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Western Maryland Consortium

WESTERN MARYLAND CONSORTIUM

WORKFORCE INNOVATION AND OPPORTUNITY ACT
(WIOA)
STRATEGIC PLAN
PERIOD 2016 – 2020

TABLE OF Contents

Executive Summary	4
Introduction	
Western Maryland WIOA Plan	
Section 1 Strategic Planning	5
Section 2 Workforce Development System	15
Section 3 American Job Center	27
Section 4 Title I Adult, Youth & Dislocated Worker	35
Section 5 Wagner-Peyser	45
Section 6 Title II Adult Education & Family Literacy	47
Section 7 Vocational Rehabilitation	52
Section 8 Temporary Assistance for Needy Families	54
Section 9 Veterans	56
Section 10 Fiscal, Performance & Other Functions	60
Attachments	76

EXECUTIVE SUMMARY

The Western Maryland Consortium has facilitated the development of the WIOA Integrated Plan for the Western Maryland Region. The Western Maryland Consortium and Western Maryland Region are composed of Allegany, Garrett and Washington Counties. The Western Maryland Consortium is one of twelve Workforce Development Boards approved by the Governor of Maryland to administer WIOA Title I Programs and Funds within the State.

The Workforce Innovation and Opportunity Act (WIOA)(Pub. L. 113-128) was passed by Congress and signed into law by the President on July 22, 2014. WIOA's purpose *"revitalized and transformed the public workforce system so that it reflects the realities of the 21st century economy and meets the needs of job-seekers, workers, and employers."* The U.S. Departments of Education and Labor, in close collaboration with the Departments of Health and Human Services, Agriculture, and Housing and Urban Development, are charged with implementation of WIOA. The WIOA Final Rules, released on June 30, 2016, allow for the workforce development system to more efficiently and effectively provide career pathways and a talent pool of workers for businesses nationwide.

This Integrated Plan is the strategic document for local areas like the Western Maryland Workforce Development Area (WDA) to formally implement the integration of services on the local level. The Plan has ten sections that require local planning for WIOA Implementation. The WIOA Core Program Partners are charged with working together to design a strategic plan focused on both workforce development and economic development. The customers of the strategic plan are businesses, employers, jobseekers, unemployed, and individuals with disabilities, disconnected youth, special populations and others with barriers to employment. The strategic plan requires community leaders, State and Local government agencies, non-profits, business entities, educators and other stakeholders to build a talent pipeline locally. The strategy for developing talent pools that meet in-demand occupation needs and staffing for growth industries is part of the focus. Another key area is developing Career Pathways that allow workers and employers to see systemic talent growth and reward. Connectivity between educators, workforce developers and employers is crucial to providing effective training and credentials that lead to successful employment transition. The WIOA System is designed to breakdown program and resource silos and offer a cohesive system that works together in achieving positive workforce results. The ultimate goal is to provide opportunities that offer living wages that improve overall quality of life and maintain employment sustainability. WIOA is geared to make sure workers, jobseekers, and other individuals needing skills for success in an ever-changing economy have the opportunity to succeed.

INTRODUCTION

Western Maryland is made up of Allegany, Garrett and Washington Counties. It is home to 251,573 Marylanders (2015 Census Est.). The three counties have a combined area of 1,539 square miles. The region borders the State of West Virginia on the south and west and the Commonwealth of Pennsylvania on the north. The major towns of Cumberland and Hagerstown are in proximity to these State borders and have strong economic and workforce connections in both West Virginia and Pennsylvania.

The region's combine labor force totals 125,574 (DLLR-LMI). Like the rest of the nation, Western Maryland has watched its economy transition through manufacturing closures and layoffs from the 1970's to the present. Business parks with small business, call centers, financial entities and high-tech establishments have replaced scores of the traditional heavy manufacturing firms. Major employers now are found in healthcare, trade, transportation & distribution, financial support, education and advanced

manufacturing.

Since 1974, the Western Maryland Consortium (WMC) has played a major role in workforce development in Western Maryland. The WMC has been a leader and advocate for developing the local workforce and aiding in worker transition through layoffs and closures. With every legislative change in the past 42 years, the WMC has worked to shepherd the community and workforce stakeholders through those changes toward success. As with WIA and now WIOA, the WMC is poised to work with its Core Partners and other stakeholders toward integration of services and resources. These integration efforts will allow for more flexible and dynamic delivery of collaborative support to the workforce and employer communities.

Section 1: 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 WIOA partner) input.

Regional Economy of Western Maryland

Information for composing this analysis was extrapolated from the Maryland Department of Labor, Licensing and Regulation Labor Market Information website, Maryland Department of Commerce, U. S. Bureau of the Census and local WIOA Partner and employer input. The counties of Allegany, Garrett and Washington compose the Western Maryland Region. The Western Maryland Workforce Region, MD population was estimated at 251,573 in December 2015.

Labor Force, Employment and Unemployment for Western Maryland Workforce Region, MD in June, 2016

Labor Force Table

Labor Force	Employed	Unemployed	Unemployment Rate	Preliminary
125,574	118,726	6,848	5.5%	Yes

The table below shows the monthly not seasonally adjusted Labor Force, Employment and Unemployment data for Western Maryland Workforce Region, MD in June, 2016.

