforce services and training options
- Leveraging resources
- Sharing performance outcomes
- Creating and managing a talent pipeline in existing and emerging in-demand industries and occupations
- Establishing an inventory of existing training options, particularly those that include a credential or certification in existing and emerging in-demand industries and occupations
- Identifying skill and knowledge gaps between what business needs and expects and what training options are available
- Working with Education to enhance or establish short-term training options for portable or stackable credential/certification opportunities
- Working with Economic Development Representatives to ensure a dynamic approach to meeting the ever-changing needs of business and industry as the in-demand sector landscape grows or diminishes

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

Southern Maryland Workforce Development Board has a Board Committee entitled Workforce Accessibility that focuses on expanding access to employment, training, education, and supportive services for individuals with barriers to employment.

The Committee has charged the Partner Convening Group to provide advice and guidance on accessibility.

The Partner Convening Group has agreed upon some fundamental concepts to achieve alignment and integration of service delivery including:

- Ensuring that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in Maryland’s Workforce Exchange.
- Creating a common intake form that will be used until such time a statewide electronic common intake is established.
- Partner program inclusion in the mobile unit that is available for remote access to services throughout the region.
- Establishing initial screening questions to help in identifying potential partner engagement.
- Establishing partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Each partner has negotiated a referral process that kicks in based on the initial screening findings and has agreed that if the initial screening is done at the American Job Center, basic individualized services will be offered and provided.
- Creating a service map of available basic and individualized career services, training, and supportive services.
- Creating a system orientation to be used at all access points in the Southern Maryland Workforce Development Area.
- Initiating a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress.
- Establishing a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a “job” as a planned outcome have agreed to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Cash Assistance.
- Core Program Partners plus the College of Southern Maryland and Economic Development Representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The College of

Southern Maryland will include Carl Perkins options in the equation to assist with credits for eligible participants.

- Core Program Partners have discussed and agreed upon the existing and emerging in-demand occupations that the workforce will focus on regarding business development and the building of a talent pipeline to meet business needs and expectations.

The Partner Convening Group will advise the Southern Maryland Workforce Development Board on its recommendations regarding alignment and integration to inform the development of new policies and procedures to support the group's coordination.

The Board's strategic goals embrace career pathways for diverse populations in an integrated and aligned manner:

1. Create a workforce system that is relevant to business customers.
2. Establish a sector partnership and career pathway model to grow the talent pipeline of new and emerging in-demand industries and occupations.
3. Embrace a customer-centric methodology that serves diverse populations and informs improved processes and procedures.
4. Identify industries that have sustainable wage and career opportunities.
5. Support dynamic partner alignment and integration to better serve business customers and jobseeker clients.
6. Document evidence-based return on investment through a performance management dashboard to track employment, retention, wages, and educational attainment.

Sector partnerships in the in-demand industries are providing guidance on career pathway occupational flows. Southern Maryland Workforce Development Board supports the concept of meeting job seekers "where they are" on the continuum of skills and knowledge and working through barriers to employment to achieve success in finding a career that provides a living wage and opportunities for advancement. Often, meeting job seekers "where they are" entails starting with GED or ABE classes, working with Temporary Cash Assistance recipients, or assisting with individuals with disabilities before job readiness, work preparation, work-based learning, or specific skills training can be achieved. Policies and procedures are being updated to allow for longer periods of time in the workforce system activities to allow for this career pathways approach and to ensure case management team members are armed with the tools to motivate and keep job seekers engaged in workforce activities.

Although retail is typically not considered a living wage job, Southern Maryland does consider it a entry level access point for many job seekers with barriers. A career

pathways will move individuals from low wage, low skill jobs up a ladder to self-sufficiency.

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

The Southern Maryland Workforce Development Board invited its partnering convening group to work on the local plan to ensure it was inclusive of all the Core Program and Required Partners. As a member of the convening group, Economic Development was actively involved to represent the existing and emerging industries and occupations in the Southern Maryland Workforce Development Area.

As indicated, Tri-County Council for Southern Maryland serves as support to the Board and is also the Adult, Dislocated Worker, and Youth Program provider and is the current One-Stop Operator. It was determined, as per the Workforce Innovation and Opportunity Act that Tri-County Council for Southern Maryland should not be in charge of developing the plan due to its dual role as One-Stop Operator and Southern Workforce Development Board support. The Southern Maryland Workforce Development Board contracted with an independent consultant to facilitate the development of the plan on their behalf.

First, a service map exercise was conducted by the independent consultant to gather information on services, eligibility, target populations, priority of service, and age groups each partner serves. Next, the partnering convening group participated in a statewide informational and planning session sponsored by the State Level Core Program Partners. The facilitator of the statewide session was the same consultant as hired by the Southern Maryland Workforce Development Board to write the local plan. Following the statewide session, the consultant held meetings in the Southern Maryland Workforce Development Area individually with the Core Program Partners and held a discussion meeting with the full group to gather specifics on each partner agency and to discuss alignment and integration as well as resource sharing.

A draft plan was created based on the partner input and was provided to the partners for feedback prior to publishing the draft plan for public comment. In addition, Southern Maryland Workforce Development Board Members and Chief Elected Officials provided feedback on the draft plan prior to the public comment period.

Public comments were compiled and provided to the partnering convening group and to the Southern Maryland Workforce Development Board Members and Chief Elected Officials along with plan revision recommendations as provided in the public comments. Partners advised the Southern Maryland Workforce Development Board and Chief Elected Officials of their support of the revised plan and the plan

was finalized and submitted to the State of Maryland for the State review and approval process.

(D) A description of the strategies and services that will be used in the Local Area—To facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs; To support a local workforce development system that meets the needs of businesses in the Local Area; To better coordinate workforce development programs and economic development; To strengthen linkages between the American Job Center delivery system and Unemployment Insurance programs.

The Southern Maryland Workforce Development Board recognizes business and industry as a primary customer to the workforce system. It is expected business needs and expectations in our existing and emerging in-demand industries and occupations will drive the workforce services provided in the Southern Maryland Workforce Development Area. Employer needs and expectations will be established through the work of our sector partnerships along with recommended career pathways flow for each industry and occupation. Economic Development partners in the Southern Maryland Workforce Development Area have agreed to assist in the formation of the sector partnerships and gather information on the needs and expectations of business and industry. Existing and emerging industries and occupations representatives who are Southern Maryland Workforce Development Board Members will participate on the appropriate sector partnerships along with union representatives and educational institutions.

Successful workforce systems utilize both job development and business development methods in serving business and industry customers and assisting jobseekers in getting and keeping a job. It is understood that job development and business development are very different outreach and recruitment approaches to working with business and industry.

Southern Maryland sees job development as an approach that requires specific funding sources to reach out to small and family-owned businesses with a particular client in mind in an effort to place the individual with known barriers, strengths, and weaknesses in a work-based learning opportunity. Job development will remain the responsibility and role of individual partner programs.

Business development, on the other hand, is about outreach and recruitment of business customers to request applicants when openings occur. Typically, business development is medium size to large businesses. Southern Maryland Workforce Development Area through its JobSource partners, will form an Integrated Business Service Team to conduct business development.

As members of the Integrated Business Service Team, participating core program partners as well as Economic Development and the College of Southern Maryland

will align and integrate business development activities within the Southern Maryland Workforce Development Area for the purpose of:

- Creating a single point of contact for businesses
- Establishing a collaborative outreach and recruitment structure
- Coordinating workforce services and training options
- Leveraging resources
- Sharing performance outcomes
- Creating and managing a talent pipeline in existing and emerging in-demand industries and occupations
- Establishing an inventory of existing training options, particularly those that include a credential or certification in existing and emerging in-demand industries and occupations
- Identifying skill and knowledge gaps between what business needs and expects and what training options are available
- Working with Education to enhance or establish short-term training options for portable or stackable credential/certification opportunities
- Working with Economic Development Representatives to ensure a dynamic approach to meeting the ever-changing needs of business and industry as the in-demand sector landscape grows or diminishes

All Core and Required Partners who have a “job” as an outcome will participate on the Integrated Business Services Team. It is expected that once a contact list is established for each in-demand industry, partner representatives will team up to focus on specific industries so that they can learn as much as possible about the industry. Partners will represent each others job seekers as well as their own when communicating and recruiting business customers. One-on-one recruitment and customer relations meetings will take place. This will require goals that are cross-cutting funding streams. The Board will measure business success indicators for market penetration rates and repeat customer rates for the first six months to establish a baseline and then provide a goal to the Integrated Business Service Team to exceed the initial baseline on a quarterly basis. The Board’s Strategic Business Engagement Committee which includes business representatives from all of Southern Maryland’s forecasted in-demand industries will review the progress of the Integrated Business Services Team and provide advice and guidance on recruitment considerations.

The Southern Maryland Workforce Development Board recognizes that Unemployment Insurance claimants are a reasonable and logical pool of workforce system participants that could benefit from other JobSource partner services and activities. Unemployment Insurance will be included in the system orientation. Unemployment Insurance staff will be encouraged to have its claimants view the system orientation and provide each recipient with information on how to access

other JobSource services. Coordination efforts will be negotiated in the Memorandum of Understanding process.

Currently, one of the Southern Maryland's American Job Centers is co-located in an Unemployment Insurance facility that should allow for timely integration of the system orientation in the upfront services and provide opportunities for Unemployment Insurance claimants to be included in initial screening, register in the Maryland Workforce Exchange and to access basic career services. Details of the coordination will be included in the local Memorandum of Understanding.

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

Business services and strategies are a key ingredient to the Southern Maryland Workforce Development Area. Initiatives related to helping business and industry get skilled workers will be a priority. Adult, Dislocated Worker, and Older Youth Title I training funds will only be expended on industries and occupations identified as in-demand during the life of this plan. Should a shift in forecasted growth industries occur, the local plan will be modified to reflect the new reality.

Southern Maryland Workforce Development Board has active involvement of forecasted in-demand industries that have participated in and helped with the various models in the local area including EARN and identifying apprenticeship opportunities. Employers participating have included:

- Belk
- Community Bank of the Chesapeake
- Cherry Cove Management
- Chick-fil-A
- Edward B. Howlin, Inc.
- Southern Maryland Business Center
- Leitch Heating and Air Conditioning
- CTSi
- Integrated Electrical Technologies Corporation
- Mike Benton Enterprises
- SMECO
- University of Maryland Charles Regional Medical Center

Tri-County Council was awarded an EARN Planning Grant by DLLR to convene the Southern Maryland Healthcare Industry Alliance, a strategic industry partnership

(SIP). Three forums were held bringing together a diverse group of healthcare providers including hospitals, doctors' offices, long term care, assisted living and adult medical daycare facilities. Additional SIP members include TCCSMD, College of Southern Maryland, K-12 Education, Adult Basic Education, Chambers of Commerce, and Economic Development Organizations. The healthcare industry partners identified short and long term workforce needs and unanimously agreed that, with EARN Maryland funds, critical short term needs could be addressed with the implementation of a ten module training plan that includes technical, soft skills, and job readiness training. These modules focus on individuals with barriers, Veterans, and incumbent workers. See the detailed information below in this same section.

Incumbent workers also benefit in Southern Maryland through the Maryland Business Works training program. Training funds can be used to upgrade the skills of current employees while also creating opportunities for new hires in in-demand occupations and skills. Participants completing the program will gain transferable skills or industry-recognized certifications or credentials, leading to potential career growth and increased wages. Projects are industry-focused and employer-based, targeting small business.

JobSource will continue to research and work with economic development, educational institutions, and labor unions to identify apprenticeship opportunities. The Southern Maryland Workforce Development Board will request that a speaker from the State's Apprenticeship Unit present to the Board and partners at a Southern Maryland Workforce Development Board meeting to assist in identifying specific strategies.

Economic Development partners will be apprised of the availability of Incumbent Worker Training, On-the-Job Training, and Customized Training that can assist eligible existing workers and eligible new hires in building the necessary skills and knowledge to benefit the employers and provide a career path for workers. The Integrated Business Services Team will include these initiatives in their outreach and recruitment packages that will be used for business development.

Sector Partnerships will play an intricate role in identifying career paths and the skills and knowledge needed to be proficient in the existing and emerging in-demand industries and occupations. Currently, the Healthcare Industry Alliance has been formed and has developed training for the healthcare career path.

Professional Services and Construction Sector Partnerships will be formed during the first and second quarters of FY 2017. These partnerships will inform the Integrated Business Services Team regarding career pathways and the skills and knowledge needed to establish the talent pipeline for these two sectors.

The Healthcare Industry Alliance is utilizing EARN (Employment Advancement Right Now) Maryland funds to create career path training opportunities for healthcare referenced above. The modules include:

Training Module	Provider	Length of Training	Type	Estimated Participants
Certified Nursing Assistant/Geriatric Nursing Assistant (CNA/GNA)	College of Southern Maryland	16 Weeks	Entry Level	32
Certified Medical Administrative Assistant (CMAA)	College of Southern Maryland	16 Weeks	Entry Level	12
Certified Clinical Medical Assistant (CCMA)	College of Southern Maryland	16 Weeks	Entry Level	16
Critical Thinking	College of Southern Maryland	1 ½ days	Incumbent Workers	100
Conflict Management	College of Southern Maryland	½ day	Incumbent Workers	100
Interpersonal Communications	College of Southern Maryland	1 day	Incumbent Workers	100
Service Excellence/ Customer Service	College of Southern Maryland	½ day	Incumbent Workers	100
Team Work	College of Southern Maryland	1 day	Incumbent Workers	100
Email/Social Media Etiquette	College of Southern Maryland	½ day	Incumbent Workers	100
Workplace Excellence	JobSource	3 days	Job Readiness	60

The Healthcare Industry Alliance will reconvene in the third quarter of FY 2017 to review the progress made on the healthcare career pathway and establish additional needs with the intent on continuing the sector partnerships through application of additional Employment Advancement Right Now Maryland funding.

Integrated Employment and Training are jobs held by people with disabilities in typical workplace settings where the majority of persons employed are not persons with disabilities. Participants earn at least minimum wage and are paid directly by

the employer. As a Core Program Partner, Division of Rehabilitative Services will work with other American Job Center Partners to provide guidelines on referrals and where possible participate in co-enrollment with the Title I Adult or Older Youth Programs. Co-enrollments will leverage financial and case management resources and provide the participant a more diverse array of services. The system orientation will include information regarding Integrated Employment and Training and the Integrated Business Services Team will include it in their outreach and recruitment materials.

The Southern Maryland Workforce Development Board has a Chamber of Commerce representative on the Board from St. Mary's County that will assist in identifying business intermediaries throughout the three-county region. Business intermediaries will be apprised of the work of the Integrated Business Services Team and will help identify contacts for existing and emerging in-demand industries and occupations.

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

Economic Development has participated in the partnering convening group to discuss and formulate strategies to serve business and industry effectively and played an important advisory role in the development of the local plan including input regarding existing and emerging industries and occupations that are forecasted to be in-demand during the upcoming four years.

Economic Development Representatives have agreed to participate in collecting information from business customers regarding the skills and knowledge they are looking for to fill entry level and middle skill jobs in the in-demand occupations. This will be done in the form of an electronic survey to their business and industry contacts. This survey will be conducted after the Sector Partnership for each in-demand industry and occupation has convened and provided the career path flow that will inform the appropriate industries and occupations to survey. Economic Development will be involved in the Sector Partnership meetings.

St. Mary's County Economic Development will provide a training session to JobSource partners on what they do and how the workforce system and Economic Development can work together. They also committed to assisting JobSource with identifying job-shadowing opportunities for jobseekers. In addition, St. Mary's County Economic Development has recommended that individuals wanting to start a business should initially meet with a counselor from the Small Business Resource Center that is co-located with the Department of Economic Development in

Leonardtown. Classroom space is available to the workforce system if needed at the Leonardtown Small Business Resource Center.

JobSource co-sponsored an entrepreneurial skills program called PROJECT OPEN DOORS in partnership with the Small Business Development Center Southern Region, Tri-County Council for Southern Maryland, College of Southern Maryland, and the Rural Maryland Council. The program was a boot camp to help individuals with tools, resources, and support to launch a small business.

PROJECT OPEN DOORS;

modeled after the United States Department of Labor's Project GATE (Growing America Through Entrepreneurship) is a collaboration between the Southern Maryland JobSource and the Maryland Small Business Development Center (SBDC), Southern Region. PROJECT OPEN DOORS provides self-employment training, one-on-one counseling and business planning support to eligible participants.

Self-employment promotes both workforce development and economic development for the local economy. In difficult economic times self-employment is a viable option for those highly skilled, highly motivated individuals who have the talent, time and resources needed to start a business.



p with supporting the growth of your business.

For more information, please contact: Pamela Wilkerson, Project Lead on 301.374.1148 or email pwilkerson@tccsmd.org

JobSource will continue to pursue entrepreneurial partnerships.

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

The Southern Maryland Workforce Development Board has a supportive service policy specifying that supportive services are those services necessary to enable an individual to participate in activities authorized under Title I of the Workforce Innovation and Opportunity Act. Supportive services are only provided to individuals who are active participants in individual career services or training services and are not able to access supportive services through any other source. Participants must require the supportive service in order to participate in the program.

The Board encourages supportive services be broker from existing services in the area provided by partner agencies or other provider sources. When these services are not available, or are not the most effective or responsive to the job seeker's needs, Workforce Innovation and Opportunity Act funds will be used according to the Board's local policy.

Supportive services are approved on an individual basis when determined necessary and reasonable. Types of supportive services that may be approved include transportation, child care, dependent care, emergency housing, work clothing or uniforms, licensing or testing fees, medical and healthcare needs, and other items as deemed necessary to participate in the workforce programs.

The emphasis on co-enrollments for Title I Adults, Dislocated Workers, and Youth Programs will provide an opportunity to leverage resources and coordinate supportive service efforts across eligible funding streams. The Interagency Case Management Team will work together in their monthly meetings to identify and discuss opportunities for co-enrollments and corresponding contributions toward workforce activities and supportive services.

In addition, JobSource works with the Local Management Boards in Southern Maryland Workforce Development Area on services needed for Disconnected Youth.

- In Calvert County, Calvert County Family Network (CCFN) is the Local Management Board. It operates by partnering with county leadership, public and private agencies and businesses to build communities in which all children and families thrive.
- In Charles County, Charles County Advocacy Council for Children, Youth, and Families is the Local Management Board and is responsible for developing a comprehensive array of human services for all children, youth, and families in Charles County as well as monitoring and evaluating contracts for services, outcomes, and results provided by the County and private human services. With the exception of advocacy and information, the agency does not provide human services directly but contracts with public and private agencies to provide a variety of services for which the agency has received funding. Funding for programs offered through the agency originate from the Governor's Office for Children, the Maryland State Department of Education, and the Department of Juvenile Services.

The overall mission is to improve the quality of life for Charles County children, youth, and families by ensuring that human service programs are plentiful, accessible, and excellent. Working with citizens, government, public and private human service agencies, the Local Management Board strives to make Charles County a better place by aligning our focus with the Maryland's Results for Child Well-Being.

- In St. Mary's County, the Local Management Board coordinates a system of local services for St. Mary's County children, youth, and families (Code Human Services Article, secs. 8-301 through 8-305). Health, education, social and justice services are provided to young people who may be moved from their home because of abuse, neglect, delinquency, or special needs. In the community, the Board coordinates services so that children, placed in programs out-of-state, may be helped closer to home.

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

As is required in the Workforce Innovation and Opportunity Act, the Southern Maryland Workforce Development Board is comprised of at least 51% private business representatives and is chaired by a private sector businessperson, Mike



Benton. The Southern Maryland Workforce Development Board has put in place a Strategic Business Engagement Committee to engage local business and industry to identify human capital needs and emerging employment opportunities. This effectively directs training resources to sector strategies and career pathways that will result in a skilled workforce and create maximum economic value. The Committee is chaired by the Charles County Economic Development Representative.