Source: LAUS Unit and Bureau of Labor Statistics

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Labor Force, Employment and Unemployment for Western Maryland Workforce Region, MD in June, 2016

Labor Force Area Distribution Table

Rank	Area	Unemployment Rate	Preliminary
1	Somerset County, MD	6.5%	Yes
2	Baltimore, City of, MD	6.5%	Yes
3	Allegany County, MD	6.4%	Yes
4	Worcester County, MD	6.2%	Yes
5	Dorchester County, MD	5.8%	Yes
6	Wicomico County, MD	5.5%	Yes
7	Garrett County, MD	5.4%	Yes
8	Cecil County, MD	5.2%	Yes
9	Washington County, MD	5.0%	Yes
10	Baltimore County, MD	4.8%	Yes

The table below shows the Counties in Maryland with the highest monthly not seasonally adjusted unemployment rate in June, 2016.

Source: LAUS Unit and Bureau of Labor Statistics

(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 A, including individuals with barriers to employment.

Labor Force, Employment and Unemployment for Maryland in June, 2016

Labor Force Table

The table below shows the monthly seasonally adjusted Labor Force, Employment and Unemployment data for Maryland in June, 2016.

Labor Force	Employed	Unemployed	Unemployment Rate	Preliminary
3,168,550	3,031,342	137,208	4.3%	Yes

Source: LAUS Unit and Bureau of Labor Statistics
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(B).An analysis of the knowledge and skills needed to meet the employment needs of the business in the Local Area, including employment needs in in-demand industry sectors and occupations

The region’s largest employment hub is in the eastern portion of the region around the City of Hagerstown. Hagerstown is a crossroads location of I-70 and I-81. With this location transportation and distribution have played a major role in economic growth in the Western Maryland Region. The city of Hagerstown’s location offers economic opportunities to a workforce that resides in Maryland, Pennsylvania and West Virginia. Its location within 90 minutes of the Port of Baltimore have helped facilitate transportation, distribution and manufacturing in the local area. According to the Washington County Department of Business over 3,500 businesses operate in the county. They indicate the industry breakdown as: 25% in trade, transportation and utilities, 14% in education and health services, 12% in manufacturing, 10% in financial activities. Government, business, and community organizations partner to help diversify the local economy. As a result, aero-defense, engineering, and advanced technology sectors are becoming a larger part of our industrial mix.

In Allegany County, the City of Cumberland offers another economic anchor to the Western Maryland Region. Cumberland has a location along the I-68 Corridor and CSX Railroad that offers connectivity to the Port of Baltimore, Washington D.C. and Pittsburgh. The local economy supports 1560 businesses countywide that employ 22,600 employees according to the county’s Department of Economic and Community Development. The top four industries by employment are Education and Health Services (6,126 employees), Trade, Transportation and Utilities (4,939 employees), Leisure and Hospitality (3,684 employees), and Manufacturing (2,662 employees). According to labor market information, the top seven employers are in HealthCare, Education, Transportation, and Manufacturing. These major employers include Western Maryland Health System, Frostburg State University, CSX Transportation, Hunter-Douglas, Allegany College and Verso.

Garrett County is located at the western end of the Western Maryland Region. Although the largest of the three counties in area, it has the smallest population and workforce. The county is a historically underutilized business zone as designated by the Small Business Administration. State and local business development has placed the focus on distribution, back office, call center, energy, agricultural, and recreation businesses. It is the county’s location on I-68 and its affordable business and housing costs that

are promoted by the State Department of Commerce and County Department of Economic Development. According to recent data, the five largest industries by employment are Trade, Transportation and Utilities (2,445 employees), Leisure and Hospitality (1,662 employees), Education and Health Services (1,625 employees), Manufacturing (1,060 employees) and Professional and Business Services (933 employees). The top five employers in the county are Garrett County Memorial Hospital, Beitzel Industrial Construction, Wal-Mart, EPT Ski Properties & Wisp Resorts and Garrett College.

Jobs Opportunity Analysis

Job Openings by Area in Western Maryland Workforce Region, MD in July, 2016

Job Openings Table

The table below shows the number of job openings advertised online and advertised salary data in Western Maryland Workforce Region, MD in July, 2016 (Jobs De-duplication Level 2).

Job Openings	Mean (Average) Wage	% Openings with Wage
8,298	\$38,356	8%

Source: Online advertised jobs data
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Major transportation and distribution employers in the area include CRST EXPEDITED and C. R. England, Inc. Both firms are among the top ten companies with job openings in the region. Based on July 2016 data, they have current openings that total 274 positions. These positions are primarily licensed driver positions and distribution support.

Another large employment group is in healthcare, centered in Hagerstown is Meritus Health and currently has openings of 254 various medical and support positions at all their locations. In addition, Western Maryland Health System located in Cumberland has vacancies numbering 112 positions in healthcare. Other major healthcare employers include Golden Living, a senior healthcare facilities provider that is looking for 66 individuals focused on geriatric and rehabilitative care.

Other employers seeking employees include Sierra Nevada Corporation, an integrated systems manufacturer focused on advanced avionics. Sierra Nevada has operations in Hagerstown and has 67 openings in this high-tech field. First Data Corporation, a financial services and credit counseling firm, operates a call center facility in Hagerstown. First Data is seeking employees for 120 call center positions.

When reviewing the region, commonalities do emerge that allow for collaborative efforts in workforce development strategic planning. In all three counties the economy is focused in the Industry Sectors of Trade, Transportation & Utilities, Education & Health Services, Manufacturing, and Leisure/Hospitality. Even when looking at other Sectors, such as, Professional & Business Services, Financial Services and Construction each of these play a prominent role in the regional economy. By looking at these sector groupings strategies are developed that aid with complementing the skill sets necessary for feeding the workforce pipeline. This strategy requires having close cooperation between employers, training providers, workforce development counselors and curriculum developers.