The Southern Maryland Workforce Development Board expects that the Sector Partnerships that comprise leaders from the in-demand industries and occupations will take the lead regarding identifying career paths and the skills and knowledge needed to be proficient in the industries and occupations identified. Along with the Strategic Business Engagement Committee, the Sector Partnerships will analyze the gaps between what business needs and expects versus the skills and knowledge of the workforce participants and will work closely with local educational partners to create training credentials and certifications and with employers to identify work-based learning opportunities. Union representatives will be involved in union-relevant industries and occupations.

The Southern Maryland Workforce Development Board will establish a balanced

scorecard metrics that provides a format to analyze success ratios of each eligible training provider in terms of participant engagement including but not limited to:

- Receipt of a credential or certification in an in-demand industry and occupation
- Receipt of a job
- Receipt of a job in a training related in-demand industry and occupation
- Six Month Retention in a job
- Six Month Retention in a training related in-demand industry and occupation
- Median wage at job entry comparable to the local negotiated level
- Entry into a more advanced course of study to achieve progress towards a career path goal

The Strategic Business Engagement Committee will review employer placements. Business customers utilizing work-based learning opportunities that are intended to result in a job will be monitored according to the same criteria as eligible training providers. This will include on-the-job training, customized training, and incumbent worker training opportunities. An employer who has had three (3) or more placements in a program year and has a track record of not meeting the negotiated levels will not be able to participate for a period of six (6) months at which time the situation will be evaluated and a decision made by the Strategic Business Engagement Committee.

Business success indicators will be tracked on the balanced scorecard including market penetration rates for forecasted in-demand industries as well as loyal customer or repeat customer rates. A baseline will be established in the first six months starting July 1, 2017 with subsequent quarterly reports to track progress toward expanding services to business customers.

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

As previously indicated, the Southern Maryland Workforce Development Board will promote and cultivate industry-led partnerships through the establishment of Sector Partnerships that will be chaired by respective industry leaders. The Healthcare Industry Alliance that is a Sector Partnership has already been established and has overseen the creation of training modules focused on entry-level, incumbent worker, and job readiness individuals using funds awarded through Employment Advancement Right Now Maryland (EARN). Professional Services and Construction Sector Partnerships are on track to begin in the third and fourth quarters of FY 2017. Each Sector Partnership will create entry-level through middle skills flow of career

options to formulate logical career paths for jobseekers and incumbent workers to consider.

The Board's Strategic Business Engagement Committee, chaired by an Economic Development Representative, will work closely with the Sector Partnerships to identify the needs and expectations of business and industry and to analyze the skills and knowledge workforce participants currently have. Gaps between what is needed and what is possessed will provide evidence of the types of training that will need to be developed by the educational institutions or through apprenticeship and other industry-specific credentials.

Southern Maryland Workforce Development Board has active involvement of forecasted in-demand industries that have participated in and helped with the various models in the local area including EARN and identifying apprenticeship opportunities. Employers participating have included:

- Belk
- Community Bank of the Chesapeake
- Cherry Cove Management
- Chick-fil-A
- Edward B. Howlin, Inc.
- Southern Maryland Business Center
- Leitch Heating and Air Conditioning
- CTSi
- Integrated Electrical Technologies Corporation
- Mike Benton Enterprises
- SMECO
- University of Maryland Charles Regional Medical Center

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

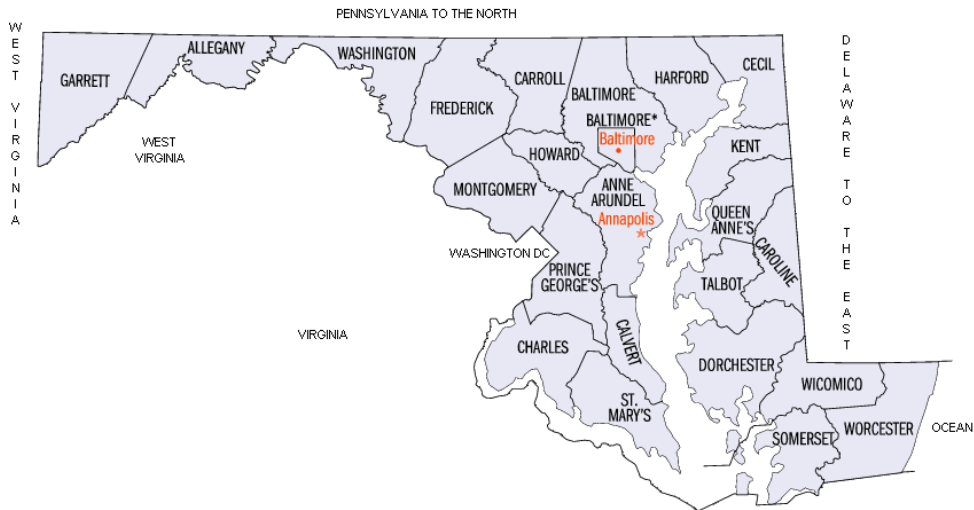
Community-based and faith-based organizations are part of the fabric of the communities served by the Southern Maryland Workforce Development Board. These organizations provide essential wrap-around services to individuals with barriers to getting and keeping a job.

JobSource will work with community-based and faith-based groups to identify opportunities for collaboration including assistance with supportive services and non-financial cooperative agreements in regard to serving hard-to-serve populations through job clubs or other workshops.

SECTION 3: American Job Center Delivery System

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

The Southern Maryland Workforce Development Area is comprised of three counties: Calvert, Charles, and St. Mary's.



There are three (3) American Job Centers in the Southern Maryland Workforce Development Area and one (1) mobile unit.

- 1) Southern Maryland JobSource
Louis L. Goldstein Multi-Purpose Center
200 Duke Street, Suite 1400
Prince Frederick, Maryland 20678
Telephone: 443-550-6750
Fax: 301-855-1961
Satellite American Job Center
One-Stop Operator: Tri-County Council for Southern Maryland
princefrederick@dllr.state.md.us
- 2) Southern Maryland JobSource
175 Post Office Road
Waldorf, Maryland 20602
Telephone: 301-645-8712



Fax: 301-645-8713
Comprehensive American Job Center
One-Stop Operator: Tri-County Council for Southern Maryland
charlescjs@dllr.state.md.us

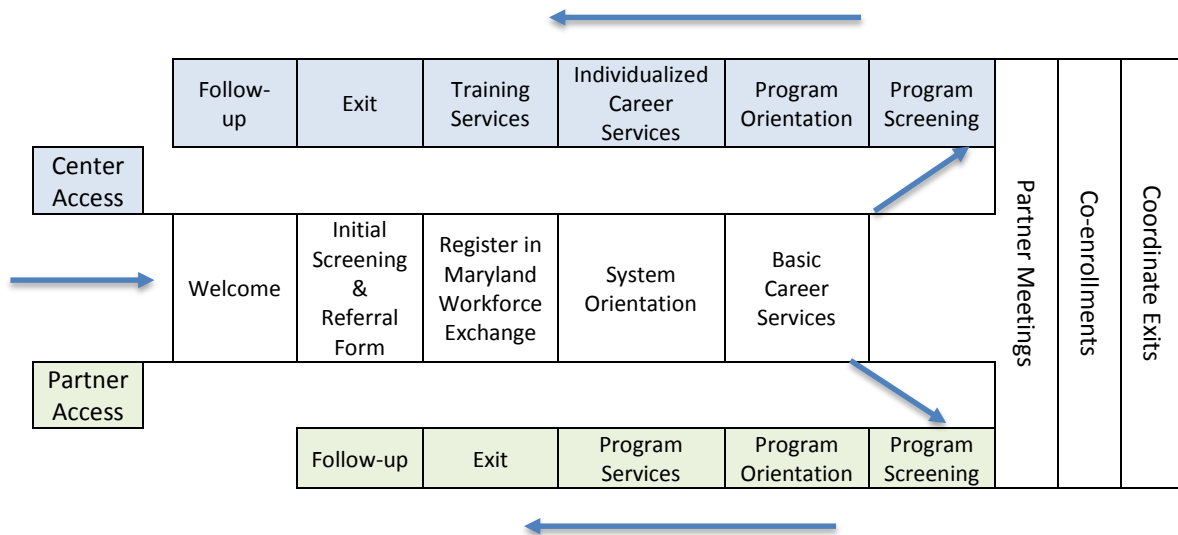
- 3) Southern Maryland JobSource
21795-F N. Shangri-La Drive,
Lexington Park, Maryland 20653
Telephone: 301-844-6404
Fax: 240-237-8384
Satellite American Job Center
One-Stop Operator: Tri-County Council for Southern Maryland
stmarysajc@tccsmd.org

- 4) Mobile JobSource American Job Center



This 38' mobile center features 11 computer workstations, smart board instructional technology, satellite internet access, exterior audio visual and broadcasting capabilities; state of the art workforce applications and connectivity for wireless mobile device access. To find out where the Mobile Career Center will be in your neighborhood, visit the Workforce Exchange Events Calendar.

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



Jobseekers, youth, and workers may access the workforce system at the comprehensive American Job Center, a satellite American Job Center, the mobile American Job Center, Vocational Rehabilitation, Department of Social Services, or Adult Education and Literacy. A “no-wrong door” approach agreed upon by the partner agencies provides common steps regardless of the access point. The partners are establishing an initial screening tool that is comprised of some basic questions that provide an indication of whether the individual may be a potential candidate for another Core Program Partner. If the initial screening identifies a potential partner referral may be helpful, the referral process negotiated by each partner agency is triggered. Everyone entering each of the access points will then be provided a computer to register in the Maryland Workforce Exchange. The partner convening group is creating a system orientation that will be technology-based and individuals will watch the PowerPoint. The system orientation will provide information on the diverse array of options that may be available. Next, basic career services may be provided by the Center first accessed or a partner agency or an individual may be referred to an American Job Center to utilize the resource room if access is somewhere other than an American Job Center. Next, program screening is conducted by the respective partner including assessments, and the individual is given the unique program orientation for the services he or she will be enrolled in. Funding streams provide appropriate program services.

Partners will meet monthly to review enrollment information and discuss co-enrollment possibilities and procedures. During these meetings, if co-enrollments are in place, exit information will be coordinated. For Title I Adult, Dislocated Worker, and Youth the Individualized Career Services will include an Individual Employment Plan or Individual Service Strategy. Case management begins at

enrollment onto a partner program. The partners in the Southern Maryland Workforce Development Area will be promoting co-enrollments when it is advantageous for service options to the client and to leverage resources. Case management will be done by the primary partner, or in other words, the partner that enrolled the individual onto a program first. Subsequent co-enrollments will do secondary case-management and work with the primary case manager during the partner meetings to coordinate efforts. If a client leaves a partner program and is still co-enrolled in another, the partners may choose to transfer the primary case management to the active program.

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

The Southern Maryland Workforce Development Board will support a customer-centric approach to customer service.

The American Job Centers in the Southern Maryland Workforce Development Board provide opportunities for a universal population starting with basic career services for anyone looking for work or a different job. Individuals may access any of the three (3) Centers or Mobile Unit and participate in preparing or enhancing a resume and job search activities.

In addition, all JobSource partner agencies have agreed to provide a “no wrong door” approach and register their applicants and participants in the Maryland Workforce Exchange. That will either be done at the partner location or they will refer individuals to a satellite or comprehensive American Job Center.

All JobSource partners will provide a workforce system orientation that will be created to represent ALL of the workforce related services that comprise the Southern Maryland Workforce Development Area.

An initial screening set of questions are being developed by the partner convening group that will serve as a tool to identify potential needs of individuals at any of the access points and provide enough detail to make referrals to Core, Required, and Voluntary partner services. Partners have agreed upon referral processes tailored to the desires of the agency receiving referrals. Individuals with a declared disability will be referred to the Division of Rehabilitation Services, however, upon entry into an American Job Center will be treated just like everyone else and given an opportunity to access basic career services including registration into the Maryland Workforce Exchange and resource room materials, tools, and guidance. Veterans and spouses of Veterans will be given priority and will also be provided immediate services in regard to registering in the Maryland Workforce Exchange and having access to resource room materials, tools, and guidance. This integrated approach to initial screening and seamless basic career services provides equal opportunity to all citizens in the workforce area and expands the options for individuals in terms of

a comprehensive and diverse service menu.

Business customers will be treated with respect and urgency to include information on available resources and a referral to an Integrated Business Service Team Member. Core and Required Program Partners that have a “job” as a desired outcome are Integrated Business Service Team Members.

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

Consistent with section 121(d) of the Workforce Innovation and Opportunity Act, the Southern Maryland Workforce Development Board, with the agreement of the Chief Elected Officials shall designate or certify one-stop operators and may terminate for cause the eligibility of the provider selected.

Selection of the One-Stop Operator will be through a competitive process and shall be a public, private, nonprofit, or consortium of entities comprised of three (3) or more American Job Center partners. The selected One-Stop Operator will have demonstrated effectiveness and will be located in the local area. Examples of organizations that may competitively apply include: institutions of higher education, employment service State Wagner-Peyser Act agencies, community-based organizations, nonprofit organizations, private-for-profit entities, government agencies, local chambers of commerce, business organizations, labor organizations, career and technical education schools, and other interested organizations or entities. Elementary schools and secondary schools shall not be eligible for designation or certification as a One-Stop Operator.

Organizations applying for One-Stop Operator designation must disclose any potential conflicts of interest arising from the relationships with other service providers. The selected One-Stop Operator(s) may not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services. And, the selected One-Stop Operator(s) must comply with Federal regulations and procurement policies related to calculation and use of profits.

The Southern Maryland Workforce Development Board will consider proposals that have direct costs associated with providing the One-Stop Operator roles and responsibilities, and proposals that have costs incorporated within other on-site service provider activities and no direct One-Stop Operator budget.

To ensure there is no conflict of interest or perceived conflict of interest, the Southern Maryland Workforce Development Board will contract with an independent consultant to facilitate the procurement process. The Executive

Committee of the Southern Maryland Workforce Development Board will work directly with the independent consultant to develop a request for proposal and evaluation tool. No workforce system service provider or potential service provider will be involved in the development of the request for proposal or the selection process. In the event only one proposal is received, the Southern Maryland Workforce Development Board will proceed with sole source procurement with the approval of the Chief Elected Officials.

The One-Stop Operator procurement will be completed by July 1, 2017 with the option to renew annually for four (4) years.

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

The programs provided through Title I of the Workforce Innovation and Opportunity Act are tied to negotiated common performance measures. Continued success and funding are directly related to meeting or exceeding the negotiated performance levels.

The Southern Maryland Workforce Development Board will establish a balanced scorecard metrics that provides a format to analyze success ratios of each eligible training provider in terms of participant engagement including but not limited to:

- Receipt of a credential or certification in an in-demand industry and occupation
- Receipt of a job
- Receipt of a job in a training related in-demand industry and occupation
- Six Month Retention in a job
- Six Month Retention in a training related in-demand industry and occupation
- Median wage at job entry comparable to the local negotiated level
- Entry into a more advanced course of study to achieve progress towards a career path goal

Eligible training providers will be trained on the negotiated common performance measure requirements. Providers that do not meet or exceed the requirements will be asked to create a continuous improvement plan that will be approved and monitored by the Southern Maryland Workforce Development Board for progress. Continued failure to meet negotiated requirements may result in discontinuing the respective training option(s).

Southern Maryland Workforce Development Board has a Strategic Business Engagement Committee that includes the following forecasted in-demand industry



representation:

- Belk
- Community Bank of the Chesapeake
- Cherry Cove Management
- Chick-fil-A
- Edward B. Howlin, Inc.
- Southern Maryland Business Center
- Leitch Heating and Air Conditioning
- CTSi
- Integrated Electrical Technologies Corporation
- Mike Benton Enterprises
- SMECO
- University of Maryland Charles Regional Medical Center

The Strategic Business Engagement Committee will review employer placements. Business customers utilizing work-based learning opportunities that are intended to result in a job will be monitored according to the same criteria as eligible training providers. This will include on-the-job training, customized training, and incumbent worker training opportunities. An employer who has had three (3) or more placements in a program year and has a track record of not meeting the negotiated levels will not be able to participate for a period of six (6) months at which time the situation will be evaluated and a decision made by the Strategic Business Engagement Committee.

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

Access to services will be achieved through a variety of mechanisms starting with training all Core Program Partners on registering individuals in the Maryland Workforce Exchange, providing workforce system initial screening questions, and offering the system-wide orientation that is being developed. This “no wrong door” concept allows multiple and varied access points.

Technology is encouraged throughout the Workforce Innovation and Opportunity Act. Information will be provided on all Core Program Partner websites on services that are available via the web. Information on how to access web resources will be provided via the system orientation and through outreach and recruitment materials.

For remote access, JobSource has a mobile American Job Center. Many Southern Maryland Workforce Development Area citizens residing in the more remote

communities of the region are severely limited in their ability to access the employment and training services made available by Federal funding at the American Job Centers in Prince Frederick in Calvert County, Waldorf in Charles County, and Lexington Park in St. Mary's County. Since the services at these Centers are meant to benefit all citizens, an innovative and cost effective means was designed to take the services to the individuals, regardless of where they are.

The Tri-County Council for Southern Maryland purchased this mobile unit in 2009 with U.S. Department of Labor funding from the American Reinvestment and Recovery Act. The greatest single benefit of the mobile unit is its ability to provide employment and training services in the more rural and remote communities of the Southern Maryland Workforce Development Area where transportation is difficult or nonexistent for individuals to attend one of the "bricks and mortar" American Job Centers. In the one-year period covering July 1, 2015 to June 30, 2016, the mobile unit served 1,667 Southern Maryland Workforce Development Area residents who would otherwise have been unable to take advantage of these services, positively impacting both job creation and retention.

The mobile unit is a 38' converted RV equipped with telecommunications equipment and information technology capable of being deployed inside or outside of the vehicle. It offers a full array of employment, reemployment and employer services. The mobile unit contains 11 computer workstations and one computer server with the ability to accommodate additional users utilizing wireless laptops, and all have Internet access. It is able to respond to private, public and workforce related needs including: rapid response sessions (business closings) and workforce reductions; trade shows, job fairs and expositions; targeting youth and elder services at schools, senior centers, and churches; serving incarcerated individuals soon to be released; serving those with disabilities via the mobile unit's wheelchair lift; visiting employer organization meetings, and providing tutorial and workforce skills training.

The mobile unit allows JobSource to work with partner agencies, community-based organizations, government, faith-based organizations, high schools, providers of post-secondary and adult education, and businesses. The partners include, but are not limited to:

- All job fairs in the region, sponsored by numerous organizations and communities for various clients – general public, youth and young adults, veterans, NAACP, disabled, etc.
- The College of Southern Maryland-all three campuses plus the Center for Trades and Energy Training where we work with students in the JOBS grant which trains young ex-offenders in construction trades.
- Farming 4 Hunger at Serenity Farm, working with the inmates interning there.

- 10 local libraries on a regular basis.
- 3 homeless shelters.
- Centers for those recovering from drug and alcohol abuse.
- Detention centers and centers for newly returning citizens.
- Food pantries.
- Community centers in remote locations – Callaway, Nanjemoy, Bel Alton, Newberg, Piney Pt. etc.
- Green Expo held annually at Annemarie Garden.
- On Track to Recovery at Calvert High School.
- Division of Rehabilitation Services.
- Leadership Southern Maryland – Economic and Workforce Development Day.
- Homeless Resource Day.
- Hispanic Resource Day.
- Youth and Young Adults Resource Day.
- Festivals and County Fairs.
- Others as the need arises.

Adult students are able to access the mobile unit to use the resource room and other services throughout the three-county area.

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

The Southern Maryland Workforce Development Board supports and requires compliance as follows:

- Section 188 of the Workforce Innovation and Opportunity Act prohibiting discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief.
- Section 188 of the Workforce Innovation and Opportunity Act requires reasonable accommodations be provided to qualified individuals with disabilities in certain circumstances.

All JobSource partners will post required notices to ensure all eligible individuals are aware of the system’s obligations to operate programs in a non-discriminatory manner. Equal Employment Opportunity is the Law notices will be posted in all partner facilities and will be reviewed with each program participant and documented in each client file. Equal Employment Opportunity language will be placed on all new and reprinted outreach and recruitment documents.