Regional Growth Occupations Industries

Long-term Projections for Top Ten Occupational Groups
Western Maryland Workforce Region, MD in 2012-2022

Occupation	Occupation Code	2012 Estimated Employment	2022 Projected Employment	Total 2012-2022 Employment Change	Annual Avg. Percent Change	Total Percent Change
Protective Service	330000	3,940	4,704	764	1.79%	19.39%
Legal	230000	410	479	69	1.57%	16.83%
Computer and Mathematical	150000	1,635	1,905	270	1.54%	16.51%
Sales and Related	410000	12,450	14,170	1,720	1.30%	13.82%
Business and Financial Operations	130000	3,682	4,180	498	1.28%	13.53%
Community and Social Services	210000	2,021	2,272	251	1.18%	12.42%
Personal Care and Service	390000	3,715	4,140	425	1.09%	11.44%
Healthcare Practitioners and Technical	290000	4,704	5,203	499	1.01%	10.61%
Education, Training, and Library	250000	5,401	5,959	558	0.99%	10.33%
Food Preparation and Serving Related	350000	9,620	10,570	950	0.95%	9.88%
Life, Physical, and Social Science	190000	479	525	46	0.92%	9.60%

Building and Grounds Cleaning and Maintenance	370000	2,797	3,055	258	0.89%	9.22%
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Regional Growth Industries

The long-term industry projections for Top Ten Industries
Western Maryland Workforce Region, MD for the 2012-2022

Industry	Industry Code	2012 Estimated Employment	2022 Projected Employment	Total 2012-2022 Employment Change	Annual Avg. Percent Change	Total Percent Change
Professional, Scientific, and Technical Services	54	2,416	2,841	425	1.63%	17.59%
Administrative and Support and Waste Management and Remediation Services	56	4,730	5,294	564	1.13%	11.92%
Arts, Entertainment, and Recreation	71	1,751	1,927	176	0.96%	10.05%
Other Services (except Public Administration)	81	2,752	3,014	262	0.91%	9.52%
Educational Services	61	8,225	9,001	776	0.91%	9.43%
Accommodation and Food Services	72	9,904	10,784	880	0.85%	8.89%
Health Care and Social Assistance	62	13,271	14,235	964	0.70%	7.26%
Management of Companies and Enterprises	55	924	989	65	0.68%	7.03%
Construction	23	4,640	4,883	243	0.51%	5.24%
Agriculture, Forestry, Fishing and Hunting	11	191	200	9	0.46%	4.71%

Analysis of Educational Requirements of Advertised Jobs

In the Western Maryland Region, a number of the available employment options require standardized occupation credentials for specific sector jobs. Based on current advertised job openings 47.56% require a H.S. Diploma or Equivalent, follow by 24.36% requiring a Bachelor's Degree, 7.83% requiring some college, Associates Degree or Vocational School Certificate and finally 4.62% requiring a Master's Degree.

On the education levels of job seekers that want employment, those jobseekers with a H.S. Diploma or Equivalent stand at 34.56%. Still job seekers with some college, technical or vocational degree or vocational certificate stand at 26.50%. Available jobseekers with a Bachelor's Degree are 17.17% of the candidates. Those job seekers with Associates Degrees stands at 9.62% and Masters Degree holders are 8.13%.

Analysis of Demand Certificates and Credentials by Advertised Job Openings

When drilling down further the statistics on standardized and industry recognized certificates reflect the job opportunities within the region. CDL (Commercial Driver’s License) tops the list with 415 openings within the Trade, Transportation and Utility Sector. However, the Health Services arena has certification requirements totaling 667 openings that include: Certification in Cardiopulmonary Resuscitation (CPR), Basic Life Support (BLS) Certification, Certified Nursing Assistant (CNA), Advanced Cardiac Life Support Certification (ACLS), Certified Medical Assistant, Licensed Clinical Social Worker (LCSW), and National Board for Certification in Occupational Therapy. Other certificate job requirements are looking for Certified Public Accountant (CPA) and Promotional Products Association International (PPAI) Certification.

Analysis of specific job skills

Advertised Job Skills

The table below shows the top 10 advertised detailed job skills found in job openings advertised online in Western Maryland Workforce Region, Maryland on August 5, 2016 (Jobs De-duplication Level 1).

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	1,078
2	Flexibility	Interpersonal Skills	253
3	Interpersonal skills	Interpersonal Skills	232
4	Problem solving	Basic Skills	209
5	Customer Service Skills	Customer Service Skills	180
6	Time management	Basic Skills	108
7	Mentoring	Interpersonal Skills	106
8	Discharge planning	Registered Nurse (RN) Skills	100
9	Skilled nursing care	Registered Nurse (RN) Skills	94
10	Positive attitude	Interpersonal Skills	89

On the analysis of specific job skills or experience for success on the job, customer service skills are very important. Along with customer service skills, positions need individuals with basic skills like problem solving and time management. Strong interpersonal skills such as flexibility, mentoring and positive attitude are major requirements. Many of these skill sets transcend specific occupations and industries. They are the fundamentals of a skilled and productive employee. In some cases job skills may be occupation focused like discharge planning and skilled nursing care by Registered Nurses. RNs need to have the above-mentioned skills and these specialized job skills.

Advertised Job Tools and Technology

Rank	Advertised Detailed Tools and Technology	Advertised Tools and Technology Group	Job Opening Match Count
1	Cash Register	Cash Registers	110
2	Forklift	Forklifts	83
3	PowerPoint	Presentation Software	72
4	Pallet Jack	Pallet Trucks	60
5	Cell Phone	Mobile Phones	44

6	Alarms	Alarm Systems	41
7	Microsoft Word	Word Processing Software	41
8	Ada	Development Environment Software	35
9	Personal protective equipment	Hazardous Material Protective Apparel	32
10	Twitter	Instant Messaging Software	31

The table below shows the top 10 advertised detailed tools and technologies found in job openings advertised online in Western Maryland Workforce Region, Maryland on August 5, 2016 (Jobs De-duplication Level 1).