All American Job Centers will be accessible to individuals with disabilities including the mobile unit.

Monitoring will include a review of system compliance regarding all of the above.

The Southern Maryland Workforce Development Board is requesting that the Division of Rehabilitation Services do a review of the American Job Centers, as part of their in-kind resource contribution, to validate compliance. In addition, Division of Rehabilitation Services will provide training to JobSource partner staff regarding serving individuals with disabilities as part of the resource sharing agreement.

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

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

In addition, to Section 188 of the Workforce Innovation and Opportunity Act, all JobSource partners are required to comply with:

- Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance.
- Title I and Title II of the Americans with Disabilities Act, which prohibits discrimination in employment based on a disability, and prohibits State and local governments from discriminating on the basis of disability.
- Section 427 of the General Education Provisions Act that requires recipients ensure equitable access to, and participation in, certain programs run by the United States Department of Education.
- Maryland's Anti-Discrimination Laws, that prohibit discrimination on the basis of marital status, sexual orientation, gender identity, or genetic information in addition to those covered by Section 188 in the Workforce Innovation and Opportunity Act.

This information must also be posted for review by eligible individuals.

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

American Job Center Core Program Partners will be negotiating and signing a Memorandum of Understanding along with Required Partners that will include roles and resource contributions.

Fundamentally, partners have agreed to pay a square footage amount for direct



space used in the Centers and the corresponding percentage of common areas. Each partner will provide their own materials and program specific equipment. Partners who will be “visiting” with regular office hours on a part-time basis may provide resources in the form of in-kind contributions such as shared staff for workshop trainers, resource room coverage, or front-desk coverage.

A service mapping exercise was conducted to identify basic career services, individualized career services, and training services each partner offers. The exercise included age group served, targeted populations, and eligibility requirements. This exercise provides an opportunity to coordinate like services and to tap into partner services through co-enrollments.

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

Individual Training Account approvals will consist of eight steps that are required to be documented:

- 1) Is the applicant eligible to participate?
- 2) Are funds available?
- 3) Is the proposed training on the Eligible Training Provider List?
- 4) Is the proposed training an existing or emerging in-demand industry and occupation?
- 5) Is the applicant suitable for the selected training?
- 6) Does the training lead to a credential or certification, or provide a step in a career pathway plan on the Individual Employment Plan?
- 7) Is the cost and length of training in compliance with Southern Maryland Workforce Development Board policy?
- 8) Has the Eligible Training Provider met performance metric requirement or working through a continuous improvement plan?

This local policy will take effect on July 1, 2017 due to work Sector Partnerships must complete in order to identify existing or emerging in-demand industry and occupation details and career pathway flows.

Beginning January 1, 2017, only training covering Construction, Healthcare, and Professional Services will be approved with the exception of Retail/Hospitality if it is a stepping stone to advance toward a career path that involves one of the three sector groups chosen by the Southern Maryland Workforce Development Board as priority in-demand industries and occupations.

(K) A description of how the Local 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.

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

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

WIOA Target Populations & Priority of Service

For WIOA Title I Adult Program employment and training services, local workforce areas must provide priority of service to individuals in the following target populations, in accordance with the Act, the State Plan, and the approved Local Plan.

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)
- 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

Maryland is committed to ensuring its target populations are able to access the WIOA system on a priority basis. For the WIOA Title I Adult Program, priority must be provided in the following order:

1 st Priority	Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2 nd Priority	Individuals who meet criteria to be considered a target population (including veterans)
3 rd Priority	Eligible spouses who did not meet “first priority” conditions

4 th Priority	Individuals who are not Veterans and do not meet criteria to be considered a target population
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Basic Skills Deficient

For purposes of this policy the definition of basic skills deficient is an individual that 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 (Workforce Innovation and Opportunity Act Section 3[5]).

Criteria used to determine whether an individual is basic skills deficient:	
Criteria Used	Documentation Required
Lacks a high school diploma or high school equivalency and is not enrolled in secondary education	Self attestation
Enrolled in a Title II Adult Education/Literacy program	School records or verification from school official
English, reading, writing, or computing skills at an 8.9 grade level or below	Results of academic assessment
Determined to be limited English-skills proficient through staff-documented observations	Case note clearly demonstrating staff assessment of English skills
Lacking computer literacy defined as: non-technical knowledge of computers and how to use them; familiarity and experience with computers, computers, software, and computer systems	Case note clearly demonstrating staff assessment of computer skills or self attestation

Low income

An individual that meets one of the four criteria below:

1. Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the supplemental nutrition assistance program, temporary cash assistance, supplemental security income program, or state or local income-based public assistance.
2. In a family with total family income that does not exceed the higher of the following: the poverty line; or 70% of the Lower Living Standard Income Level.
3. A homeless individual.
4. An individual with a disability, whose own income does not exceed the income requirement, but is a member of a family whose total income does (WIOA Section 3[36]).

Public Assistance Recipient

An individual that receives federal, state, or local government cash payments for which eligibility is determined by a needs or income test (WIOA Section 3[50]).

Self Attestation

When a participant states his or her status for a particular data element, such as low income, and then signs and dates a form acknowledging this status. The key elements for self-attestation are:

- The participant identifying his or her status for permitted elements; and
- Signing and dating a form attesting to this self-identification. The completed self-attestation form with signature remains part of the eligibility verification and must be filed in the participant’s case file.

Note that self-attestation is not to be used as the primary method of gathering documentation to verify data elements. Self-attestation as a documentation source is only to be used when the preferred options of paper documentation or third party corroboration are not available.

Basic career services are not subject to priority of service. Individualized career services and training services are subject to priority of service.

Documentation for Adult Priority of Service	
Priority of Service Criteria	Acceptable Documentation
Recipient of public assistance	Cross-match with public assistance database Copy of authorization to receive cash public assistance Copy of public assistance check Medical card showing cash grant status Public assistance records Refugee assistance records
Low income	Alimony agreement Award letter from Veterans Administration Bank statements Compensation award letter Court award letter Pension statement Employer statement/contact Family or business financial records Housing authority verification Pay stubs Public assistance records Quarterly estimated tax for self-employed persons Social Security benefits

	Unemployment Insurance documents Self attestation as a last resort
Basic skills deficient	School records Results of academic assessment documented in case notes Self attestation as a last resort

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

Southern Maryland Workforce Development Board has a business-led Strategic Business Engagement Committee including representative from forecasted in-demand industries in the local area:

- Belk
- Community Bank of the Chesapeake
- Cherry Cove Management
- Chick-fil-A
- Edward B. Howlin, Inc.
- Southern Maryland Business Center
- Leitch Heating and Air Conditioning
- CTSi
- Integrated Electrical Technologies Corporation
- Mike Benton Enterprises
- SMECO
- University of Maryland Charles Regional Medical Center

The Strategic Business Engagement Committee plays an essential role in identifying and creating incumbent worker training opportunities.

Incumbent Worker Training funds are used to help avert potential layoffs or to increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for others.

The Southern Maryland Workforce Development Board may spend up to 20% of its Adult and Dislocated Worker funds on Incumbent Worker Training. A separate line item budget will not be established until such time a project is funded so as not to tie up funds for other training opportunities for Adults and Dislocated Workers. However, when a project is approved tracking will begin to ensure the Southern Maryland Workforce Development Area does not exceed the 20% cap. A project funded by Title I Adult and Dislocated Worker funds can only reimburse for training expenses and on a cost reimbursement basis. An employer will be required to provide a minimum 50% match that may include worker wages during training.

First, when a potential Incumbent Worker Training project is identified, the Integrated Business Service Team will research the availability of Maryland Business Works funds. Maryland Business Works is an incumbent worker training program funded by the Maryland Department of Labor, Licensing and Regulation in partnership with the Maryland Department of Commerce. The Integrated Business Service Team may assist employers in applying for these targeted funds that help small business with upgrading the skills of current employees while creating opportunities for new hires. Projects that are funded by Maryland Business Works may also have individuals enrolled in Title I's Incumbent Worker Training Program to assist with negotiated aspects of the project such as workshops or training materials.

The Adult and Dislocated Worker service provider will recommend Incumbent Worker projects to the Board's Strategic Business Engagement Committee. Each project will be reviewed on a case-by-case basis and determined if the Board will support a project from Title I funds, refer the employer to Maryland Business Works, or negotiate a collaborative effort. In ALL cases, a project being reviewed for participation in must meet the following criteria:

- Are funds available?
- Is the proposed training an existing or emerging in-demand industry and occupation?
- Is the applicant suitable for the selected training?
- Does the training lead to a credential or certification, or provide a step in a career pathway plan on the Individual Employment Plan?
- Has the employer met performance metric requirements or working through a continuous improvement plan?
- Is the employer matching a minimum of 50% toward the project costs?

Another resource available for incumbent worker training that is reviewed and agreed to by the private sector Strategic Business Engagement Committee is the EARN Maryland funds. As previously indicated, the Southern Maryland Workforce Development Board will promote and cultivate industry-led partnerships through the establishment of Sector Partnerships that will be chaired by respective industry leaders. The Healthcare Industry Alliance that is a Sector Partnership has already been established and has overseen the creation of training modules focused on entry-level, incumbent worker, and job readiness individuals using funds awarded through Employment Advancement Right Now Maryland (EARN). Professional Services and Construction Sector Partnerships are on track to begin in the third and fourth quarters of FY 2017. Each Sector Partnership will create entry-level through middle skills flow of career options to formulate logical career paths for jobseekers and incumbent workers to consider.

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

The Southern Maryland Workforce Development Board supports a customer-centric model for customer service and adopts Maryland's Customer-Centric Workforce System principles:

- **Engaging business** through a more collaborative and proactive strategy;
- **Providing excellent customer service** to businesses and individuals through improved customer intake processes and an increased focus on businesses and jobseekers as customers of the system;
- **Building an efficient workforce system** through staff training and information sharing, increasing collaboration, streamlining service delivery using a “systems approach” where necessary partner strengths are maximized, and improving customer flow and access;
- **Developing standards, policies, and procedures** to ensure the sustainability of best practice efforts throughout the State through: the integration of career pathway models in competitive grant applications; the implementation of continuous improvement plans for service delivery; the provision of technical assistance and best practice resources; the negotiation of local performance measures utilizing regression models, the expansion of apprenticeship opportunities in high-demand industries; and, through the establishment of a robust Eligible Training Provider List;
- **Ensuring a system that serves all and is accessible to individuals** through the development of clear guidelines outlining the process for managing and referring customers between and among partners; ensuring provision of culturally appropriate materials and services; implementing universal design practices; creating multiple access points to increase outreach; and to ensure that all jobseekers can access services.
- **Utilizing technology** to ensure a collaborative system through: the integration of technology and data sharing between WIOA Partners; enhancing functionality of the Maryland Workforce Exchange; the creation of metrics, process maps, and models; working towards full accessibility of websites and web presences for those with disabilities; and, implementing enhanced technologies that increase data sharing and access.

All JobSource partners will be provided training on the fundamentals of the principles at least annually. Customer service training will be provided annually. Processes and procedures will embrace the concept of customer input and feedback to help make improvements. Secret shopping will be conducted at least once annually to evaluate customer service from the eyes of the customer both in-person and via the telephone.

SECTION 4: Title I – Adult, Youth and Dislocated Worker Functions

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

The Southern Maryland Workforce Development Board wants to make available as many options for Individualized Career Services and Training as possible to allow a tailored unique experience based on client needs. This supports our customer-centric model. The local workforce system will not prescribe to “a one size fits all” mentality. The toolbox of opportunities will be extensive providing front-line workers and integrated business service team members a chance to individualize the workforce system experience and create a meaningful plan of action.

The assessment of the type and availability of these employment and training activities was conducted through a service mapping exercise performed by the partner convening group. The services will not all be the role of the title I Adult and Dislocated Worker provider. In some instances, the services are Basic Career Services that one or more partner agencies may be assisting with. In other instances, such as Adult Education and Literacy, a Core Program Partner will provide the service. Adults and Dislocated Workers may be co-enrolled across partner programs to leverage resources and expand the menu options.

Therefore, the Southern Maryland Workforce Development Area will consider all Title I service possibilities on the options menu:

Basic Career Service: Basic Career Services must be made available to job seekers through WIOA or Wagner-Peyser. The services without program enrollment may include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services (typically provided by Wagner-Peyser staff within the Center), including—
 - Job search and placement assistance, and, when needed by an individual, career counseling, including—

- Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and
- Provision of information on nontraditional employment; and
- Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the one-stop delivery system;

Full enrollment in WIOA Youth or Basic enrollment in WIOA Adult or Dislocated Worker is required for the following services:

- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—
 - Job vacancy listings in labor market areas;
 - Information on job skills necessary to obtain the vacant jobs listed;
 - And information relating to local occupations in-demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of providers;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State’s Medicaid program and Children’s Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under a State program for TANF, and other supportive services and transportation provided through that program;
- Provision of information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. “Meaningful assistance” means providing assistance:
 - On-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
 - By phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
 - The costs associated in providing this assistance may be paid for by the State’s unemployment insurance program, or the WIOA adult or dislocated worker programs, or some combination thereof.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Service (also known as Enhanced Career Service): Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. Full enrollment into WIOA Youth, Adult or Dislocated Worker must be completed prior to receiving Individualized Career Services. Staff must use assessments to determine if individualized career services would be appropriate. These services include the following services, as consistent with program requirements and Federal cost principles:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning, job coaching and job matching services;
- Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for training or unsubsidized employment;
- Internships and work experiences that are linked to careers (as described in § 680.180 for Adults in the Final Rule);
- Workforce preparation activities including job readiness if not combined with a training service described below. Activities will help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services as described in sec. 129(b)(2)(D) of WIOA and § 681.500 of the Final Rule;
- Out-of-area job search assistance and relocation assistance; and
- Information gathering on English language acquisition and integrated education and training programs. Adult education and literacy activities if not combined with a training service described below.

Training Services: Training services can be critical to the success of a participant transitioning to employment. There is no sequence of service requirement; therefore staff may determine training is appropriate at any time during enrollment. According to

TEGL 3-15, program staff must determine if appropriate, after an interview, evaluation or assessment, and career planning, that the participant:

- In unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone; and
- Have the skills and qualifications to successfully participate in the selected program of training services.

This determination must be documented in case notes and through assessments.

Training services may include the following referenced in WIOA Regs 134(c) (3) (D) (x):

- Occupational Skills Training, usually in the form of an Individual Training Account (ITA);
- On-the-Job Training (OJT);
- Incumbent Worker Training;
- Customized Training;
- Required pre-requisite courses or training could include:
 - Skill upgrade and retraining;
 - Accelerated Learning; or
 - Training that combines workplace training and related instruction
- Youth Work Experience/Internship as described in § 681.600 of the Final Rule (Adult WEX or Internship is considered an Individualized Career Service);
- Transitional Jobs;
- Accelerated Skills (learning/training), with a focus on work-based training, that leads to industry-recognized credentials and employment such as registered apprenticeship;
- Registered Apprenticeship;
- Entrepreneurial Training; or
- The following services if combined with one of the training types above:
 - Job readiness or
 - Adult education and literacy activities

Follow-up Services: Follow-up services are available to Adult and Dislocated Workers that entered unsubsidized employment and are required for all Youth participants. These services are available for a 12 month period from the job seekers placement date. Follow-up services do not extend the date of participation. The following services could be provided:

- Supportive Services (see above);

- Counseling regarding the workplace;
- Retention services; and
- Referrals to community resources

Front-line staff will be trained on each of the service options and the Southern Maryland Workforce Development Board will develop policies to support each service.

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

The State of Maryland has a goal in its Statewide Integrated Plan to *increase focus on businesses and jobseekers as customers of the system*. One strategy provided to accomplish this goal is to *create regional business service units working with business, as well as Rapid Response teams, to engage jobseekers early and to identify skills for other business partners*.

Rapid Response is designed to shorten or eliminate time between employment opportunities for an individual, reducing or eliminating the time an individual would receive Unemployment Insurance benefits. A Rapid Response team, which is comprised of State and Southern Maryland Workforce Development Area employees, offers its services to small organizations and large companies alike. The Dislocation Service Unit employees disseminate essential information to individuals, ranging from how to file for and what to expect from Unemployment Insurance to local resources available for individuals seeking reemployment.

In the Southern Maryland Workforce Development Area, Rapid Response is a collaborative effort that involves locally defined partnerships with staff from the Department of Labor, Licensing and Regulation, the Southern Maryland Dislocated Worker Program, the State’s Business Services Team, Southern Maryland Workforce Development Area’s Integrated Business Services Team and Division of Unemployment Insurance. Rapid Response teams work with both Worker Adjustment and Retraining Notification (WARN) and non-WARN businesses and employees to quickly maximize public and private resources that will minimize the disruptions on companies, affected workers, and communities associated with job loss. Generally, Rapid Response Teams provide customized services onsite at an affected company, accommodate work schedules, and assist companies and workers through the challenging transitions associated with job loss.

All Rapid Responses, irrespective of the size of the dislocation event and whether it is a WARN or non-WARN situation, involve: (1) an initial business consultation, which is employer-focused, and (2) an information session, which is employee focused. The Department of Labor, Licensing and Regulation works collaboratively with

JobSource, the Division of Unemployment Insurance, and other relevant stakeholders to ensure effective, customer-centric Rapid Response provision.

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

The Workforce Innovation and Opportunity Act requires that a minimum of 75% of Southern Maryland Workforce Development Area Title I youth funds, minus administrative costs, must be spent on out-of-school youth. The Southern Maryland Workforce Development Board has chosen to use its Title I funds for out-of-school youth services ages 16 to 24.

Also, the Workforce Innovation and Opportunity Act requires a minimum of 20% of the Southern Maryland Workforce Development Area Title I youth funds, minus administrative costs, must be spent on work experiences.

- Summer Jobs
- Pre-Apprenticeship Programs
- On-the-Job Training
- Job Shadowing and Internships

Program expenditures on the work experience program element include wages as well as staffing costs for the development and management of the work experiences.

Examples of the 20% priority spending on work experiences:

- Youth wages including Federal Insurance Contributions Act (FICA) tax;
- Staffing and travel costs for developing and providing work readiness training for youth participants;
- Staffing and travel costs to meet and work with employers to develop work experiences for youth participants; and,
- Staffing and travel costs for on-site monitoring and job coaching at the youth participants' work site.

Southern Maryland's Title I Youth Program will include the fourteen (14) required program elements in our menu of services:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.

2. Alternative secondary school services, or dropout recovery services, as appropriate.
3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
 - a. Summer employment opportunities and other employment opportunities available throughout the school year.
 - b. Pre-apprenticeship programs.
 - c. Internships and job shadowing; and,
 - d. On-the-job training opportunities.
4. Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
 - a. Adult education and literacy activities such as basic academic skills training, critical thinking skills, or digital literacy skills;
 - b. Workforce preparation activities such as self—management skills grooming for employment, or following directions, and
 - c. Workforce training such as occupational skills training, on-the-job training, job readiness training, or customized training.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
7. Supportive services.
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
11. Financial literacy education.
 - a. Support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions.
 - b. supporting participants in learning how to effectively manage spending, credit, and debt, including student loans, consumer credit and,
 - c. Supporting a participant’s ability to understand, evaluate and compare financial products and services.
12. Entrepreneurial skills training

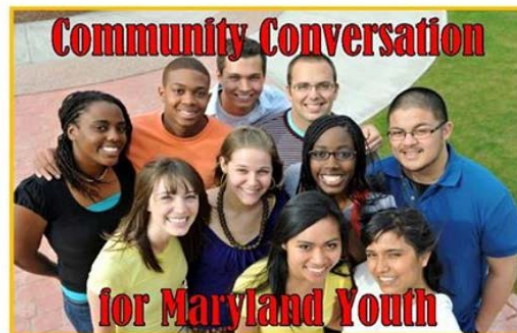
- a. Entrepreneurial skills training provides the basics of starting and operating a small business. These trainings should develop the skills associated with entrepreneurship and may include but not limited to:
 - i. Taking initiative, creatively seeking out and identifying business opportunities, develop budgets and forecast resource needs, understand various options for acquiring capital and the trade-offs associated with each option; and,
 - ii. Communicate effectively and market oneself and one's ideas.
- 13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
- 14. Activities that help youth prepare for and transition to postsecondary education and training.
 - a. Inform participants of legal responsibilities after turning 18, assess participant strengths/abilities/interests, help participants prepare and submit post-secondary education applications and financial aid, investigate and apply for scholarships, and develop portfolio that demonstrates accomplishments and competencies.

As with the Adult and Dislocated Worker Programs, all fourteen (14) elements will not necessarily be provided by the Title I Youth service provider. Youth may receive some services through coordination with Core Partner Programs including Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, or other Required Partner Programs.

When appropriate, youth will be co-enrolled in a Core Program Partner funding stream to leverage resources and maximize service options to youth.

The Southern Maryland Workforce Development Area has had a focus on youth services for many years.

During 2016, we have participated and recruited for a Youth Community Conversation to discuss what challenges youth face in this day and



- Who:** Youth and Adults of All Ages Are Welcome!
- WHAT:** An Open Discussion of Issues Facing Maryland Youth
- WHY:** To Voice Community Concerns and Develop Solutions
- When:** Saturday, August 13th 12:00 – 2:00 PM
- Where:** Calvert Library - Prince Frederick Branch
850 Costley Way, Prince Frederick, MD 20678
Meeting Room 3
- RSVP:** Christina Drushel Williams at christina.drushel@maryland.gov



Please Bring Your Ideas, Concerns, and Suggestions!
Refreshments Will Be Provided
Hosted by the Maryland Youth Advisory Council

age.



In addition, JobSource has created a series of seminars to help youth with work readiness. Here is an example of one of the seminars marketed on our Youth focused Facebook page that is updated at least weekly with important information regarding workshops, hiring events, and other items of interest to youth.

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

The Southern Maryland Workforce Development Board has established a Youth & Young Adult Advisory Committee that’s meets at least quarterly to ensure that youth workforce activities are focused on the needs and expectations specific to 16 to 24 year olds. The Committee is chaired by an Adult Education Representative who is a voting member of the Southern Maryland Workforce Development Board. Voting members on our Board engaged with youth services also include representatives from the College of Southern Maryland, and Tri-County Youth Services Bureau.

The Youth & Young Adult Advisory Committee is tasked to ensure youth services are coordinated between education and workforce development activities, particularly in regard to postsecondary education. The engagement with secondary education includes recruitment efforts targeting individuals who have dropped out of school or who are graduating and need help with further education and training activities.

K-12 and post-secondary educational institutions in Southern Maryland participate on the EARN strategic industry partnerships (SIPs) and assist in the planning and implementation of a career pathways model to support sector strategies.

Youth service delivery is projected to be as follows:

PY	2017	2018	2019	2020
Walk-ins, Basic Services, Workshops	50	50	50	50
Enrolled Participants / Case Loads	50	50	50	55
Work-Based Learning Participants	35	25	25	40
Summer Employment Program	50	50	50	50
Total Served	185	175	175	195

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

Transportation barriers continue to be an area of concern for low-income and individuals with barriers to employment in all three (3) Southern Maryland Counties. JobSource provides transportation supportive services on a case-by-case basis if assistance is required to participate in an education or training activity. The difficulty in accessing transportation has been a driving force behind why it is necessary for Southern Maryland to have American Job Centers in each County.

Access to basic and individualized career services reduces the transportation needs through the use of our Mobile American Job Center which travels to remote locations and provides service options to youth and other workforce system clients.

The Southern Maryland Workforce Development Board collaborates with the



nonprofit and public sector through a Regional Infrastructure Advisory Committee (RIAC). RIAC is the convening body where regional transportation priorities are identified and transportation funding requests are coordinated with local and state officials. The goal of RIAC is to focus on infrastructure, especially the transportation needs of Southern Maryland to accommodate the Patuxent River Naval Air Station, Indian Head NSWC, the business community and the citizens in this fastest growing region in the state.

A Regional Transportation Need Inventory is developed annual by the RIAC committee. After the Council's approval, the list is then forwarded to the Transportation Secretary for consideration for future funding. Committee members include: State Delegates, Three County Administrators, Chamber of Commerce Representatives, Commanding Officer of the Patuxent River NAS and Indian Head NSWC, County staff, and local citizens.

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

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

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

WIOA Target Populations & Priority of Service

For WIOA Title I Adult Program employment and training services, local workforce areas must provide priority of service to individuals in the following target populations, in accordance with the Act, the State Plan, and the approved Local Plan.

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)
- 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

Maryland is committed to ensuring its target populations are able to access the WIOA system on a priority basis. For the WIOA Title I Adult Program, priority must be provided in the following order:

1 st Priority	Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2 nd Priority	Individuals who meet criteria to be considered a target population (including veterans)
3 rd Priority	Eligible spouses who did not meet “first priority” conditions
4 th Priority	Individuals who are not Veterans and do not meet criteria to be considered a target population

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

Title I Dislocated Worker funds will be used to cover direct and indirect services to assist eligible and suitable dislocated workers in the Southern Maryland Workforce Development Area. Funds will be used for individualized career services and training services. Enrollment into a training activity requiring an Individual Training Account must meet the criteria outlined in this plan for Individual Training Accounts. The Southern Maryland Workforce Development Board has authorized a maximum of \$3500 for occupational skills training with a maximum length of training of 12 months. The Southern Maryland Workforce Development Board will be revisiting its policies on Individual Training Accounts as career pathways are established for new and emerging industries and occupations that may require a series of trainings to reach self-sufficiency.

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

The Southern Maryland Workforce Development Board has adopted a new policy effective January 1, 2017 for self-sufficiency.

A Dislocated Worker will be considered underemployed if the individual is making 80% or less of his or her pre-layoff income.

The Southern Maryland Workforce Development Board will use a living wage standard for self-sufficiency for employed Adults utilizing the web-based MET Living Wage Calculator.

Family Size	Calvert County	Charles County	St. Mary's County
	Living Hourly Wage Based On 2080 Hours Annually		
1 Adult	14.51	14.51	12.34
1 Adult 1 Child	27.69	27.69	26.26
1 Adult 2 Children	31.90	31.90	30.48
1 Adult 3 Children	39.74	39.74	38.76
2 Adults (1 Working)	21.49	21.49	20.29
2 Adults (1 Working) 1 Child	25.62	25.62	24.19
2 Adults (1 Working) 2 Children	28.03	28.03	26.61
2 Adults (1 Working) 3 Children	32.42	32.42	31.44
2 Adults	10.75	10.75	10.14
2 Adults 1 Child	15.02	15.02	14.31
2 Adults 2 Children	17.22	17.22	16.50
2 Adults 3 Children	20.40	20.40	19.91

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

The Southern Maryland Workforce Development Board defines "unlikely to return to previous industry or occupation" as follows:

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

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

ability, or disability.

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

The Southern Maryland Workforce Development Board defines “requires additional assistance to complete an educational program or to secure or hold employment” as follows:

An out-of-school youth, including a youth with a disability, AND...

- Has dropped out of a post-secondary educational program during the past 12 calendar months; or,
- Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or,
- Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16 and 21; or,
- Currently has an incarcerated parent or guardian.

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

The Southern Maryland Workforce Development Board defines “need for training” as follows:

The individual...

- Has little or no work experience in the industry and occupation to be trained in; and,
- Is interested in and suitable for the industry and occupation to be trained in; and,
- Has not been trained in the proposed industry and occupation; or,
- Has not worked in the proposed industry and occupation for more than 5 years.

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

As per the Workforce Innovation and Opportunity Act, design framework services may be done by the grant recipient/fiscal agent. Design framework elements include intake, objective assessment, individual service strategy, case management, and follow-up services. Tri-County Council for Southern Maryland, the grant recipient and fiscal agent for the Title I funds will do the design framework elements.

The Southern Maryland Workforce Development Area is rural in nature. The Southern Maryland Workforce Development Board determined that there is an insufficient number of eligible providers of youth workforce investment activities in

the Southern Maryland Workforce Development Area, and thus has awarded the remaining youth elements to the Tri-County Council for Southern Maryland on a sole source basis as allowed in the Workforce Innovation and Opportunity Act, Section 123(b).

Wherever possible, such as providing financial literacy, the Tri-County Council for Southern Maryland in its role as a Title I provider will collaborate with an existing program to provide the element.

All fourteen youth program elements will be provided as follows:

1. Tutoring, skills training, and dropout prevention; Participants will be referred to Adult Basic Education and National External Diploma Program.
2. Alternative secondary school service; Participants will be referred to a public secondary schools that addresses needs of students that typically cannot be met in regular school.
3. Paid and unpaid work experiences; Local businesses, agencies and organizations
4. Occupational Skills Training; Community College, Prep 4 Success Academy and other providers of industry recognized certifications.
5. Concurrent Education and Workforce Preparation Activities; the participants Individual Service Strategy (ISS) will be combined with education and workforce preparation activities through diverse providers such as; co-enrollment in the WIOA Adult Program Vendors, Adult Basic Education, Women's Evolution Center, Public Library, Community College, Local Businesses, Community Agencies, Organizations, and Youth and Young Adult Program Staff. (all based on the needs of the participant)
6. Leadership Development Opportunities; series of classes taught by program volunteers who are leaders with their community. Participants will be taught from the curriculum, Practical Guide To Self-Development for Emerging Young Leaders, written by, New Leadership Learning Center, Inc. In addition to classes, participants will be exposed to positive social and civic activities within the community.
7. Supportive Services; will be provided through WIOA program funding for transportation, uniforms and work shoes, tools, training equipment, gas stipend, interview attire, academic fees, etc.

8. Mentoring; Organizations, Agencies, and Adults willing to commit to a duration of 12 months of mentoring.
9. Follow-up Services; Youth and Young Adult Program Staff in collaboration with community partners
10. Counseling; will be provided as needed by the local Health Departments, Substance Abuse Programs and Mental Health Services.
11. Financial Literacy; series of classes provided by Latisha Chase, Financial Literacy Teacher for Onsite Financial Service
12. Entrepreneurial Skills Training; Small Business Association at College of Southern Maryland
13. Labor Market Information (LMI); Leonard Greene of Tri-County County for Southern Maryland
14. Preparing for Post-Secondary Education & Training; activities coordinated for participants by Youth and Young Adult Program staff

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

Tri-County Council for Southern Maryland will maintain a line item budget that shows the breakout for the required 20% for work-based learning. As funds are obligated and/or expended on work-based learning the line item will reflect a running total of both obligated and expended. The Executive Committee of the Southern Maryland Workforce Development Board will monitor the financial information on a monthly basis to ensure compliance.

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

The Southern Maryland Workforce Development Board will use all youth funds for out-of-school youth. The Board voted to spend 100% of its youth funds on out-of-school youth with the following goals identified to meet the desired expenditure level:

PY	2017	2018	2019	2020
Walk-ins, Basic Services, Workshops	50	50	50	50
Enrolled Participants / Case Loads	50	50	50	55
Work-Based Learning Participants	35	25	25	40
Summer Employment Program	50	50	50	50
Total Served	185	175	175	195

All fourteen program elements will be available as described in (L) above.

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

There are no contracts for youth service providers in the Southern Maryland Workforce Development Area.

The Southern Maryland Workforce Development Board has awarded all youth program element service provision to Tri-County Council for Southern Maryland based on allowable design framework elements being done by the grant recipient/fiscal agent and based on a sole source of the remaining elements in line with Workforce Innovation and Opportunity Act Section 123(b).

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

As outlined earlier in this plan, the Southern Maryland Workforce Development Board has established a Partner Convening Group that worked through the customer flow involving initial access through exit taking into consideration the Core Program Partner roles and services including Vocational Rehabilitation, Temporary Cash Assistance, and Adult Education and Literacy Activities.

Individuals may access the workforce system at the comprehensive American Job

Center, a satellite American Job Center, the mobile American Job Center, Vocational Rehabilitation, Department of Social Services, or Adult Education and Literacy. A “no-wrong door” approach agreed upon by the partner agencies provides common steps regardless of the access point. The partners are establishing an initial screening tool that is comprised of some basic questions that provide an indication of whether the individual may be a potential candidate for another Core Program Partner. If the initial screening identifies a potential partner referral may be helpful, the referral process negotiated by each partner agency is triggered. Everyone entering each of the access points will then be provided a computer to register in the Maryland Workforce Exchange. The partner convening group is creating a system orientation that will be technology-based and individuals will watch the PowerPoint. The system orientation will provide information on the diverse array of options that may be available. Next, basic career services may be provided by the Center first accessed or a partner agency or an individual may be referred to an American Job Center to utilize the resource room if access is somewhere other than an American Job Center. Next, program screening is conducted by the respective partner, including assessments, and the individual is given the unique program orientation for the services he or she will be enrolled in. Funding streams provide appropriate program services. All Core Program Partners are members of the Partner Convening Group and the Integrated Case Management Team that meets at least monthly.

Partners will meet monthly to review enrollment information and discuss co-enrollment possibilities and procedures. These monthly meetings will ensure communication among partners to prevent duplication of services and maximum leveraging of resources.

During these meetings, if co-enrollments are in place, exit information will be coordinated. For Title I Adult, Dislocated Worker, and Youth the Individualized Career Services will include an Individual Employment Plan or Individual Service Strategy. Case management begins at enrollment onto a partner program. The partners in the Southern Maryland Workforce Development Area will be promoting co-enrollments when it is advantageous for service. The system orientation will provide information on the diverse array of options that may be available. Next, basic career services may be provided by the Center first accessed or a partner agency or an individual may be referred to an American Job Center to utilize the resource room if access is somewhere other than an American Job Center. Next, program screening is conducted by the respective partner including assessments, and the individual is given the unique program orientation for the services he or she will be enrolled in. Funding streams provide appropriate program services.

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



Title I Youth staff will contact youth on at least a monthly basis for one year following exit. The exit must represent exiting from ALL core program partners that will be coordinated in monthly partner case management meetings.

The monthly follow-up contact may be in person, by email, or phone. Contact will be documented in the youth's case file electronically and/or hard copy based on State requirements for case management data. If during follow-up interactions, a youth needs additional services steps will be taken to assist.

Follow-up services are available to Adult and Dislocated Workers that entered unsubsidized employment and are required for all Youth participants. These services are available for a 12 month period from the job seekers placement date. Follow-up services do not extend the date of participation. Follow-up must occur at least monthly for each individual. The following services could be provided:

- Supportive Services (see above);
- Counseling regarding the workplace;
- Retention services; and
- Referrals to community resources

SECTION 5: Wagner-Peyser Functions

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

Wagner-Peyser is a Core Program Partner in the American Job Center delivery system and their local manager has been actively involved in the partner convening work done to prepare this plan, service map, identify areas of collaboration, and build day-to-day operational procedures.

Wagner-Peyser will be co-located full-time in the comprehensive American Job Center and share in the facility costs. In addition, a representative will set office hours in one of our affiliate American Job Centers with the intent to visit at least one day a week.

Along with the other Core Program Partners, Wagner-Peyser has agreed to the customer flow that provides for a “no wrong door” approach to serving clients in Southern Maryland. The design has all Core Program Partner clients registering in the Maryland Workforce Exchange and viewing a system orientation as well as receiving any basic career services available at the location they access. Wagner-Peyser has also agreed to the referral process and initial screening to identify potential services for all Center clients.

Wagner-Peyser, along with partner staff, will continue to provide front-door coverage, resource room coverage, and basic career service workshops open to all workforce system clients. Wagner-Peyser will participate on the Local Integrated Business Services Team to ensure employers are served according to a customer-centric model and that partners are not duplicating efforts.

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

The Workforce Innovation and Opportunity Act requires the American Job Centers to include information and assistance for Unemployment Insurance as part of the service menu for basic career services.

Southern Maryland Workforce Development Board will ask Unemployment Insurance subject matter experts, either at the state level or locally, to provide fundamental training to all front-line and supervisory partner staff at the American

Job Centers in the Southern Maryland Workforce Development Area. In addition, the Board will ask Unemployment Insurance representatives to prepare a “frequently asked questions” sheet for easy reference by the individuals working the front door coverage, resource room coverage, workshops, and case management. Questions that require more in-depth knowledge will be referred to a designated Wagner-Peyser or Unemployment Insurance staff person either on-site or by phone.

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

When Migrant and Seasonal Farm Workers are identified a referral will be made through the agreed upon client referral system established by the Core Program Partners at the American Job Centers. The Migrant and Seasonal Farmworker Program services are delivered by the Maryland Department of Labor, Licensing and Regulation in the Comprehensive American Job Center. Assigned staff provide eligibility determination, skills assessment, and job search.

It is anticipated that potential Migrant and Seasonal Farm Workers will be identified at the point of entry into the Center during the initial screening and through local outreach visits.

SECTION 6: Adult Education and Family Literacy Functions

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

Adult Education and Literacy is a Core Program Partner and has been actively participating in the partner convening groups held in the Southern Maryland Workforce Development Area to prepare this plan and service map, identify areas of collaboration, and build day-to-day operational procedures.

The Workforce Innovation and Opportunity Act focuses on targeted populations with more barriers than previous legislations. The Southern Maryland Workforce Development Area is expecting to “meet people where they are” and help individuals gain the skills and knowledge they need to get and keep a job. The Sector Partnership approach provides a blueprint for career pathways. Individuals will enter the system with the partner that they will most benefit from and begin a path toward self-sufficiency via career pathways. The career pathways model will create a talent pipeline to fill employment in industries and occupations that are forecasted to have growth and provide a self-sufficient wage over the next few years. The Southern Maryland Workforce Development Board believes that many of the workforce system individuals will start with Adult Basic Education or English as a Second Language and build from there. The partnership with Adult Basic Education and Literacy is essential.

Along with the other Core Program Partners, Adult Education and Literacy in all three (3) counties has agreed to the customer flow that provides for a “no wrong door” approach to serving individuals in the Southern Maryland Workforce Development Area. The design has all Core Program Partner clients registering in the Maryland Workforce Exchange and viewing a system orientation as well as receiving any basic career services available at the location they access. Adult Education and Literacy has also agreed to the referral process and initial screening to identify potential services for all American Job Center jobseekers in all three counties in Southern Maryland.

The Adult Education and Literacy providers are willing to take a look at having a presence on a part-time basis at the American Job Centers. This may be office

hours or it may include teaching some classes from space at the American Job Centers. A presence has already been established at the Comprehensive American Job Center in Charles County.

In accordance with statute and regulation, the Maryland Department of Labor, Licensing and Regulation (DLLR) will establish a uniform process for the Local Workforce Development Board to review for alignment applications for Title II funding under the Workforce Innovation and Opportunity Act (WIOA). WIOA specifies that the eligible agency (DLLR) ensure that the same process is used for all eligible providers in the State (Sec.231(c)(2)). Southern Maryland Workforce Development Board will review in accordance with the guidance provided by DLLR regarding the process at the time the RFP for Title II funds is released.

All three county services will work together to provide better coordination between Title I and Title II services. Coordination efforts will occur around the following opportunities:

- Partner Information Sessions – Coordination can be improved by a mutual understanding of each other’s programs, services, and processes. Southern Maryland Workforce Development Board will convene partner information sessions to cross-train all Title II and Title I staff and volunteers.
- Braided Funding - Title I and Title II partners will research braided funding options and consultation around industry-led occupational trainings, transitioning from Title II services to Title I opportunities, and co-enrollments between Title I and II services to leverage resources.
- Coordinated Referral Processes – as indicated throughout this plan, Title II from all three counties will be part of the Memorandum of Understanding that will provide process information on referrals and coordination strategies.
- Promote and Support Workplace Literacy – Southern Maryland JobSource will promote and support workplace literacy instruction and include information on the services offered in the business service outreach and recruitment strategies.