Job Source: Online advertised jobs data
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It is widely known that technology plays a very important role in most workers performing their job. Without skills in technology resources or tools, it is difficult for workers to perform successfully. In many jobs being able to operate a computerized cash register is fundamental and required. When looking at the region's Transportation and Distribution Sector employers, it is critical for experience with forklift and pallet jack operations. If the Transportation and Distribution Sector is an employment option, many individual job seekers need a driver's license and experience operating minivans and vans. In today's work environment, especially those dealing in Professional and Business Services, computer software capabilities in Microsoft Office and its components are very important. Furthermore, with the digital economy and social media marketing, experience with Twitter, Facebook, LinkedIn and other communication media are becoming fundamental tools and technology skills in the workplace.

(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.

An analysis of the workforce development activities

Since 1974, the Western Maryland Consortium has played a leading role in supporting workforce development in the region. This leadership has placed emphasis on working with individuals that have significant barriers to employment, dislocated workers and trade-impacted workers. When looking at the board's efforts in supporting these groups, especially displaced workers, the WMC has been a leader in providing services and new opportunities for these impacted groups. The three Community Colleges: Allegany, Garrett and Hagerstown are educational partners with the WMC providing both credit and noncredit education and training as well Adult Basic Education. Each organization is involved in their local community's economic development meeting with companies on a regular basis and assessing the trends and needs pertaining to workforce development. For example, in May 2016, the WMC was an integral partner in developing and coordinating the Career Fair at North Hagerstown High School. As a member of Washington County's Economic Development Workforce Development committee, WMC worked to bring local company representatives to the high school so students could learn more about the career opportunities as well as the necessary training and skills for each career pathway. Employers included: Meritus Health System, the Hagerstown Police Department, Volvo Powertrain and the Herald Mail

In addition, the Youth and Adult Programs have played a pivotal role in providing support and

opportunities for at risk youth and young adults. Pre-occupational training services and workshops are a major part of preparing individuals for success in their training plan. The WMC has been robust in offering these services. Working with the Washington County Business Resource Network places the WMC as an integral part of the business and employee development network in Hagerstown and Washington County. This expanded relationship offers strong connectivity with employers, entrepreneurs, business associations and the economic development entities within the county. This linkage and the role of securing training services for WIOA Adults, Dislocated Workers and Youth offer a strong interrelationship between the business community and educational entities. It aids with offering a pipeline of well-trained and job-ready individuals for the community. An example of this is the Mid Move EARN grant which is led by Hagerstown Community College. HCC convened a group of transportation and logistics industry and community stakeholders to create a Strategic Industry Partnership. This project which is “employer led and data driven” identified the need for more licensed CDL A and B drivers in the county. The WMC assisted in recruiting candidates and providing additional funding for tuition. In its first two year phase, 137 individuals completed training and 85% obtained employment.

The WMC is an entity that serves all three counties in the Western Maryland Region. The board has provided a presence in partnership activities within all three counties. Under WIOA, the board and partners need to explore ways of expanding their interactive relationship. It is important that consistency of services and options are offered region wide. Looking at ways to replicate strong partnerships is the key. Using the Business Resource Network as an example of building strong interrelationships in one area of the region and seeing how it could fit elsewhere. By looking at the pluses for having an expanded business partnership, the WMC and its educational partners will be enhancing their role and aligning it with employers and business. The role of the board is to explore and determine shortcomings that need improvement and revamping to meet the needs of the entire Western Maryland Region. Revisiting the methods and way things are done to ensure continuous improvement and meeting of established standards is key to the board offering exemplary programs.

Strengths and Weaknesses Analysis

Strengths

The Workforce system in Western MD has effectively delivered program performance results. Each program has informal ad- hoc processes for addressing local challenges. The partners have a reputation for achieving their program goals and collaborating as needed which indicate both strength and a weakness for the system.

Goals were addressed by each program and coordination only through like populations. An example is the Consortium demonstrated positive results with in-school and out of school youth program under WIA. They partners with DORS and DSS to identify opportunities to provide work placement. Talented staff members operate with limited resources both money and FTE within a large geographic area.

Consortium has partnerships with:

DLLR	Earn
DSS	Hagerstown Community College
DORS	DJS
Local Management Board	Allegany Community College
Community Action Council	Adult Education and Literacy
Veteran Outreach Program	Garrett Community College

Weakness

Co-location is not fully realized in any of the three counties.

Board has not been utilized to drive the system forward due to lack of understanding of role and responsibilities.

Business engagement to drive the workforce system is lacking.

Customer served based upon geography and lower internet connectivity in rural areas and limited access to public transit.

Develop pre-apprenticeship and apprenticeships program. A pilot program is underway, but lack of Availability of WIOA Eligible Training Providers and programs. There is a lack of approved WIOA eligible training providers and programs in the local area.

Opportunities

Under WIOA, the core partners and other partners have convened to develop a workforce system with better connectedness and understanding for programmatic needs within the system. We are committed to developing programmatic knowledge across partners and looking for opportunities to leverage resources. Seeking to innovate with partners to achieve better customer service, reduce redundancy and increase performance outcomes.

Reconstitute the board with strategic business/ industry partners. Create new board rules, guidance and selection processes. Establish an onboarding process for new board members.

Develop a process for business engagement to address needs, skills gaps and educational requirements for the in demand and rising industries and small businesses in the 3 counties.