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

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

Adult Basic Education and Literacy is a Core Program Partner and will be part of the area’s Memorandum of Understanding. As indicated, the Southern

Maryland Workforce Development Board expects Adult Basic Education to frequently be the starting point of a career pathway for workforce system clients.

Basic education skills and English language assessments may be administered to participants enrolled in:

- WIOA Title I Adult Program
- WIOA Title I Dislocated Worker Program
- WIOA Title I Youth Program
- WIOA Title II Adult Education & Family Literacy Act Program; and
- Trade Adjustment Assistance for Workers Program

Effective July 1, 2016, Maryland WIOA Title I local workforce development areas and WIOA Title II adult education providers are required by DLLR to assess Adult Basic Education or Adult Secondary Education learners with the: Comprehensive Adult Student Assessment Systems; and/or Tests of Adult Basic Education.

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

The partner convening group will be working with each other to get release of information forms approved to allow for sharing of assessment scores. The release of information form must be in compliance with the Federal Education Rights and Private Act.

Adult Education and other Core Program Partners will administer the TABE and other Maryland approved assessments as outlined in the Maryland Basic Education Skills and English Language Assessments Policy. Individuals with limited English language proficiency will be administered the CASAS or other Maryland approved assessments. Any staff involved in the assessments will be trained by Adult Basic Education subject matter experts. Assessments will be conducted in accordance with applicable guidelines set forth by the respective assessment publisher.

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

Individuals who will be clients of Adult Basic Education and Literacy as well as needing English language proficiency will be tested primarily by Adult Basic Education. Other Core Program Partners may be trained on the proper testing standards and may assist in testing as deemed appropriate and necessary.

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

It is important that individuals only have to go through the testing one time regardless of the partners they end up co-enrolling with so a release of information form that is in compliance with the Federal Education and Privacy Act will be created.

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

The partners are compiling a list of existing assessments, training required to oversee the assessment process, and creating a release for information form that is in compliance with the Federal Education Rights and Private Act.

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

In the Southern Maryland Workforce Development Area the Title II representatives from all three counties will participate on the partner convening group charged with alignment and integration.

An Adult Basic Education and Literacy representative is also on the Southern Maryland Workforce Development Board and Chairs the Youth and Young Adult Advisory Committee. The Adult Basic Education and Literacy Board Member will communicate at least quarterly with all of the program's grant administrators in Southern Maryland to ensure the interests of all the Title II providers are represented to the Board. The Board representative will be asked to document the coordination through the presentation of information to the Board at least quarterly.

The current Board Member is the Adult Education Coordinator at College of Southern Maryland for Calvert and St. Mary's Counties.

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

As described above, Adult Basic Education and Literacy is a Core Program Partner and participates on the partner convening group to align and integrate services. In addition, they have been active with service mapping, plan development, and customer flow.

The comprehensive Center will have Adult Basic Education and Literacy classes provided on-site on a regular schedule.

SECTION 7: Vocational Rehabilitation Functions

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

Southern Maryland Workforce Development Area will provide supported employment services for youth and adults with disabilities as defined by the Workforce Innovation and Opportunity Act.

The Maryland State Department of Education/ Division of Rehabilitation Services, in accordance with 29 U.S.C. 721(a)(11) will provide the following services to individuals with disabilities:

- Provide intake, orientation, and assessments for disabled job-seekers;
- Promote employment of persons with disabilities;
- Provide comprehensive assessments and an Individualized Plan for Employment for those who are both eligible to receive services and meet the Division's Order of Selection criteria;
- 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 the Workforce Innovation and Opportunity Act;
- Provide Supported Employment Services for youth with disabilities as defined by the Workforce Innovation and Opportunity Act;
- Provide independent living services older blind individuals to enhance the capacity of persons with disabilities to live unaided in the community;
- Provide performance information as required by the Workforce Innovation and Opportunity Act;
- Provide cross training of Workforce staff on disability related issues;

- Provide technical assistance on disability related issues and on assistive technology;
- Engage employers through the Division’s Business Liaisons;
- Work in a collaborative manner to coordinate services among the Workforce Partners for individuals with disabilities.
- Southern Maryland Local Workforce Development Area will provide supported employment services for youth and adults with disabilities as defined by WIOA.

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

Vocational Rehabilitation is a Core Program Partner in the American Job Center system in the Southern Maryland Workforce Development Area and has actively participated in the local partner convening group that has established a customer flow that ensures individuals with disabilities are treated mainstream and receive an initial assessment, referral options, registration into the Maryland Workforce Exchange database, a system orientation, and basic career services.

In addition, Vocational Rehabilitation will participate in partner case management meetings to discuss co-enrollment and leveraging funds options. Those meetings will ensure that exits are coordinated and performance reviewed to determine if partners can assist each other with meeting the requirements.

As a partner with a “job” as a successful outcome, Vocational Rehabilitation will be represented on the Integrated Business Services Team to provide seamless service to employers and optimize client placement options.

Southern Maryland Local Workforce Development Area will provide supported employment services for youth and adults with disabilities as defined by WIOA.

SECTION 8: Temporary Assistance for Needy Families Functions

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

Individuals served by Temporary Assistance for Needy Families called Temporary Cash Assistance in the State of Maryland, are a primary target population for Workforce Innovation and Opportunity Act Title I Adult Programs. This low-income and multi-barrier target population will be an important component of a successful local workforce system making the partnership with Temporary Cash Assistance essential.

Temporary Cash Assistance representatives from Department of Social Services are participating as a Core Program Partner in the three (3) Counties that comprise the Southern Maryland Workforce Development Area. They are members of the partner convening group and have been actively engaged.

As referenced throughout this Plan, the partners including Temporary Cash Assistance have agreed to an integrated upfront system that includes initial screening, Maryland Workforce Exchange registration, referral, and basic career services. In addition, Temporary Cash Assistance representatives will participate in integrated case management meetings monthly to facilitate co-enrollments, career pathway strategies, system orientation, and coordination of exits and supportive services. Temporary Cash Assistance will also participate on the local Integrated Business Service Team that will conduct business development opportunities for job placements.

Building a strong partnership between the LDSS and the Southern Maryland Workforce Development Area has been essential to the Partner Convening Group. The overall new functional approach to service delivery in the local area compliments Maryland’s plan for integration. Southern Maryland will be fully compliant as outlined by the State’s implementation timetable:

Benchmarks of Success for Maryland’s Workforce System Implementation Timetable	
Timeframe	Action
Present – June 31, 2017	To make the benchmarks actionable, the WIOA Performance Work Group will be charged with making recommendations to the WIOA Alignment

	Group related to defining variables, determining appropriate data sources, identifying benchmarks that are not yet measurable, etc. to be used for measuring the WIOA system's success
January 1, 2017 – December 31, 2017	Phase-in of TCA/WIOA partnership for Anne Arundel, Lower Shore, Susquehanna
July 1, 2017 – June 30, 2018	Collect baseline data (as available) for all 12 local workforce areas to determine benchmark percentages and timeframes
January 2, 2018 – December 31, 2018	Phase-in of TCA/WIOA partnership for Baltimore City, Baltimore County, Frederick, and Upper Shore
July 1, 2018 – June 30, 2019	Year 1 of measuring the WIOA system success with complete benchmarks (i.e., baseline data collection is over and x% and y% will be determined)
January 1, 2019 – December 31, 2019	Phase-in of TCA/WIOA partnership for Mid-Maryland, Montgomery County, Prince George's, Southern Maryland, and Western Maryland

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

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

The Department of Social Services is not co-located in the American Job Centers in the Southern Maryland Workforce Development Area. The partners are currently evaluating space availability in the American Job Centers and discussing options for enhanced coordination. All three counties of Calvert/Charles,/St. Mary's participate on the local Partner Convening Group and assisted in plan development meetings and integrated service elements within the customer flow.

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

Partners in the Southern Maryland Workforce Development Area, including Temporary Cash Assistance, will coordinate services such as business development through participation on the Integrated Business Services Team or sharing workshop delivery responsibilities and classroom space. All three LDSS

offices in the Southern Maryland area, Calvert/Charles/St. Mary's, will participate on the local Integrated Business Service Team. The details for the in-kind contributions will be provided in the Memorandum of Understanding and the corresponding Resource Sharing Agreement. At this point, with no co-location in place, the Southern Maryland Workforce Development Area is not anticipating a direct financial contribution, however coordinating workshops and classroom space will result in partner financial savings.

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

All three LDSS offices in the Southern Maryland Workforce Development Area in Calvert/Charles/St. Mary's Counties will participate on the Partner Convening Group. The Partner Convening Group will request the Department of Social Services provide training on Temporary Cash Assistance including eligibility, processes, services, participation rate requirements, performance goals, and strategies. Local Temporary Cash Assistance staff have agreed to provide a preliminary list of characteristics they look for and eligibility requirements to enhance workforce system referrals to and from their funding source.

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

A key ingredient to successful partnerships is coordinating performance and helping each other with strategies that will enhance outcomes. Southern Maryland Workforce Development Area Core Program and Required Partners have established preliminary seamless processes upfront that will help all the partners be more effective and efficient. Co-enrollments will be a critical component to partner coordination particularly with the Temporary Cash Assistance Programs. Co-enrollment strategies must include ensuring that activities are countable and tracking is done to make sure participants meet required Work Participation Rates.

Department of Social Services will provide training to all partners to help everyone understand the performance requirements. Temporary Cash Assistance staff involvement in integrated case management meetings will provide a forum for conversation related to countable activities and Work Participation Rates. All three LDSS offices in the local area, Calvert/Charles/St. Mary's Counties, will be part of the local integrated case management meetings.

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

All three LDSS offices in the local area, Calvert/Charles/St. Mary's Counties, will participate on the local Integrated Business Service Team. As members of the Integrated Business Service Team, participating core program partners as well as Economic Development and the College of Southern Maryland will align and integrate business development activities within the Southern Maryland Workforce Development Area for the purpose of:

- Creating a single point of contact for businesses
- Establishing a collaborative outreach and recruitment structure
- Coordinating workforce services and training options
- Leveraging resources
- Sharing performance outcomes
- Creating and managing a talent pipeline in existing and emerging in-demand industries and occupations
- Establishing an inventory of existing training options, particularly those that include a credential or certification in existing and emerging in-demand industries and occupations
- Identifying skill and knowledge gaps between what business needs and expects and what training options are available
- Working with Education to enhance or establish short-term training options for portable or stackable credential/certification opportunities
- Working with Economic Development Representatives to ensure a dynamic approach to meeting the ever-changing needs of business and industry as the in-demand sector landscape grows or diminishes

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

The Southern Maryland Workforce Development Area is looking forward to working with the State to create an integrated case management system that allows data to be easily compiled. Until such a system is established, Core Program Partners in the Southern Maryland Workforce Development Area will participate on a partner convening group and on an integrated case management team to review baseline outcome data and combine statistics to get a holistic view of the overall success of the local workforce system. All three LDSS offices in the local area, Calvert/Charles/St. Mary's Counties, are active participants on the Partner Convening Group and the integrated case management team. Guidance provided by the State regarding collecting and reporting will be followed.

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

Southern Maryland Workforce Development Board has a voting member representing Charles County Department of Social Services. In addition, the Calvert and St. Mary's County Departments of Social Services as well as Charles County

Department of Social Services are active on three local teams including: Integrated Business Services Team, Integrated Case Management Team, and the Partner Convening Group.

SECTION 9: Jobs for Veterans State Grants Functions

The Local Plan Section 9 is written and adhered to in accordance with Maryland's WIOA State Plan Section 9 established by Title 38, Chapters 41 & 42 United States Code; Veteran Program letters (VPLs) 03-14 & 07-10.

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

The American Job Center (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. AJC will ensure all vendors follow Priority of Service provisions.

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

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

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

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

1. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income

individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.

2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
3. Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.
4. Last, to non-covered persons outside the groups given priority under WIOA.

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

Customer Service Flow for Veterans

AJC staff provides core services and initial assessments to veterans.

The receptionist or other American Job (AJC) staff who work at the front desks are trained to determine whether any customers are veterans. Information can also be gathered on veteran status when the AJC front desk has customers complete their county’s “Customer Activity Sheet”. Customers who self-attest to veteran status shall receive priority of service from this point forward.

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

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

1. If the customer qualifies as SBE, and requires intensive services to overcome a barrier to employment, AJC staff assists in setting up an appointment for him/her to meet with Disabled Veteran Outreach Program (DVOP) Specialist.

2. If the customer does not require intensive services, he/she is then referred to Basic Career Services resources, WIOA Title I resources, an AJC Job Service Specialist, or other resource as determined appropriate based on the Personalized Needs Assessment.

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

Verifying Veteran Status

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

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

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

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

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

Veterans and Spouses as Dislocated Workers

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

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

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

If a Veteran meets the definition of a dislocated worker, then he/she may also be eligible to receive Priority of Service. For WIOA Title I programs, Priority of Service is available to any Veteran who has served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. AJCs may consider documentation of a service member's release from active duty on a specific date

as equivalent to a layoff notice for WIOA Dislocated Worker Program eligibility. However, service members are not eligible for Priority of Service until they leave active duty.

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

JVSG Funds Are Provided to Fund Two Staff Positions

Disabled Veterans' Outreach Program (DVOP) Specialists -- Under 38 U.S.C. 4103A(a), a DVOP specialist provides intensive services⁵ and facilitates placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other disabled veterans, and other categories of veterans in accordance with priorities determined by the Secretary of Labor (Secretary); and

Local Veterans' Employment Representatives (LVER) -- Under 38 U.S.C. 4104(b), the LVER's principal duties are to: (1) conduct outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups; and (2) facilitate employment, training, and placement services furnished to veterans in a State under the applicable State employment service delivery systems.

Monitoring Priority of Service

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

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

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

SECTION 10: Fiscal, Performance and Other Functions

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

The Chief Elected Officials have designated Tri-County Council for Southern Maryland as the entity responsible for the disbursement of grant funds.

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

Workforce Innovation and Opportunity Act funded programs depend on Congressional appropriations and line item budgeting which has always carried a risk of not being funded or being funded at a greatly reduced level. Currently, the Southern Maryland Workforce Development Board is gathering the data to negotiate the Memorandum of Understanding and Resource Sharing Agreement with all of the partners. In the past, Wagner-Peyser has contributed to all three (3) Southern Maryland Workforce Development Area American Job Centers. The Southern Maryland Workforce Development Board has been told to plan on full-time presence of Wager-Peyser only at the comprehensive American Job Center going forward. This decision will put a burden on Title I Adult, Dislocated Worker, and Youth funding. In the event funding levels change or the Southern Maryland Workforce Development Board is called upon to pay a greater share, it will be necessary to adjust the budgets which would result in serving fewer individuals, offering fewer opportunities for training expenditures and supportive services. It is important in a rural area with transportation issues to have access points in each County. If funding becomes a problem, the Southern Maryland Workforce Development Board may consider either identifying less expensive facilities or may co-locate with other partners.

The Wagner Peyser contribution, however, is only one of several factors affecting financial sustainability. The Southern Maryland Workforce Development Board will negotiate dollars and in-kind contributions with all the Core Program Partners and Required Partners during the Memorandum of Understanding and Resource Sharing Agreement negotiations. In addition, the Board will be pursuing a variety of grants to diversify funding.

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

The Southern Maryland Workforce Development Board is not incorporated. Tri-County Council for Southern Maryland was designated the Fiscal Agent and Grant Recipient by the Chief Elected Officials. In its capacity as Administrative Entity, Tri-County Council for Southern Maryland serves as the Southern Maryland Workforce Development Board support and assists the Board in fulfilling its duties. In cases where there is a need for a firewall between responsibilities such as monitoring, evaluation, procurement, plan development, and policy development, the Southern Maryland Workforce Development Board requests the Administrative Entity contract with an independent consultant to provide assistance directly to Board Members independent of Tri-County Council for Southern Maryland.

An independent consultant will be contracted with to assist the Southern Maryland Workforce Development Board in procuring the one-stop operator. Southern Maryland Workforce Development Board and the Southern Maryland Chief Elected Officials, have selected and approved Tri-County Council for Southern Maryland to serve as service provider for the Title I Adult and Dislocated Workers and will be asking the Governor to approve the decision. As a result, no competitive process will be used for Adult and Dislocated Worker Procurement. Training services that require an Individual Training Account must be on the Eligible Training Provider List. Youth services will be procured according to guidance from DLLR. In each case, the Board will contract for an independent consultant to assist a Board Committee with procurement.

The risk assessment of having Tri-County Council for Southern Maryland serve in the service provider capacity is low. Chief Elected Officials comprise the agency Board of Directors and the Chair of the Chief Elected Officials is a member of the Southern Maryland Workforce Development Board. In addition, Tri-County Council for Southern Maryland has served as the service provider for several years and has proven to be credible and high-performing. The Southern Maryland Workforce Development Board will contract for monitoring at least two times each program year to provide an independent review.

The Board will incorporate a risk-assessment approach to its oversight of contractors. The process for risk assessment shall include:

1. Define scope. Consider which, if any, contracts involve the most risk exposing the local board to adverse consequences.
2. Identify areas of possible exposure associated with additional risks. Consider the level of vulnerability of the local area or local board if a contractor's compliance with programmatic and fiscal system requirements is monitored less frequently.
3. Identify the factors used to assess risk. Consider: has the contractor experienced major changes in personnel or practices since the last review;

what is the structure for provision of services; is there a history of disallowed costs; is there a significant history of prior oversight findings; and what is the contractor's share of the local area's allocation?

4. Project the risk. Assign point values to the scoring system. The numerical ratings can be used to help the Board determine how to allocate its oversight resources.

Service providers may be classified as high risk, medium risk, or low risk for the purposes of measuring program accountability. At a minimum, all providers must be monitored at least once during each program year (July 1 - June 20), with medium or high risk providers being monitored more frequently.

Risk Assessment Scoring System:

1. Were there any changes in provider's personnel or practices since last on-site review? 15 Points = extensive change; 8 points; some change; 0 points = little to no change.
2. What is the structure for provision of services? 10 points = if provider does not provide services directly; 5 points = if provider provides some services and purchases some services; 0 points = if provider provides all or nearly all services directly.
3. Is there any history of disallowed costs? 20 points = if more than 1 instance of disallowance; 5 points = a single instance of disallowance; 0 points = no disallowances have occurred.
4. What is the extent of recent audit or monitoring findings? 25 points = if substantial oversight findings occurred within the past 2 years; 20 points = if some findings occurred within past 2 years; 0 points = no oversight findings occurred in the past 2 years.
5. What is the contractor's share of the local area's allocation? 15 points = if more than 25% of local board's allocation; 8 points = if 10% to 25% of local board's allocation; 0 points = if less than 10% of local board's allocation.

The entity selected for one-stop operator will be checked on epls.gov for suspension and/or debarment to minimize risk.

Risk Assessment in regard to procurement and vendor selection processes are defined in 2 CFR 200.205 C. Southern Maryland will consider the following risk factors as part of the procurement and vendor selection processes: financial stability, quality of management and ability to meet management standard, history of performance including timely reporting, compliance, and expenditure levels, audit findings, and ability to implement requirements.

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

The Southern Maryland Workforce Development Board in coordination with the Chief Elected Officials and its partners negotiated Title I performance measures with the State of Maryland/Governor according to United States Department of Labor guidelines at such time the State advises on the process and timeline. The following success indicators were established:

Adult Measures	Negotiated Levels
Employment Rate 2 nd Quarter After Exit	82%
Employment Rate 4 th Quarter After Exit	82%
Median Earnings 2 nd Quarter After Exit	\$6,000
Credential Attainment Within 4 Quarters After Exit	57%
Dislocated Worker Measures	Negotiated Levels
Employment Rate 2 nd Quarter After Exit	85%
Employment Rate 4 th Quarter After Exit	85%
Median Earnings 2 nd Quarter After Exit	\$6,000
Credential Attainment Within 4 Quarters After Exit	55%
Youth Measures	Negotiated Levels
Employment or Placement Rate 2 nd Quarter After Exit	60%
Employment or Placement Rate 4 th Quarter After Exit	60%
Credential Attainment within 4 Quarters After Exit	60%
Wagner-Peyser Act Measures	Negotiated Levels
Employment Rate 2 nd Quarter After Exit	55%
Employment Rate 4 th Quarter After Exit	55%
Median Earnings 2 nd Quarter After Exit	\$5,400

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

Southern Maryland Workforce Development Board is and will continue to be a high-performing Board. The Southern Maryland Workforce Development Board will analyze evidence-based return on investment through a performance management dashboard to track employment, retention, wages, and educational attainment.

An independent evaluation will be conducted annually to review the local workforce delivery system and provide feedback on enhancement possibilities and areas that may be of concern to the Southern Maryland Workforce Development Board. In addition to a third party evaluation, mystery shopping of each American Job Center to evaluate customer service will be done at least once annually.

Southern Maryland Workforce Development Board Members will receive at least six (6) hours of training annually regarding the workforce system to keep them apprised of changes, promising practices, sector partnership progress, and local considerations.

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

The Southern Maryland Workforce Development Board will be revising this policy in the second quarter of FY 2016 once the Sector Partnerships and Career Pathways flow is complete in order to ensure the local workforce system's ability to support the new initiatives and new overall target population guidelines. The revised policy will be complete and implemented on July 1, 2017. Customized training will be included as an offering in the policy to fit employer unique needs.

The current policy:

Individual Training Account (ITA) Policy
TCCSMD Policy Series #OP-2013-05
Date 7/2013, Revised 1/22/15, Revised 9/1/16

Purpose:

To establish requirements and procedures for the Southern Maryland Development Area staff, contractors and service providers in establishing Individual Training Accounts (ITA's) for eligible Workforce Innovation and Opportunity Act customers.

References:

Workforce Innovation and Opportunity Act of 2014 and related Regulations

Background:

Services for adults and dislocated workers under the Federal Workforce Innovation and Opportunity Act are provided after an assessment of the specific needs of each job seeker. Tri-County Council for Southern Maryland, through the American Job Centers, uses a career assessment process that assists job seekers in determining the most appropriate services and training plan for each individual. Developing a plan to address the needs of each job seeker is a strategy that embodies the key principals of the Federal Workforce Innovation and Opportunity legislation, customer choice, flexibility and a market oriented approach to job training.

Procedures:

The ITA is an account established by the Southern Maryland JobSource Career Counselor on behalf of a Workforce Innovation and Opportunity Act eligible individual. ITAs are funded with adult and/or dislocated worker funds authorized under Title I of the Workforce Innovation and Opportunity Act. Eligible individuals may use ITA's in exchange for training services for skills in demand occupations from training providers on the approved Maryland Higher Education Commission (MHEC) list <http://www.mhec.state.md.us>.

A. Occupational Skills Training

Tri-County Council for Southern Maryland, in conjunction with the local Workforce Development Board, has implemented a system to authorize occupational skills training for adult and dislocated workers using an Individual Training Account (ITA) voucher. The ITA system makes funds available to cover the costs of tuition, books, and fees, or portions thereof, for programs and courses offered by eligible training providers.

Occupational skills training is defined as a program or course that trains individuals for gainful employment or entry into a specific occupation. Examples of occupation specific programs and courses include training in areas such as nursing and health care, tractor trailer and truck driving, information technology and computer programming, welding, electronics, automobile mechanics, machine tool, etc.

To be an eligible provider, each program or course of occupational skills training must be placed on the "State List of Occupational Providers" and approved by the local Workforce Board. Occupational skills training programs that are tuition based and available to the general public, offered by community colleges, four- year colleges and universities, community based, non-profit organizations and private schools are eligible to be included on the State list of Occupational Training Providers.

In the State of Maryland, training providers that offer occupational skills training to the public are required to obtain certification from the Maryland Higher Education Commission (MHEC).

The Maryland Department of Labor, Licensing and Regulation, in conjunction with the MHEC with input from the local Workforce Development Areas, has taken the lead in developing and maintaining the State List of Occupational Training Providers. Tri-County Council for Southern Maryland uses only those training providers and specific courses/programs included on the State List of Occupational Providers when referring Workforce Innovation and Opportunity Act eligible adults and dislocated workers for occupational training.

Tri-County Council for Southern Maryland has established an individual training cap of \$4,000.00 for each individual. The maximum length of training in an ITA program is twelve months.

B. Pre-Vocational Services



The Workforce Innovation and Opportunity Act legislation makes a distinction between occupational specific training and pre-vocational services. Pre-vocational activities are considered an Individualized Career Service rather than a training activity. Pre-vocational services include basic and remedial education courses including GED programs, basic computer skill offerings such as keyboarding and word processing, computer software offerings such as Excel, Word and Access, and other offerings that are not occupational specific training. Since these types of services are not considered occupational training programs, the Maryland Department of Labor, Licensing and Regulation will not include such programs on the State List of Occupational Training. Each local Workforce Development Area determines the method for the provision of these types of services. Tri-County Council for Southern Maryland will identify eligible vendors to provide pre-vocational services to job seekers, as needed. Pre-vocational services are also off the shelf, tuition based, and available to the public. Workforce Innovation and Opportunity Act adults and dislocated workers are authorized for pre-vocational services on an individual referral basis.

C. Customer Assessment, Counseling and Individual Service Strategy (ISS)

Workforce Innovation and Opportunity Act Career Counselors will perform a customer assessment for each eligible customer desiring occupational skills training. The Career Counselor will develop and maintain an ISS on each customer to document training requests, work history, and to identify any possible barriers to training. The employment barrier identification will occur through the pre-screening assessment.

If the ISS has determined the customer's primary service needs to be occupational training services, and the customer has significant work history, adequate test scores, and no major barriers to employment, they should be considered suitable at that time for an Individual Training Account (ITA).

If the customer has a limited work history or significant barriers to training, the Career Counselor will complete a more in-depth suitability evaluation before recommending the customer for a training program. This will include the administration of an interest inventory, a plan for managing barriers, and /or referral to partner agency, if required.

D. Training and Occupations/Approved Provider List

The list of approved training providers will be available to the public via the State of Maryland MHEC web site. This information will also be available at all Southern Maryland One-Stop locations. Vendor selection is based on informed customer choice. The customer decides on which vendor to use; however the counselor ensures that the customer has the information necessary to make an informed choice. Career Counselors are responsible for communicating the ITA process in simple understandable language, giving the customer good information and choices.

The counselor reviews with the customer the vendors that provide the occupational training that the customer is interested in taking. The review should include: The begin date; The length of training; The location of training; Performance data for the vendor for that training; The cost of the training

Once the review is complete the customer is asked to make an onsite visit. Based on their

visit, the customer chooses the vendor.

E. ITA Policy/Process

The Career Counselor will orient the customer to the ITA process. The following information must be discussed with each Workforce Innovation and Opportunity Act customer: Customer Responsibilities (sign training agreement form); Tri-County Council for Southern Maryland/ One-Stop responsibilities; Amount and limitations of the ITA; Procedures that must be followed in order to obtain an ITA; and Responsibilities of the training vendor

Workforce Innovation and Opportunity Act training assistance is only provided if the customer is unable to obtain other grant assistance to pay for training, including Pell Grants. All Workforce Innovation and Opportunity Act customers must apply for other forms of assistance, if applicable. The training vendor must certify that it has assisted the customer in applying for other financial assistance. The vendor will apply any Pell Grant and other financial awards toward the total training cost to offset the amount of costs billed to Tri-County Council for Southern Maryland.

F. ITA Contract

The Individual Training Account Contract is a contract between TCC and the College. The contract is used to show the college which program the client is authorized to attend, and how to invoice TCC as well as the start and end of the contract and the contract amount. The completed contract is sent to the College for approval. The signed contract is then forward to TCC for final approval by the Director of Regional Workforce & Business Development. If a client is planning on taking classes during fall and spring semester the ITA would list the end of the spring semester for the end date.

If any of the information on the approved contract changes, a new contract will need to be completed.

G. Billing Authorization Form

The Billing Authorization form is used to obligate individual classes authorized under the ITA. Workforce Innovation and Opportunity Act customers cannot begin class without the training vendor having in its possession a signed (approved) Billing Authorization Form. TCCSMD, Inc. will not be liable for training fees occurred prior to the approval of the Billing Authorization. The training vendor must submit a copy of the Billing Authorization with an invoice to request payment from TCCSMD, Inc.

The billing authorization can only list the current semester's classes. Two separate Billing Authorization forms will need to be completed; one for the fall semester and then one for the spring semester when the client is able to register for these classes.

The Billing Authorization is also used to make modifications to the ITA. Examples: de-obligations, change in class dates, address etc. The Counselor must submit modifications to Tri-County Council for Southern Maryland within thirty (30) days. Workforce Innovation and Opportunity Act Career Counselors must be informed of vendor's policies regarding refunds to ensure that we are not wasting federal dollars.

H. Submission of ITA/Billing Forms to TCCSMD, Inc.

The Career Counselor will scan the completed ITA, Billing Authorization Form and Verification Checklist and email to supervisor and Workforce Innovation and Opportunity Act Program Manager at TCC to review. Supervisor or designee will have up to 2 business days to review and forward the email to the Workforce Innovation and Opportunity Act American Job Center Operations Manager. The American Job Center Operations Manager will have up to 3 business days to review. If approved, the American Job Center Operations Manager will print and sign the documents and will forward the originals to TCCSMD, Inc. If denied, the Manager will email the Career Counselor, supervisor, Accounting Assistant, and Workforce Innovation and Opportunity Act and Special Program Manager the reason for denial. TCCSMD, Inc. will have up to 10 business days to review and sign all documents. The approved ITA and Billing Authorization will be scanned and emailed to the Career Counselor, supervisor, and the American Job Center Manager.

Upon TCCSMD approval of the ITA, the Career Counselor is responsible for the following:
Notifying customer that training has been approved and to give customer a copy of the approved ITA/ Billing Authorization to bring to the vendor so he/she can register for class;
Update data in MWE (within 5 days of approval)

NOTE: Customers cannot begin training services until Tri-County Council for Southern Maryland has approved the ITA and Billing Authorization Form. The ITA is a non-financial agreement and is used in conjunction with the Billing Authorization Form to obligate Workforce Innovation and Opportunity Act training. Vendors must have an approved Billing Authorization Form in order to invoice TCCSMD, Inc. TCCSMD, Inc. will not be liable for any customer costs occurred prior to the approval of the ITA / Billing Authorization.

I. Costs Associated with the ITA

The Workforce Innovation and Opportunity Act Career Counselor will work in conjunction with the customer, service provider/vendor, and other appropriate staff to determine what costs are allowable and reasonable based on the training requested, funding availability, and priority of service. Southern Maryland Workforce Development Board has established a ceiling of \$4,000.00 for Workforce Innovation and Opportunity Act funded training programs; standard duration of an ITA shall be 6-12 months (pending Southern Maryland Workforce Development Board Executive Committee approval ITA may be extended beyond 1 year due to extraordinary circumstances). Workforce Innovation and Opportunity Act Career Counselors will ensure that PELL and other funding is utilized prior to committing Workforce Innovation and Opportunity Act funds, which will be documented on the ITA contract. Extraordinary circumstances may include health issues, life events such as a family member death, and other factors that make it difficult to meet training requirements.

J. Process for Tracking ITA Expenditures

Once the ITA has been fully approved and accepted, the ITA is put into the fiscal accounting system managed by Tri-County Council for Southern Maryland, which obligates the funds for the customer's training. As the service provider/vendor invoice for the customer's training, the amount is charged against the obligated funds. Then a check is dispersed to

the service provider/vendor.

K. Case Management Activities

The Workforce Innovation and Opportunity Act Career Counselors must provide case management services to customers as indicated by their ISS. All customers at a minimum should receive the following: Before training - the Career Counselor contacts customer before the training is to begin to ensure that the customer still plans to attend and to offer assistance with any problems that would prevent participation; During training – Career Counselor contacts customer at least monthly to ensure that the customer is attending and to offer assistance with any problems that would prevent continued participation; One month prior to completion of the training – Career Counselor should have customer come in to begin their Center job search assistance; After employment - the Career Counselor contacts the customer at a minimum bi-monthly, or as identified in the ISS to ensure that the customer is still employed and to offer assistance with any problems that would prevent continued employment. Follow up with client will continue for a minimum of 12 months.

Note: If during follow-up the Career Counselor determines that the customer is no longer employed, the Career Counselor is to provide re-employment services.

L. Follow-Up/Job Search Assistance

The Career Counselor as part of case-management provides follow-up services. Once the customer completes training, the Career Counselor ensures that the customer is conducting a job search. All customers will receive at a minimum the following:

One week prior to the scheduled end date for training, the Career Counselor should schedule an appointment with the customer to initiate job search activities.

Once training is complete, the customer is encouraged to come to the American Job Center to participate in weekly Job Club, or other job search activity as coordinated with the Career Counselor.

If the customer remains unemployed after a month of job search, an assessment of their job search activities should be made and an action plan developed.

M. Exit and Termination

Customers are considered exited from intensive or training services when they no longer receive services, other than follow-up services. A soft exit will be automatically generated when the customer does not receive or is not in an active service for 90 days.

NOTE: To ensure positive performance outcomes are obtained, it is imperative that the Career Counselor conduct timely case management. This includes ensuring that customer files remain up to date, i.e. updating services, documenting case notes, case closures, etc.

Participants who exit from services because they are incarcerated, deceased or have health/medical conditions that prevent them from participating are excluded. If a Career Counselor is aware that a customer is not participating because of one of these reasons,

they must update the Maryland Workforce Exchange using the appropriate exit codes.

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

Training services for the Southern Maryland Workforce Development Area will be provided in accordance with 134(c)(3)(G) of the Workforce Innovation and Opportunity Act. Training services provided will maximize customer choice in the selection of an eligible provider of such services.

As required in the Workforce Innovation and Opportunity Act, in the Southern Maryland Workforce Development Area, training services shall be directly linked to an in-demand industry sector or occupation or related entry level career path course of study. Input from economic development, employers, core program partners, and labor market information resulted in the Southern Maryland Workforce Development Board selecting Health Care, Construction (including construction related truck driving), and Professional Services (including IT), as the forecasted new and emerging industry sectors or occupations. In addition, to support career pathways and meet clients where they are, the Southern Maryland Workforce Development Board has approved Retail and Hospitality as a career pathway “starter” industry sector or occupation.

Labor market data and local economic conditions can change with little warning. As a result, the Southern Maryland Workforce Development Board may decide to approve training services for occupations determined by the Board to be in sectors of the economy that have a high potential for sustained demand or growth in the Southern Maryland Workforce Development Area. If this occurs, the Southern Maryland Workforce Development Board will document the decision in Board meeting minutes along with the justification for the decision.

Training services will be done through the Individual Training Account process for educational institution training services and through a contract process for other training services including on-the-job training, customized training, incumbent worker training, or transitional employment. Tri-County Council for Southern Maryland will not directly provide training services.

Line item tracking will be done for Individual Training Account funds versus Training Contract funds.

Customer choice can be achieved through a comprehensive case management

strategy that involves an assessment and the development of an Individual Employment Plan that leads to training and self-sufficiency. The Career Counselor's role is to help the customer make an informed choice after looking at the State's list, program and cost information, and taking into considerations the dollar amount of the training and the Board policy on expenditures.

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

The Workforce Innovation and Opportunity Act in subsection (d) says:

Prior to the date on which the local board submits a local plan under this section, the local board shall—

(1) make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local news media;

(2) allow members of the public, including representatives of business, representatives of labor organizations, and representatives of education to submit to the local board comments on the proposed local plan, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available; and (3) include with the local plan submitted to the Governor under this section any such comments that represent disagreement with the plan.

The Southern Maryland Workforce Development Board has included Core Program and Required Partners in the preparation of this plan from beginning to end. In addition, Economic Development has been a voice in the conversation to ensure business and industry needs and expectations are included.

Following individual Core Program Partner meetings to discuss unique features and benefits of each funding stream, the partner convening group met to discuss similarities and differences across services. A draft plan was written by an independent consultant working with the partners. The draft plan was provided to the partners, Workforce Development Board Members, and Chief Elected Officials for review and adjustments made prior to a formal 30-day comment period. The formal process will include forwarding an email notice to a website link targeting Core Program and Required Partners, Southern Maryland Workforce Development Board Members, Chief Elected Officials, community stakeholders, and providers. In addition, a notice will be posted in each of the American Job Centers to alert clients and customers. Next, a notice will be placed one time in a news publication in each of the three (3) counties.

Following the thirty-day comment period, the partner convening group would discuss comments and respond with changing the plan or indicating reasons for not making a change.

The procedures for public comment were followed and NO public comments were received.

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

The Maryland Workforce Exchange will be used for all workforce system job seekers regardless of the access point to the system. The Core Program Partners have agreed to register all applicants/participants in the Maryland Workforce Exchange. Title I Adult, Dislocated Worker, and Youth Program providers will use the Maryland Workforce Exchange as its intake and case management system and tracking system for service engagement and performance outcomes.

Due to the need to coordinate assessments, co-enrollments, exits and case records, it is important that the other Core Program Partners join Wagner-Peyser and Title I Adult, Dislocated Worker and Youth Programs in using the Maryland Workforce Exchange as a coordinated database. Until that is possible, Southern Maryland Workforce Development Area will hold regular conversations to coordinate essential service delivery components.

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

The Workforce Innovation and Opportunity Act requires a firewall exist between operations and administration. In addition, the Workforce Innovation and Opportunity Act allows grant recipients and fiscal agents to operate Title I Youth Programs. Also, the Southern Maryland Workforce Development Board staff may serve a dual role in providing career services for Adults and Dislocated Workers without applying a competitive request for proposal process.

The Southern Maryland Workforce Development Board, the Chief Elected Officials, and the Governor through approval of this plan, has approved Tri-County Council for Southern Maryland, in its role as fiscal agent, administrative entity and Workforce Board staffing to provide the Title I Youth services and Title I Adult and Dislocated Worker Career Services. Training services will be done through the Individual Training Account process for educational institution training services and through a contract process for other training services such as On-the-Job Training and other work-based training. Tri-County Council for Southern Maryland will not directly provide training services.

With the multi-role complexity of the Southern Maryland Workforce Development Area, the Southern Maryland Workforce Development Board will ensure that procurement of the

One-Stop Operator and any desired service provider procurements are not handled by Tri-County Council for Southern Maryland but instead by an independent contractor working directly with Southern Maryland Workforce Development Board Members who do not have a conflict of interest.

As the Title I Youth Services and Adult and Dislocated Worker Career Services provider, Tri-County Council for Southern Maryland will conduct ongoing monitoring according to the policy provided below. In addition, an independent contractor will be used to do administrative, fiscal, and program monitoring at least once a year that provides an objective evaluation directly to the Executive Committee of the Southern Maryland Workforce Development Board.

a. The roles and responsibility of staff in facilitating this procedure.

Staff will conduct ongoing monitoring and provide reports to the Executive Committee of the Southern Maryland Workforce Development Board. At least once annually, the Board will contract with an independent contractor to perform an objective monitoring to evaluate Tri-County Council for the Southern Maryland Workforce Development Board's administrative, fiscal, and program functions.

b. A requirement that all sub-grantee agreements and contracts be monitored at least annually.

During the independent evaluation that will be done at least once annually, all sub-grantee agreements and contracts will be monitored and a report provided on findings to the Executive Committee of the Southern Maryland Workforce Development Board.

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

Title I front-line workers will be provided training on cost categories and cost limitations at least once annually. Paperwork and requisitions submitted cost information will be checked by the individual initiating the request in regard to appropriate cost category and if funds are available related to cost limitations. Next, the Director will review the request for cost category selected and cost limitations prior to signing off on it. Finally, the Fiscal Department will review the request to ensure accuracy and compliance prior to processing. If there is a problem, it will be returned to the Director for action.

At least once annually, an independent contractor will monitor cost categories and expenditures and provide findings in the overall monitoring report provided to the Southern Workforce Development Board Executive Committee.

d. Procedures for determining compliance with other provisions of the Act and

regulations and other applicable laws and regulations, including the method of monitoring to be used for sub-grantees and contractors.