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

Vision and Goals

"The vision of the Workforce Development Board and the core partners is to provide leadership to meet the education, skills and employment needs job seekers, employees and employers. We are committed to have an integrated system that is responsive to the regional workforce needs."

The Western Maryland Consortium is focused on delivering the highest quality workforce development services pipeline to the Western Maryland Region. The WMC's Strategy is to develop linkages that lead to collaborative relationships for building employment opportunities that lead to self-sustaining employment. The Consortium is focused on meeting the skills and educational needs of employers and job seekers in a collaborative and cohesive manner. WMC ensures that educators, businesses and societal support entities will be engaged in the collaborative planning of regional workforce development.

WMC will work with all regional entities to ensure that youth and individuals with barriers to employment receive services that lead to employment and wage sustainability.

WMC will deliver prepared workers for in-demand employment opportunities. Consortium partners will prepare workers for operating in a digital-technological economy.

WMC will use linkages that provide continual community feedback on new skills and educational needs in the regional economy.

Performance will be focused on delivering quality training and education programs that support the ever changing needs of business in the Western Maryland Region.

The Consortium will look to partner with employers offering career growth potential that sustains the employer's workforce and reduces turnover.

The WMC will use strategies for building an employment opportunity plan that includes past skills, new in-demand skills, customer aptitude and interest. This strategy goal is to successfully prepare workers for the in-demand occupations pipeline.

The Consortium Partner's will develop programs and opportunities that offer Career Pathways options for the systemic growing of work skills and sustaining long-term employment.

The WMC will play an integral role in the workforce, economic and educational development of the region's economy through educating and informing other stakeholders and the public.

The WMC's Vision and Goals are fashioned to meet the economic growth and economic self-sufficiency requirements as found in WIOA Chapter 4 Performance Accountability System Section 116(b)(2)(A).

Western Maryland Performance Goals for PY 2016 and 2017	
Maryland Program	PY 2016 and 2017 Performance Goal
WIOA Adult Program	
Employment Rate 2 nd Quarter After Exit	75%

Employment Rate 4 th Quarter After Exit	75%
Median Earnings 2 nd Quarter After Exit	\$6,500
Credential Attainment within 4 Quarters After Exit	73%
WIOA Dislocated Worker Program	
Employment Rate 2 nd Quarter After Exit	81%
Employment Rate 4 th Quarter After Exit	78%
Median Earnings 2 nd Quarter After Exit	\$7,500
Credential Attainment within 4 Quarters After Exit	63%
WIOA Youth Program	
Employment Rate 2 nd Quarter After Exit	68%
Employment Rate 4 th Quarter After Exit	64%
Credential Attainment within 4 Quarters After Exit	70%
Wagner-Peyser Act Activities	
Employment Rate 2 nd Quarter After Exit	55%
Employment Rate 4 th Quarter After Exit	55%
Median Earnings 2 nd Quarter After Exit	\$4,500

(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)

A Core Programs Partner Strategy to Achieve Strategic Vision and Goals.

The Western Maryland Consortium is engaging all Core WIOA Partners in initial facilitation meetings that focus on the requirements of this integrated plan. The objective of these initial meetings is to develop a process for ongoing meetings that will make the vision and goals a reality.

The Core Partners will use the ongoing facilitation to explore options for greater program integration. To improve Core Partner's engagement with the business community, and build a greater understanding of employer needs.

A common referral form was developed, hat all core partners- agencies will use.
 To develop a Career Pathways process that is an integral part of customer services.

To streamline service portals that allow for easier customer transition among Core Partners.

To ensure relevant training and educational programs that provides in-demand skills for growth occupations and growth industries.

Section 2 The Western Maryland Region’s 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 Western Maryland workforce Development system includes key partnerships with various to ensure multiple entry points, cohesive and comprehensive services and to ensure leveraging and of supportive services. The Local Board will maintain a rigorous career pathways model to include business intermediaries I support local workforce initiatives such as EARN Maryland, Registered Apprenticeships, incumbent training programs, and educational and vocational training programs leading to a viable and sustainable regional workforce development system.

With the focus of WIOA on enhanced integration and collaboration developing relationships beyond the Core Program Partners is vital, in order to provide further clarification on the alignment of workforce partnerships to provide integration and shared services, *WIOA Stakeholders Chart* provides information as to each workforce core partner's roles and responsibilities, as well as the identified additional community organizations in the regional workforce system. These additional partnerships will be best served by adding resource value to the local and regional systems. The board will be looking at every possible option for enhancing the services to employers, workers and other customers by engaging these added partners. Building depth and diversity into the products and services provided is key to incorporating new partners. Based on the extent of these additions, the WMC board will establish the proper agreements for the integration, collaboration and coordination of programs, service delivery and resources.

WIOA Partnership Stakeholders Chart		
Partner	Partnership Goal	Ways to Build and Align Support
Title I – Workforce Development Activities	To provide training, skills, job placement opportunities for eligible Adult, Dislocated, and Youth.	To develop a workforce system where every individual has the opportunity to maximize their career potential through the development of skills and education for employment which provide self-sufficiency and employers may access the resources necessary to be successful.

Title I Native American		To support employment and training services for Native American, Alaska Native, and Native Hawaiian individuals in order to develop more fully the academic, occupational, and literacy skills of such individuals; to make such individuals more competitive in the workforce; and to promote the economic and social development of Native Americans, Alaska Natives, and Native Hawaiian communities in accordance with the goals and values of such communities.
Title I Migrant and Seasonal Farmworkers		Provide funding to help migrant and seasonal farmworkers and their families achieve economic self-sufficiency by offering supportive services to them while they work in agriculture or by helping them to acquire new skills for jobs offering better pay.
Title III Wagner-Peyser	Operate within the Western Maryland Workforce network to assist all job seekers and businesses within the area(s). Elevate the system to be more integral to job seeker and business needs in all three counties.	Greet customers in the resource room in the AJC. Create a basic dialog and conduct informal assessment as to needs and interests of the customer. Provide instruction in MWE usage to customers and staff. Give instruction to customers on Labor Market Information. Facilitate workshop(s) on job seeking skills/themes. Assist with the completion of Unemployment (UI) claims and answer general UI questions. Participate in preliminary screening for eligibility and possible referral and or coordination of services with JVSG, Trade Act and other partner's resources within the Workforce network.
Title II Adult Education and Literacy	Provides educational services to facilitate adults becoming literate and to obtain the knowledge and skills necessary to become self-sufficient through employment; provide the educational opportunities to build the literacy skills of parents in order to assist their children's educational development; provides the pathway for adults to obtain a	Concurrent and collaborative intake and orientations. Provide educational assessment of participants in the workforce system. Remediation for all eligible participants to help the most vulnerable adults gain access to the services they need through ABE/ASE/ELA and workforce preparation instruction. Leadership and guidance in the integration of education as a core component of participant success within the regional workforce system.

	secondary educational credential, entering post-secondary education or training.	
Title IV Vocational Rehabilitation	Provide leadership and support in promoting employment, economic self-sufficiency, and independent living for individuals with disabilities	Provide intake, assessment, and determine eligibility for individuals with significant disabilities; develop individualized plan for employment to assist individual in receiving services needed to reach employment goals; provide individualized services based on needs and disability factors, refer and coordinate with other workforce partners; provide for partnership training and technical assistance with workforce partners regarding the needs of individuals with disabilities.
Senior Community Service Employment Program	Provide a training program for Senior Workers in Western MD	Identify senior interns. Develop Part Time work opportunity internships at nonprofit agencies or state government institutions. Negotiate learning objectives of the intern with Host agencies. Create the contract. Manage and pay the interns during the internship. Coordinate the outreach for job seekers and host agencies efforts with all partners in the workforce system. Partner with AJC staff to assist with the job search requirements of participants. Initiate job search plans with potential partner assistance.

Additional Identified Key Partnerships

Partner	Partnership Goal	Ways to Build Support
Jobs for Veterans State Grant	Promote priority of service for veterans and eligible spouses of veterans within the Workforce system network.	Educate employers and assist in job matching to open positions with qualified veterans. Educate the partner staff throughout the system on priority of service for veterans and the benefits available for veterans and challenges veterans face in job acquisition.
Housing and Urban Development	Provide outreach, referrals to	Provides diverse, comprehensive services that will

	workforce development system partners as appropriate	prepare and connect jobseekers with existing job opportunities
Unemployment Compensation	Provide services to UI claimants to expedite their return to work.	DLLR staff deliver UI workshops to claimants to promote/ orient them on resources available at AJC for assistance with job acquisition. Assist with development of registration in MWE and provide knowledge of tools within the system. Connect participants of these workshops with partners in the system as may be required. Provide a claimant job search audit. Report findings of audit and participation of UI required activities.
Temporary Assistance for Needy Families		Through a partnership with DSS provides development services to TANF recipients. In the coming year, integration and collaboration services aims to increase the participation of TANF recipients in WIOA services
Carl D. Perkins Career and Technical Education	Hagerstown Community College	Career and Technology Education prepares both adults and youth for a wide range of careers.

The core partners developed and will be using the referral document in Western Maryland. There is one contact person in each agency that will be responsible for the Referral form. Once the Agency makes contact with the person, then they will send the referral back with a follow-up. Each Agency will send their release form along with the Referral Form.



Multi Agency Consent for Referral

To be completed by the referring agency: Please Print.

Date: ___/___/___ Name: _____

Identifier: ___-___-___

Recommend the above named individual for integrated and/or individualized services to the following organization(s)/ individual(s):

Organization/Individual Name	Initials	Organization/Individual Name	Initials
Allegany College of Maryland		Garrett County Dept. of Social Services	
Allegany County Dept. of Social Services		Community Action	
American Job Center		MSDE- Dept of Rehabilitation Services	
Garrett College		Washington County Dept of Social Services	
Hagerstown Community College		Western Maryland Consortium	
Other			

This referral is to provide services in order to communicate with, disclose to one another and/or exchange information about _____ (Customer Name). The information to be released shall be relevant as necessary to formulate an integrated services plan or to deliver services to the name individual. Information will be shared exclusively on a need-to-know basis. The information that is shared may include periodic summary reports and/or information that will indicate progress towards the individuals designated goals and objectives in individualized career pathways plans.

The information that is released of obtained is confidential and protected from disclosure by federal and state law, including, but not limited to FERPA (** LIST of disclosure laws as relevant to agencies). Signature below is verification that the recommending agency has a valid and signed Release of Information form on file for the customer/individual.

Referral Information:

Follow-up Documentation and Information:

To be completed by Agency Representative:

Reviewed and discussed with customer/individual by _____ Date: _____

Contact Info: Phone _____ email _____

Distributed copies to: ACM ACSS AJC GC HCC GCDSS DORS CA WCDSS WMC (Circle all that apply)

Original copy to be filed with issuing agency.

(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, particularly eligible individuals with barriers to employment, including how the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable).

The local Board in collaboration with the Executive Council will serve as the convener for the all three local area workforce development initiatives.

Expanding access to employment, training, education and supportive services has begun with understanding of the services each partner agency provides. Front line staff will be trained on the services the partner agency provides. A Referral Form was developed and will be used between agencies so that each individual may receive the most direct and accurate assistance possible.