A comprehensive independent monitoring will be conducted at least once annually that reviews every aspect of financial, administrative, and programmatic requirements within the Workforce Innovation and Opportunity Act as well as its Regulations.

e. Provisions for the recording of findings made by the recipients' monitor(s), the forwarding of such findings to the sub-grantee or contractor for response and the recording of all corrective actions.

Ongoing monitoring done by Tri-County Council for Southern Maryland will result in the issuance of a monitoring report within thirty (30) days of completion of the on-site visit. The sub-recipient will have 30 days from the date of initial report to respond. The sub-recipient may request an extension if unable to respond with the thirty (30) day period to include justification for the delay. Any final monitoring report that identifies a compliance exception, administrative issue, negative observation, or non-performance under the Workforce Innovation and Opportunity Act, TANF Program, associated regulations, State provisions, local policy, Strategic or Operations Plan, or the organization's sub-contracts shall require a written corrective action plan.

The corrective action plan, if approved, must be completed within a reasonable timeframe agreed upon in the plan.

A written record of each correction action requested and submitted will be retained in the sub-recipient's contract file at Tri-County Council for Southern Maryland.

When the independent monitoring is conducted, the review will include all internal monitoring reports for the last three quarters and any corrective action plans approved along with progress.

The Southern Maryland Workforce Development Board will request validation of corrective actions being taken. If corrective actions are not remedied, the Executive Committee of the Board will recommend action regarding the provider.

f. Provisions of technical assistance as necessary and appropriate.

Staff and partner capacity building is an essential part of developing and maintaining a high-performance Workforce Development Area. The Southern Maryland Workforce Development Area will provide technical assistance

through training opportunities, peer networking, and State information.

g. 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.

Southern Maryland is currently revising all policies and will add to the monitoring policy the remedies and protocol for non-compliance. Remedies will include: corrective action plan with follow-up review, the provision of technical assistance or seeking the proper expertise to quickly remedy all issues and ensure positive practices; and may include sanctions, funding reductions or cancellation, and the process for appeals and hearings. The revised policy will be drafted by July 1, 2017.

Here is the current monitoring policy that will be updated as additional guidance comes is received from the Federal funding agency and the State of Maryland:

MONITORING POLICY

Date: 7/2013; Date Revised 9/1/16

TCCSMD Policy Series #OP-2013-12

Purpose:

To determine whether those receiving Workforce Innovation and Opportunity Act funds are complying with the provision of their contracts and with applicable State and Federal regulations.

References:

Workforce Innovation and Opportunity Act and Regulations

Background:

Tri-County Council for Southern Maryland will monitor service provision according to a schedule approved by the Local Workforce Board. In addition, an independent monitoring review will be held at least once annually to ensure compliance with administration, fiscal, and program procedures and policies.

To determine whether provisions of a contract are being met a Tri-County Council contact monitor or independent consultant for Southern Maryland may conduct site visits, examine program operations, review beneficiary and trainee eligibility, and review outcomes and quality of training being provided. Investigations may include examining records and case files, questioning employees, interviewing clients, and visiting sites where any Workforce Innovation and Opportunity Act Title I program or activity is conducted or records of participants are kept. Contract monitors and/or an independent contractor may also review employer record to assure that participants are receiving proper wages. They may make a work site visit to ensure that

participants are employed in the agreed upon position, at the appropriate wage, utilizing the skills obtained through training.

Internal Contract Monitor Review Procedures:

Tri-County Council for Southern Maryland (TCCSMD):

1. Has established and adheres to appropriate systems for the award of monitoring of agreements with sub-recipients. The system contains acceptable standards for accountability and includes the acquisition of threshold documentation of the administrative capacity of each sub-recipient.
2. Enters into written agreements with sub-recipients that establish clear goals and obligations in unambiguous terms.
3. Acts with due diligence to monitor the implementation of these agreements including the carrying out of the monitor activities described below.
4. Takes corrective action related to performance issues and violations of the Workforce Innovation and Opportunity Act and associated regulations, State provisions, local policy and sub-recipient agreements.

Specific Monitoring Procedures:

The specific internal monitoring and related procedures conducted by Tri-County Council for Southern Maryland to full its responsibilities include the following:

1. Submission of oversight requirements for the internal compliance review.
2. A thorough review of invoices and supporting documents submitted by sub-recipients, monitoring to assure that expenditures have been made appropriately against cost categories and within cost limitations.
3. A thorough review of invoices submitted by sub-recipients to monitor planned versus actual expenditures.
4. A thorough review of management information system documents submitted and entered into the Maryland Workforce Exchange to monitor planned versus actual performance and equity in service delivery.
5. Provision of ongoing training and training and technical assistance to sub-recipients.
6. Provision of ongoing consultation to sub-recipients on the topics of fiscal invoicing and documentation, management information system procedures, documentation of eligibility and service delivery, performance management, and program service delivery design.
7. Provision of ongoing hands-on training.
8. On-site monitoring of sub-recipients in conformance with the annual monitoring plan to be conducted at least annually with follow-up as indicated in resultant monitoring reports.

Independent Contractor Monitoring:

The review process will include evaluating administrative, fiscal, and



programmatic procedures and policies, previous monitoring reports, service design and delivery, and performance results.

Action:

Both internal and independent contractor monitoring reports will be issued within thirty (30) days of completion of the on-site visit. The sub-recipient will have thirty (30) days from the date of the initial report to respond. The sub-recipient may request an extension if it is unable to respond with the thirty (30) day period with justification for the delay. A Final Monitoring Report will be issued within fifteen (15) days following the completion of the second thirty (30) day period.

Any final monitoring report which identifies a compliance exception, administrative issue, negative observation, or non-performance under the Workforce Innovation and Opportunity Act, TANF Program, associated regulations, State provisions, local policy, the Strategic or Operations Plan, or the organization’s sub-contract shall require a written corrective action plan.

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

The Southern Maryland Workforce Development Board has the following policy regarding protecting personal and confidential information:

PERSONALLY IDENTIFIABLE AND CONFIDENTIAL INFORMATION Policy
TCCSMD Policy Series #OP-2016-01
Date 9/1/16

PURPOSE:

The purpose of this policy is to communicate requirements for the security of personal and confidential information Workforce Innovation and Opportunity Act service providers receive from individuals applying or receiving services as participants through the Workforce Innovation and Opportunity Act or other funding sources.

BACKGROUND:

As Workforce Innovation and Opportunity Act or other funded services are provided through a customer-centric case management system, staff obtain personal and confidential information from individuals to the extent allowed for State and Federal Law in order to facilitate an individual’s access to services. This confidential information may be shared among the partner agencies of the workforce system.

In accordance with Federal and State Law, individuals applying for the Workforce Innovation and Opportunity Act or other funded services must be provided an opportunity to submit written authorization allowing the service provider to share their personal and confidential information and records. Each individual must also be

informed that they can request their personal and confidential information not be shared among the partner agencies of the workforce system and this request does not affect their eligibility for services. If an individual declines to share their personal and confidential information and is eligible for and receives services, Southern Maryland will work with the State to identify a pseudonym to document the participant's program services.

POLICY:

It is the policy of the Southern Maryland Workforce Development Board to protect and safeguard personal and confidential information provided by individuals seeking Workforce Innovation and Opportunity Act or other funded services. Individuals seeking services must be informed, in writing via the Authorization to Share Confidential Information and Records form, that their personal and confidential information:

- May be shared among the local workforce system partner staff and sub-contractors;
- Is used only for the purpose of delivering services and that further disclosure of their confidential information is prohibited; or,
- Will not be shared among partners of the local workforce system if the individual declines to share their confidential information and the decline to share will not impact their eligibility for services.

Whether written or oral and regardless of format, staff must maintain confidentiality of the following:

- Information that was created or received by a healthcare provider, health plan, employer or healthcare clearinghouse. This includes any case notes, chart entries, or treatment notes that relate to health information.
- Information that is related to an individuals' physical or mental health or medical condition in the past, present, or future; healthcare provided or to be provided to an individual; or payment for healthcare provided to an individual in the past, present or future.
- Information that identifies an individual, employee or participant.

The misuse or unauthorized release of personal and confidential information or records by any Workforce Innovation and Opportunity Act service provider and staff may be subject to a civil penalty of \$5000 and other applicable sanctions under State and Federal Law.

PROCEDURES:

- Every individual receiving Workforce Innovation and Opportunity Act or other services must read, sign and date the Authorization to Share Confidential Information and Records form.
- Every individual receiving Workforce Innovation and Opportunity Act or other services must be informed of their right to not share their personal and confidential information and that this request does not affect their eligibility for Workforce Innovation and Opportunity Act services.
- Medical and Disability Information: Personal and confidential information that

contains health information related to a physical or mental disability, medical diagnosis or perception of a disability related to the individual must be kept in a separate locked file and apart from working files.

Any medical information contained in case notes must be redacted from the participant file; the original notes must be placed in participant's medical file.

To minimize the need for staff to access a medical file, only the portion of the participant's information that reveals the presence of a disability should be included in the medical file.

Access to the medical files:

- Must be limited and should only be accessed with the approval of program management and when such access is necessary to facilitate a Workforce Innovation and Opportunity Act participant's access to services or to support an ongoing service plan; or,
- First aid and safety personnel may be provided participant medical information in the event of an emergency; or,
- Local, State, or Federal monitors in compliance with 29 CFR Part 32.44(c) and 29 CFR Part 38.60 may have access to medical files for monitoring purposes.

When all services, including follow-up services, are complete and the participant file is ready to be archived, participant medical and disability-related information that had been previously filed away from the active file must be placed in a sealed envelope and marked "Medical and Disability Information" and secured in the participant file.

- Archive boxes must be clearly marked as containing personal and confidential information.
- Staff should avoid communicating personal and confidential information about an applicant/participant to partner agencies of the workforce system via email. If it is absolutely necessary, staff must ensure that the recipient is the only person who has access to the information and that the recipient understands they also must protect the information. Further, participant information must only be communicated through agency approved email addresses and not through third party or personal email addresses.
- Social security numbers may not be delivered through email. Staff should discourage participants from emailing personal and confidential information, such as social security numbers to their case managers. However, in the event a staff person receives participant confidential information via email, the staff person should immediately delete the email and subsequently delete the email from the "deleted items" folder.
- Staff should be discreet when verbally communicating personal and confidential information and ensure the receivers are authorized to receive the information.
- Staff must not leave personal and confidential information lying out in the open

and unattended. Personal and confidential information must be stored in a secure location when not in use or shredded if no longer necessary. Personal and confidential information should not be tossed in the regular trash or recycle bins.

- Staff must ensure that they have logged out of any online application that contains the participant's name, etc. (i.e. MWE) when away from desk.
- Southern Maryland Workforce Development Board will immediately report any break or suspected breach of PII to DLLC in writing.

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

a. Complaints alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIOA Title I – financially assisted program or activity.

The Workforce Innovation and Opportunity Act prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any Workforce Innovation and Opportunity Act Title I financially assisted program or activity.

The Southern Maryland Workforce Development Board, Tri-County Council for Southern Maryland, Inc., its sub-recipients, and workforce system partners assure that they will comply with 29 CFR Part 37 and all other related regulations. This assurance applies to the sub-recipients' and other workforce system partners' provision of any and all American Job Center services and to all agreements any sub-recipient or American Job Center partner makes to carry out the Southern Maryland Workforce Development Board program(s) or activity (ies). The United States has the right to seek judicial enforcement of this assurance, which has been or will be incorporated into the Operations Plan, the Memorandum of Understanding, and each Basic Contract between Tri-County Council for Southern Maryland, Inc. and its sub-recipients.

Each sub-recipient site will have the poster entitled We Believe in Equal Opportunity prominently displayed, will provide Workforce Innovation and Opportunity Act Title I and all other program eligible participants with the Equal Opportunity is the Law document, and will obtain a signature verifying receipt of the Equal Opportunity is the Law on the Intake/Orientation Documentation.

Southern Maryland Workforce Development Board will inform the DLLR Office of Fair Practices in the event a violation is alleged.

b. Complaints and grievances not alleging illegal forms of discrimination. This includes grievances from individuals alleging labor standards violations.

All complaints involving violations of the Workforce Innovation and Opportunity Act or other Federal program, regulations, grants or other agreements under the Workforce Innovation and Opportunity Act will be handled by an impartial member of Tri-County Council for Southern Maryland staff, or by a non-Tri-County Council for Southern Maryland. Hearing Officer.

Whenever possible, the identity of persons who assist in or give information relevant to an investigation of a possible violation of the Workforce Innovation and Opportunity Act or other Federal program will be held in confidence, unless disclosure is necessary to determine the issues fairly. No person, organization or agency may discharge or in any other manner discriminate or retaliate against any person or deny to any person a benefit to which that person is entitled under the provisions of the Workforce Innovation and Opportunity Act or other Federal program or regulations because such person has filed a complaint, instituted any proceedings under or related to the Workforce Innovation and Opportunity Act or other Federal program, has testified, or is about to testify in any such proceedings or investigation, or has provided information or assisted in an investigation. Complaints must be filed with the Hearing Officer. Types of activity to be reported to the Directorate of Civil Rights include, but are not limited to:

A. Misapplication of Funds

Misapplication of funds should be considered as any alleged use of funds, assets or property not authorized or provided for in the grant or contract. This category includes, but is not limited to, nepotism, political patronage, use of the Workforce Innovation and Opportunity Act or other Federal program enrollees for political activity, ineligible enrollees, conflict of interest, not reporting income from Federal funds, violation of contract procedures, maintenance of effort violations, and use of USDOL funds for other than USDOL purposes.

B. Gross Mismanagement

Gross mismanagement should be considered as actions or situations arising out of management ineptitude or oversight, which leads to major violations of grant or contract provisions, and/or which severely hamper the accomplishment of project goals. Gross mismanagement includes situations that lead to waste of

government resources and put into serious jeopardy future support of a particular project.

C. Reporting

1. A concerned party may contact the Maryland Department of Labor, Licensing, and Regulation (DLLR) without using a formal Incident Report form. The report, verbal or in writing, should contain the following elements:
 - a. Name of reporting party;
 - b. Reporting party's address and telephone number;
 - c. Brief description of problem; and
 - d. Names, addresses, and telephone numbers of the persons involved in the problem.

This information should be reported to the Compliance Specialist at DLLR. The Secretary of Labor will forward the Incident Report to the Office of the Inspector General who will conduct an investigation.

2. Should the concerned party prefer to remain anonymous, a third method of reporting is available, i.e., a toll-free hot line to the Office of the Inspector General. The concerned party desiring anonymity may call the Office of the Inspector General (OIG) by dialing 1-800-424-5409.

D. Fraud or Criminal Malfeasance

Fraud and criminal malfeasance should be considered broadly as any alleged action which is apparently in violation of federal statutes. This category includes extortion, embezzlement, payment to a contractor without the expectation of receiving services, and payments to "ghost" enrollees. Complaints alleging fraud or criminal malfeasance should be filed with the Office of the Inspector General. (See above telephone number.)

If a customer is enrolled in training with a private-for-profit employer who operated their own grievance procedures, the employer may elect to have the customer use their procedure or this one. If the employer elects to have the customer use the company's procedure, the employer's final decision on the complaint may still be appealed to Tri-Council Council for Southern Maryland, Inc. and the Governor, if necessary.

- c. *Remedies that may be imposed for a violation of any requirement under WIOA Title I, limited to, suspension or termination of payments under the title; prohibition of placement of a participant with an employer that has violated any requirement under WIOA Title I; reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment (where applicable); and other equitable relief as appropriate.*

The Workforce Innovation and Opportunity Act offices and the American Job Center offices are prohibited from discriminating on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the beneficiary's citizenship/status as lawfully admitted immigrant authorized to work in the United States, or his or her participation in any Workforce Innovation and Opportunity Act Title I-financially assisted program or activity.

The Workforce Innovation and Opportunity Act offices and the American Job Center offices is prohibited from discriminating in any of the following areas: Deciding who will be admitted, or have access to a Workforce Innovation and Opportunity Act Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity. If a customer believes that they have been subjected to discrimination under a Workforce Innovation and Opportunity Act Title I-financially assisted program or activity, they may file a complaint within 180 days from the date of the alleged violation with the local Equal Opportunity Officer (Lindsey Almond) or they may file a complaint directly with the Directorate of Civil Rights (DCR), U. S. Department of Labor, 200 Constitution Avenue N.W., Room N-4123, Washington, D.C. 20210.

If they elect to file their complaint with the local office, they must wait until the local office issues a decision or until 60 days have passed, whichever is sooner, before filing with the DCR (address above). If the local office has not provided the customer with a written decision within 60 days of the filing of the complaint, the customer need not wait for a decision to be issued, but may file a complaint with the DCR within 30 days of the expiration of the 60-day period. If the customer is dissatisfied with the local office's resolution of the complaint, they may file a complaint with the DCR. Such complaint must be filed within 30 days of the date they received notice of the recipient's proposed resolution. Auxiliary services available upon request to individuals with disabilities. For Hearing-Impaired Assistance, call: Maryland Relay at 711 MD Access or (800) 201 - 7165 Voice number <http://www.mdrelay.org>.

INSTRUCTIONS TO CUSTOMERS FOR FILING A COMPLAINT

A member of Tri-County Council for Southern Maryland staff is available to help you file your complaint. The complaint should be signed and dated and should contain at least the following information:

- Name, address and telephone number.
- The name, address, telephone number of the person, employer or agency responsible for the act or acts which led to your complaint.
- The date or dates of the above act or acts.
- The substance of the complaint. This is a full description of the above act or acts, to include whatever may have been said by the customer or the employer or agency; whatever damages you have suffered as a result of the employer's or agency's action, and whatever attempts to resolve the complaint that the customer and the employer or agency has already made.
- Allegation of a violation of the Workforce Innovation and Opportunity Act or other Federal program, regulations, grant or any other agreements under the Workforce Innovation and Opportunity Act or other Federal program; please specify to the extent possible.
- The names of any witnesses to the act or names of other parties who can substantiate your complaint.
- Whatever remedy is sought as a result of the complaint.

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

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

Southern Maryland Workforce Development Area Workforce Innovation and Opportunity Act providers, administrators, and partners will comply with the Local, State, and Federal Equal Employment Opportunity policies as well as Complaint Grievance procedures and policies.

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

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

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

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

The Southern Maryland Workforce Development Board has made serving individuals with disabilities a priority by ensuring buildings and services are accessible. The mobile American Job Center also has a disability lift to allow easy access for individuals with disabilities.

At the time of the Maryland Division of Rehabilitation Services evaluation, Southern Maryland Workforce Development Board is requesting they review methods of communication and provide suggestions for improvement.

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

American Fact Finder provides research data on languages that are spoken at home. The most current information is 2014 and shows the following for the Southern Maryland Workforce Development Area. Spanish is the largest group by far in the Local Area with limited English speaking individuals.

County	Speak English Only	Spanish: Speaks English Very Well	Spanish: Speaks English Less Than Very Well
Calvert County	81,412	1,050	515
Charles County	131,456	3,075	1,202
St. Mary's County	93,876	2,203	630

Adult Education and Literacy is a Core Program Partner and very active on the local partner convening group. A coordinated referral system will be outlined in the Memorandum of Understanding which provides procedures for assisting individuals in accessing services.

Materials may be translated to Spanish for appropriate documents and materials. Staff will attend training session offered by the Department of Labor, Licensing and Regulation to assist in understanding the compliance and meaningful access requirements.

It is the intent of the Southern Maryland Workforce Development Area to provide reasonable accommodations to individuals with limited English speaking abilities.

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

Tri-County Council for Southern Maryland serves as the administrative entity and fiscal agent and handles procurement, other than services they may be bidding on which is facilitated by an independent consultant. TCC does not procure goods and services for its sub-recipients.