Individuals with barriers to employment will benefit from agency cooperation by connecting those individuals to additional services. Co-Enrollment will also be a direct benefit of analyzing the services available, since the staff will have the knowledge on each partner agency. Knowledgeable staff will play a key role in facilitating the coordination of services as well as linking participants to post-secondary activities.

The Board and WIOA partners will engage in further discussion to strategies the development of career pathways, leveraging of supportive services, and co-enrollment of customers with barriers to employment. Continued outreach to individuals with barriers to employment. This may include, Justice System with youth and young adults, Department of Social Services/TCA/Foster/Food Stamp customers. With the goal of leading to self –sustainable employment.

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

Four workgroup meetings were held with attendance by representatives of the local board, Wagner-Peyser, Department of Social Services, Adult Education, Division of Rehabilitation Services, (all three counties) in order to have input in the plan. The draft plan was shared with partners for assistance in editing. All of the local partners provided input and often co-authored portions of the local plan.

(D) Description of the strategies and services that will be used in the Local Area-

- To facilitate engagement of businesses, including small businesses and business 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 Program;

Engaging the Business Community

In Washington County, the Business Resource Network is composed of several organizations and entities

focused on growing the regional economy. Part of that growth is meeting the requirements of in-demand occupations within growing industries. It requires the sharing of information and expertise to design well-thought programs for meeting employment pipeline demands. Another area of focus is developing new businesses and supporting entrepreneurs. The prime focus of the Business Resource Network is to provide such resources for existing small business, start-ups and entrepreneurs. The Business Resource Network includes: Western Maryland Consortium, Washington County Department of Business Development, City of Hagerstown – Department of Community & Economic Development, The Greater Hagerstown Committee, Hagerstown Community College Technical Innovation Center, Hagerstown-Washington County Chamber of Commerce, International Corporate Training & Marketing, Maryland Small Business & Technology Development Center, and SCORE. This group is evolving into the In Washington County, the Entrepreneur Council of Washington County (ECWC) is focused on growing the regional economy through fostering startups as well as supporting existing companies across the community. ECWC is composed of Hagerstown-Washington Chamber of Commerce, Hagerstown Community College Technical Innovation Center, City of Hagerstown Department of Community and Economic Development, Washington County Business Development, Western Maryland Small Business Development Center, SCORE, and Greater Hagerstown Committee. Small business seminars, workshops, networking events, informational sessions and business competitions are held by several of the ECWC members throughout the year. In addition, the Mountain Maryland Tech Network, a regional ecosystem created to support tech professionals, covers Allegany, Garrett and Washington Counties, will expand the resources available to local businesses easily.

In Allegany County, the Department of Economic and Community Development (DECD) offer a network focus on Small Business Development, Start-ups and Entrepreneur Development. The Allegany County network includes: DECD, Maryland Small Business Development Center (SBDC), and Tri-County Council for Western Maryland (TCCWMD). This network is made up of county based and regional office operations that offer support to growing small business and start-ups in the county.

Economic development and business engagement is closely aligned with institutions of higher learning in the region. Frostburg State University provides start-up and entrepreneur opportunities at their incubator/business center. Allegany College of Maryland in 2014 established the Western Maryland IT Center for Excellence as part of the Maryland EARN initiative. The IT Center of Excellence is focused on facilitating IT training for the region's workforce, keeping it up to date and more competitive in today's technology sector, while expanding Science, Technology, Engineering and Mathematics (STEM) opportunities throughout local public schools.

With 22 community partners, including industry partners IBM, the Western Maryland Health System, Exclamation Labs, Willetts Systems, Advantage Computer & Communications, First United Bank & Trust, Orbital ATK and Rocky Gap Casino Resort, the IT Center has trained more than 200 people currently employed throughout the region — helping to build a strong technology-based workforce in the area.

Also, the IT Center is helping to launch Pathways in Technology Early College High Schools or P-TEC. The P-TECH program in Allegany County will launch in the fall of 2017, giving high school students a clear path to technology-based education in partnership with Allegany College of Maryland.

Workforce partnerships with employers in Allegany County include the alignment of services to provide collaborative screening for employment. Core partners work with local employers to identify employability skills and eligibility for employment with applicants and set up interviews for local employers. This collaboration leverages the services of core partnerships and screens for barriers to sustainable employment within our local workforce to offer immediate access to services. An example of

such integrative practices has been demonstrated through a collaboration with Verso Corporations-Luke Mill in the fall of 2016 where 240 applicants from Garrett and Allegany Counties were screen and assessed for job placement. Of the 240 applicants, 180 interviews were scheduled with the employers.

In Garrett County, the Garrett County Department of Economic Development partners with the WMC and its focus on workforce development. Garrett College plays a major role in small business development and entrepreneur start-ups through Garrett College Center for Entrepreneurship and Innovation (GCCEI) and the Garrett Information Enterprise Center (GIEC). Through both these entities additional partnerships have been developed to support small business and start-ups. Other major entities include the Appalachian Regional Commission, Community Action Committee, Garrett County Chamber of Commerce, Maryland Small Business Development Center (SBDC), SCORE, TEDCO, TCCWMD and Maryland Department of Commerce.

In-Washington County the major regional business engagement partnership is through the Business Outreach Services Strategy Team (BOSS). BOSS is a collaboration and partnership of community and workforce development entities. These stakeholders look at ways to provide outreach in the greater community and solutions for businesses. BOSS Partners implement strategies for delivering innovative business solutions in a collaborative and creative manner. The fundamental approach is to develop connectivity through positive rapport between these stakeholders. It offers another venue for exchanging ideas and relevant information to meet the shared goal of growing the workforce to suit the economy. In the Western Maryland Region BOSS participants include DORS, Commerce, DLLR W-P, Business Services & Veterans Services, Garrett County Department of Economic Development, Western Maryland Consortium and Washington County Department of Business Development.