Tri-County Council for Southern Maryland will procure goods and services through competitive negotiations, non-competitive, and small purchase negotiations. It is not anticipated that sealed bids will be used. While cost is an important consideration in any procurement process, it is not the only consideration. The Tri-County Council for Southern Maryland and its agents will endeavor to select the method of procurement that will bring the most efficient and effective services available. In most instances, this means using the competitive negotiation method. The Tri-County Council for Southern Maryland will use procurement procedures that reflect applicable State and Local Laws and Regulations which comply with DOL regulation 29 CFR Part 95 Uniform Administrative Requirements for Grants and Cooperative Agreements with Institutions of Higher Education, Hospitals, and other Non Profit Organizations and Part 97 and 2 CFR 200.

The current policy is:

- I. Introduction-** The TCC makes purchases that will sometimes require certain measures to be taken depending on the grant that the goods or services will be purchased with. In those cases, it is mandatory that the Procurement Procedures are followed. In all cases it is necessary that the guidelines of the grantor are followed.
- II. Purchasing Agent-**
- III.** The Purchasing Agent will be the department making the purchase and is responsible for the following:
1. Confers with vendors to obtain product or service information such as price, availability and delivery schedule
 2. Selects products for purchase by testing, observing or examining items
 3. Estimates values according to knowledge of market price
 4. Determines method of procurement such as direct purchase or bid
 5. Prepares purchase orders or bid requests
 6. Discusses defective or unacceptable goods or services with inspection or quality control personnel, users, vendors and others to determine source of trouble and takes corrective action
 7. Approves invoices for payment
 8. Expedites delivery of goods to users
- IV. Finance Department-**
- A.** The Finance Department will be responsible for the following when necessary:
1. Review Requisitions
 2. Reviews bid proposals and negotiates contracts within budgetary limitations and scope of authority
 3. Maintains procurement records such as items or services purchased costs, delivery, product quality or performance and inventories
- V. Purchases-**
- Small Purchases (\$0-\$25,000)**
- A.** \$0-\$1,000
1. Departments may make purchases where the cost does not exceed \$1,000 directly without going through the Finance Department. It will be understood that the department making the purchase of goods or services is responsible for making sure that the price is fair and reasonable through price comparisons. If office furniture or equipment, which falls under this price range, is purchased then the Finance Department needs to be notified so that it is inventoried properly. Where applicable, the approved vendor list must be used.

VI. \$1,000-\$10,000

1. Purchases within this range will need at least 3 quotes which can be obtained through listed catalog prices, telephone quotes, internet, or written requests for quotations (no advertising or posting required). When possible, at least one quote must be made locally (within the tri-county area). It will be the departments who wish to make the purchase to obtain the 3 quotes, if they need assistance that department will need to contact the Finance Department. Copies of the quotes and any other information will need to be sent to the Finance Department so that it can be filed and inventoried. (Purchase Orders and/or other requests may be needed for certain procurements within this range at the discretion of the Department Director).

VII. \$10,000-\$25,000

1. Purchases within this range will require all of the guidelines above be complete and in addition they will need to be made through a more formal request for quotation. The request must be in writing. This process will need to go through the Finance Department for cash flow, budget review, and inventory purposes. Purchase Orders will be necessary with any procurement within this price range. Purchases in this range must be pre-approved by the Executive Director of Tri-County Council or The Executive Director of Southern Maryland Agricultural Development Commission for SMADC purchases and at his/her discretion the Executive Board must also be given advance notice of the purchase for their approval.

Large Procurements (\$25,000+)

Procurements exceeding \$25,000 must be procured through the appropriate department in cooperation with the Finance Department through one of the following methods. The type of method is determined by the type of project. All advertisements will include local solicitations. The Executive Director of TCC and/or Executive Director of SMADC and Executive Board and/or Southern Maryland Agricultural Development Commission pre-approval are required for purchases above this threshold. In addition, Procurement Review Committees may be needed to assist in Bid preparation and/or Bid review. In coordination with TCC's conflict of interest policy, any members of the committees will be precluded from bidding.

Any change orders throughout the process that are above 10% of total procurement cost must be reviewed by Procurement Review Board and/or the appropriate Executive Director. If the change order puts the procurement into a new category the procedures of that range would apply.

Any previous contracts prior to the approval of Procurement Procedures will be grandfathered in until such time that contracts are to expire.

A. Invitation for Bid (IFB)

1. IFB, also known as the Bid Request or Sealed Bid Method, is the method of procurement used when price is the primary factor in selection of a contractor. An IFB is typically used for construction projects and other capital projects that have clear-cut specifications. Sealed bids are publicly solicited; the reasonable bidder with the lowest price is awarded a fixed priced contract. (The Maryland LOTS Manual, March 2004)

B. Request for Proposal (RFP)

1. A RFP, also referred to as the Competitive Proposal method, is the method of procurement used when factors other than price are important in the selection of the chosen contractor. A RFP is typically used to procure management, operations, maintenance, planning, software and other consulting services.
2. In determining which proposal is most advantageous, grantees may award (if consistent with State Law) to the proposer whose proposals offer the greatest business value to the organization based upon an analysis of a tradeoff of qualitative technical factors and price/cost to derive which proposal represents the “best value” to the procuring agency. “Best Value” is a selection process in which proposals contain both price and qualitative considerations. Qualitative considerations may include technical design, technical approach, and quality of proposed personnel and/or management plan. The award selection is based upon consideration of a combination of technical and price factors to determine (or derive) the offer deemed most advantageous and of the greatest value selection method as the basis for award, however, the solicitation must contain language which establishes that an award will be made on a “Best Value” basis. (The Maryland LOTS Manual, March 2004). TCC will include points for local vendors as part of their criteria for RFPs.

C. Request for Qualifications (RFQ)

1. Under this method, professional services are publicly solicited and qualifications of offers are evaluated without regard to price. Once the most qualified offers are identified, the sub grantee engages in price negotiations with that offers. Failing agreement on an acceptable price, negotiations with the next most qualified offers are conducted until a contract award can be made to the most qualified offers with an acceptable price. (The Maryland LOTS Manual, March 2004) A separate cost bid will be required in addition to the qualification bid.

VIII. Competitive Negotiation

1. This State-defined method is used when the item or service to be procured is not such that to a complete, adequate and realistic specification can be developed or when the item or service does not lend itself to a firm, fixed-price contract. Proposals are publicly solicited from a minimum of two qualified sources to permit reasonable competition and the award is made to the responsible offer whose proposal will be most advantageous to the project. (The Maryland LOTS Manual, March 2004) This method will only be used by TCC as a result of large procurements not resulting in a clear single award.

IX. Contract Negotiation

If procurement is not feasible under any of the above procedures, then you may negotiate with a single source if the item is only available from a single vendor, the urgency for the item will not permit a delay characteristic of competitive solicitation or after solicitation of a number of sources, competition is determined to be inadequate. Noncompetitive negotiation is also referred to as Sole Source procurement. (The Maryland LOTS Manual, March 2004)

The Local Board's procurement procedures are being revised in the fourth quarter and will ensure that procedures conform to federal and state regulations.

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

All fiscal policies are being revised and will include documentation to demonstrate that the acquisition, management, and disposition of property of property will adhere to the Property Management Procedures of DOL Regulation 29 CFR Part 97 and 29 CFR Part 95 and those of the grant recipient. Said revisions will be complete by June 30, 2017.

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

It is the policy of the Tri-County Council for Southern Maryland that all procurement transactions of the Southern Maryland Workforce Development Board shall be conducted in an effective and efficient manner, avoiding conflicts of interest or the appearance of such conflicts in the exercising of its responsibilities, particularly those related to the awarding of contracts. This code of conduct governs the conduct and performance of members of the Tri-County Council for Southern Maryland, the Southern Maryland Workforce Development Board, its officers, employees, and authorized agents engaged in the selection, award, and

administration of contracts and sub-grants and/or the procurement of goods and services with Federal funds.

A Southern Maryland Workforce Development Board member shall not cast a vote on, or otherwise participate in the selection of or in the award of a contract supported by Federal funds if a conflict of interest, real or apparent, is involved. Such a conflict shall arise when: the member, officer, employee, or authorized agent, any member of his or her family, his or her business partner, or an organization which he/she belongs to or employs any of the above, has a financial or other interest in the being considered for an award.

Southern Maryland Workforce Development Board staff may not participate in developing, advertising, collecting, or scoring the request for proposal process and subsequent decision-making for any service in which Southern Maryland Workforce Development Board staff may be applying for or have a conflict of interest related to.

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

The Tri-County Council for Southern Maryland utilizes SAGE accounting system. The Sage 100 Fund Accounting is the award-winning financial management solution preferred by nonprofits and government agencies for planning and managing budgets, increasing transparency and accountability, and producing accurate reports. Our accounting procedures are in accordance with GAAP. The Tri-County Council for Southern Maryland's finance director will use this system to record accounting transactions. As administrative entity and grant recipient, the Tri-County Council for Southern Maryland has the fiduciary responsibility for all funds received and disbursed by the Tri-County Council for Southern Maryland.

a. tracks funding types, funding amounts, obligations, expenditures and assets.

The fiscal system must be adequate to track by grant award, the following:

(1) Obligations-

The Tri-County Council for Southern Maryland's accounting system will track all obligations by account code in the data system. The system's reporting features can provide original obligations, liquidations, adjustments, and current balances. The obligation reduces the authorized available account

balance, which reduces the possibility of an account exceeding its spending authority.

(2) Expenditures-

The Tri-County Council for Southern Maryland's accounting system has accounts for each grant cost category. Each expense will be reviewed by the Finance Director for appropriate allocation, cost reasonableness, and funding availability. It will then be charged to the account cost category/line item. The Tri-County Council for Southern Maryland Executive Director will sign all invoices as well as the Regional Workforce Director.

(3) Assets-

The Tri-County Council for Southern Maryland's accounting system has accounts for each grant cost category. Each expense will be reviewed by the Finance Director for appropriate allocation, cost reasonableness, and funding availability. It will then be charged to the account cost category/line item. The Tri-County Council for Southern Maryland's Executive Director will sign all invoices as well as the Regional Workforce Director.

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

For each individual grant, the fiscal system must permit the tracking of:

(1) Program income-

Program income earned during the year shall be retained by the Tri-County Council for Southern Maryland Workforce Development Board and will be used to fund projects and to further program objectives.

(2) Stand-in costs-

SAGE The accounting system will track costs.

(3) Profits-

The Tri-County Council for Southern Maryland's accounting system will provide fiscal controls and accounting procedures sufficient to prepare required financial reports required by the State in a timely, accurate basis. It will trace funds and demonstrate compliance with matching requirements (when necessary). If funds are generated, it shall be treated as program income, which will be reinvested to support the creation or expansion of workforce programs as allowable within federal and state guidelines, and as approved by the Executive Committee of the Workforce Development Board. The Tri-County Council for Southern Maryland's accounting system will be capable of tracking such surpluses.

c. is adequate to prepare financial reports required by the State.

The SAGE accounting system addresses specific needs such as tracking and reporting on individual funds from multiple sources. Complies with FASB, GASB, and other reporting requirements. It's flexible system setup and built-in reporting helps your organization master its critical accounting and administration tasks

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

The Tri-County Council for Southern Maryland's Finance Director, Director of Regional Workforce & Business Director, and Executive Director will have primary responsibility for Workforce Innovation and Opportunity Act funds. Executive Director of the Tri-County Council for Southern Maryland will be responsible for budgetary and financial oversight.

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

The Tri-County Council for Southern Maryland's financial/accounting system will assure all funds have been used in compliance with Workforce Innovation and Opportunity Act standards and DOL regulations. The Tri-County Council for Southern Maryland utilizes the Sage accounting system. Through the use of the Sage accounting and other manual systems, the Tri-County Council for Southern Maryland will ensure that financial transactions are conducted and records maintained in accordance with federal and state guidelines regarding cost and classification.

(W) Provide a brief description of the following:

a. Fiscal reporting system

Using the Sage system as well as manual worksheets, Tri-County Council for Southern Maryland staff can prepare monthly financial reports for internal management and quarterly financial reports for submission to the Maryland Department of Labor, Licensing and Regulation. The basis for preparing State reports are reports for each funding source, which include expenditures, accruals and any adjustments.

b. Obligation control system

The system will provide funding availability by grant, the amount of encumbrances, the amount of expenditure, and the amount of the current balance. Fiscal staff approves and records all contract obligations in the financial management system.

c. *ITA payment system*

Individual Training Accounts payments will be established through training authorizations. These will identify the cost of training, the training provider, and the services to be received by the participant. The participants will be given the training provider list authorized by the state and they must select from that list. The participants will also be given paperwork to present to the provider, and the Tri-County Council for Southern Maryland will be billed directly.

d. *Chart of account system*

The Tri-County Council for Southern Maryland's accounting system will maintain a chart of accounts that specifically identifies balance sheet, revenue, and expense accounts in accordance with Workforce Innovation and Opportunity Act regulations and requirements established by the Tri-County Council for Southern Maryland.

e. *Accounts payable system*

After the approval of coding by the Tri-County Council for Southern Maryland's Director of Regional Economic Development and fiscal staff, invoices will be processed for payment. Expenditure information is then entered into the financial system using budget codes. Each transaction can be identified in the general ledger. The Tri-County Council for Southern Maryland Finance Director will closely monitor general ledger transactions to ensure that payments are charged to the proper grant and cost category.

f. *Staff payroll system*

Bi-weekly time and attendance reports will be used for Tri-County Council for Southern Maryland staff. These reports will be signed by the submitting employee and their supervisor or his/her designee. Timesheets will then be forwarded to the fiscal staff and leave days checked against leave records. Staff checks will be distributed bi-weekly.

g. *Participant payroll system*

The Tri-County Council for Southern Maryland will not process payroll for program participants. This will be done by our sub-recipients or employers in those cases where participant payrolls are involved.

h. Participant stipend payment system

The Tri-County Council for Southern Maryland will process participants' stipends based on time and attendance reports submitted by the participant through his or her provider. Payments will be made only for those days in training. Participants must submit a completed request for payment not to exceed authorized expenses and stipend caps.

Participant timesheets will be submitted bi-weekly by the Southern Maryland Workforce Development Board staff and to the Tri-County Council for Southern Maryland fiscal staff for payment. Participant timesheet older than 60 days will not be accepted and those encumbrances will be de-obligated sixty days after training is completed.

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

Tri-County Council for Southern Maryland staff will prepare requisitions for cash for the Maryland Department of Labor, Licensing and Regulation (DLLR) on a month to month basis (biweekly as needed). The amount of funds requested for each grant agreement includes cash expenditure to date and may include an estimate of cash expenditure for the upcoming month. After funds are made available by DLLR, the Tri-County Council for Southern Maryland fiscal staff ensures that the funds are deposited into the appropriate bank account. Procedures are in place to monitor cash balances. Since the Tri-County Council for Southern Maryland receives funds on a reimbursement basis, excess Workforce Innovation and Opportunity Act cash will not be kept on hand.

Training providers and contractors, if any, will request funds from the Tri-County Council for Southern Maryland by submitting a monthly expenditure/invoice report. The Tri-County Council for Southern Maryland staff will review, approve and code all payments. All disbursements are made by check.

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

a. Identification of different cost pools

The Tri-County Council for Southern Maryland will use a program cost pool for the allocation and distribution of staff and operating costs that cannot be directly assigned to a specific Workforce Innovation and Opportunity Act funding source or cost category.

The Tri-County Council for Southern Maryland assures that it will use cost allocation methods that are reasonable and consistently applied. Adequate documentation to support distributions will be maintained. Costs that benefit a single funding source will be directly charged. All indirect and unassigned costs will be identified and accumulated in the cost pools and distributed based on acceptable cost allocation methodologies

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

Staff costs will be distributed to the administrative and program categories based on staff time sheet distribution reports. The fiscal staff responsible for payroll will assign project numbers, which will automatically distribute time in the payroll system and post it to the general ledger according to the split entered.

c. Procedures used for distribution of funds from each cost pool.

Procedures used for distribution of funds from each cost pool: The program cost centers will identify program costs (e.g., program staff wages, benefits, supply, communications and other costs) and allocate them based on each grant's expenditure level in each quarter.

d. Description of funds included in each cost pool.

The funds in the program cost pool will be from Workforce Innovation and Opportunity Act Title I source (youth, adult and dislocated worker grants) as well as from other grants which receive benefits from the program cost pool expenditures.

e. Description of cost allocation plans for American Job Centers.

Salaries and fringe benefits of staff will be paid by the employing agency. Operating costs (such as telephone, utilities, and supplies) will be based on a proportionate share staff and/or facility. A major objective of our cost allocation plan will be to reduce actual cash transfers to a minimum level. This cost allocation method is applied consistently throughout the program year.

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

Describe in detail the LWIB or fiscal agent’s procedure for collecting debts involving Workforce Innovation and Opportunity Act funds.

The Tri-County Council for Southern Maryland’s Fiscal Department will send a standard letter to the individual or organization in arrears. It will identify the dollar amount of the debt and suggested time frame for payment. A follow-up telephone call will be made in order to confirm a payment schedule. If the Tri-County Council for Southern Maryland cannot make contact, or if the recipient does not respond, a second letter will be mailed. If this fails, the debt will be turned over to legal counsel and/or a debt collection agency to initiate formal collection proceedings. If the county and Tri-County Council for Southern Maryland staff determine cash repayment is not possible, other methods may be explored. The Tri-County Council for Southern Maryland may accept allowable Workforce Innovation and Opportunity Act services in lieu of cash as a satisfactory alternative. Such services must be in addition to those provided under any existing agreement. Another method for settling debt is reduction of payments to a current sub recipient while that sub recipient continues to provide Workforce Innovation and Opportunity Act services at existing levels.

2016-2020 Local Plan Assurances

		Assurance	References
✓	1.	The Local Board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
✓	2.	The final Local Plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
✓	3.	The Local Board has established procedures to ensure public access (including people with disabilities) to board meetings and information	WIOA Section 107(e); proposed 20 CFR 679.390

		regarding board activities, such as board membership and minutes.	and 679.550
✓	4.	The Local Board makes publicly available any local requirements for the Local Area, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
✓	5.	The Local Board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c)
✓	6.	The Local Board has copies of memoranda of understanding between the Local Board and each American Job Center partner concerning the operation of the American Job Center delivery system in the Local Area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510
✓	7.	The Local Board has written policy or procedures that ensure American Job Center operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v)
✓	8.	The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400
✓	9.	The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430
✓	10.	The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any	WIOA Section 181(c); proposed 20 CFR 683.600

		point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	
✓	11.	The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305;
✓	12.	All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in the Local Area's American Job Centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
✓	13.	The Local Board ensures that outreach is provided to populations and sub-populations who can benefit from American Job Center services.	WIOA Section 188; 29 CFR 37.42
✓	14.	The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
✓	15.	The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1)
✓	16.	The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.	WIOA Section 185; 29 CFR 37.37
✓	17.	The Local Board complies with restrictions governing the use of federal funds for political activities, the use of the American Job Center environment for political activities, and the Local Board complies with the applicable certification and disclosure requirements.	CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
✓	18.	The Local Board ensures that American Job Center staff, along with the Migrant and Seasonal Farmworker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
✓	19.	The Local Board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC

		Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	1232g; proposed 20 CFR 677.175 and 20 CFR part 603
✓	20.	The Local Board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300- 310
✓	21.	The Local Board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
✓	22.	The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on- site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410
✓	23.	The Local Board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750
✓	24.	The Local Board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP)
✓	25.	The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
✓	26.	The Local Board has a written policy and procedures that ensure adequate and correct	Proposed 20 CFR Part 680 Subparts A

		determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA- funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	and B; proposed 20 CFR Part 681 Subpart A
✓	27.	The Local Board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320
✓	28.	The Local Board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs- related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570
✓	29.	The Local Board has a written policy for priority of service at its American Job Centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09
✓	30.	The Local Board has developed plans and strategies for maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the Local Area through the American Job Center delivery system, to improve service delivery and avoid duplication of services.	
✓	31.	The Local Board will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.	

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

Local Chief Elected Official(s) Date

Local Workforce Development Board Chair Date