When looking at the regional entities engaged in workforce and economic development, it becomes apparent that the system has consistent partners region-wide. However, some entities are not consistently included in partnerships throughout the Western Maryland Region. With the need to incorporate these business and economic development partners into the WIOA System, the WMC Board has to evaluate shortcomings in its current relationships with these entities and develop ways to improve dialogue and engage these partners. A robust and dynamic workforce development system is built through strong relationships between business, employers, educators, training providers and the local board. It is incumbent on the board to emphasize closer relationships across the region with all these entities and organizations. Professional outreach and open dialogue concerning in-demand industry sectors and occupations that lead to career pathways development are necessary for meeting the needs of the region's economy. The board will be exploring ways to balance its approach toward business and employers throughout all three counties. Placing a larger focus on these efforts will make the WMC a more central player in business and employer partnerships. Engaging the employer and business community with products that deliver well-prepared workers and resources to help a business grow is a crucial part of enhancing these partnerships.

The WMC and American Job Center (AJC) are engaged with the Department of Labor, Licensing and Regulations' (DLLR) Division of Unemployment Insurance (UI) through its close relationship with the Division of Workforce Development & Adult Learning (DWDAL). The linkage is through DWDAL's providing workshops for UI Claimants in need of job search assistance and training services. Within the Western Maryland AJC offices, staff provides Reemployment Services and Eligibility Assessment (RESEA) and Reemployment Opportunities Workshop (ROW) services that assist claimants that are unlikely to return to work and/or exhaust their UI Benefits. The RESEA Program is designed to help claimants to identify potential barriers to employment and assesses work search progress. ROW is a full-day workshop offered

to certain UI claimants to shorten the duration of UI benefits received through reemployment efforts. Other program linkages are by phone and virtual connection between the AJC and UI. The Workforce system will explore ways appropriate for enhancing UI related services within the AJC locations. Any added service connections related to UI services will need to be jointly approved and funded by the partners.

The WMC has focused on providing workforce transition assistance that includes training services to customers. In the past training assistance has been more aligned with preparing individuals with skills for the next job. These training components within the customer’s employability plan have been limited based on short-term occupational skills development with limited alternatives. Under WIOA, the WMC will engage partners and stakeholders in developing options that make greater use of apprentice type training leading to career development. Beyond traditional apprenticeship, the WMC will explore ways to develop apprentice programs with in-demand occupations in growing industries like Advanced Manufacturing, IT and other technology rich sectors. Where learning may enhance existing skills by working on-the-job or growing into the job through doing the job, WMC will be exploring greater use of OJT along with apprenticeship and internship training options. Businesses and their employees find that innovation and technology sometimes make even good employee’s skills obsolete. In order to reduce layoffs and maintain employment sustainability, the WMC will explore ways to work with business and economic development on incumbent worker training options. Obtaining employer feedback and modeling training from that feedback best utilize customized training options focused on improving worker skills. Making use of data and feedback on in-demand industry sectors and demand occupation skills is critical for developing training and educational programs. Having greater connectivity between skills training providers and the employer community will offer better intelligence in developing relevant skills and occupational training. In the past, training was provided as a quick fix for individual skill gaps. Even with real time LMI data, the workforce system suffered limitations based on this one-time training assistance offering. WMC is looking to provide credible career growth services that build on credentials one step at a time. Using this concept and working with the training partners will better position WMC to offer stackable career skills initiated through career pathways. None of these initiatives or improvements will be possible without collaboration between the business advocates and business owners themselves. Having a more agile outreach to business and economic development by the WIOA Core Partners will offer stronger links with better results. The WIOA Core Partners need to better interpret employer needs and anticipate economic changes that will offer better workforce candidates and reduce employment instability.

(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

Western Maryland EARN Projects

Washington County Manufacturing Partnership – Works to create opportunities that assist with meeting the workforce pipeline needs in Washington County. The objective is to reduce the projected 50% loss of the industry’s aging skilled workers. The program offers entry-level and incumbent worker training. This project is operating in several manufacturing facilities in Washington County and has been partnered with Hagerstown Community College, Western Maryland Consortium, and Washington County Economic Development Corp.

Maryland Manufacturing Extension Partnership

Maryland Manufacturing Boot Camp – this project builds both soft skills related to work ethic, professional attitude and common problem solving skills. In the occupational component, participants improve or gain basic math and language skills, critical communication and occupational skills for success in a manufacturing setting. Western Maryland EARN partners include Garrett College and Garrett Container.

Mid Maryland (MOVE) Transportation and Logistics

In much of Western Maryland, the trade, transportation and utilities sector is the largest employment base with 21.9% of jobs. The Partnership goal is to increase the talent pool of commercial drivers, mechanics, and supply chain/warehouse labor. Western Maryland Participation Partners includes Hagerstown Community College, WMC and Washington County Department of Social Services. Business Partners are Amtrac Railroad Construction of MD, Inc. & DM Bowman, Inc. This project which is “employer led and data driven” identified the need for more licensed CDL A and B drivers in the county. The WMC assisted in recruiting candidates and providing additional funding for tuition. In its first two year phase, 137 individuals completed training and 85% obtained employment.

Western Maryland IT Center of Excellence

As mentioned previously, the Western Maryland IT Center of Excellence was established in 2014 at Allegany College of Maryland with EARN Maryland funding. The state-funded competitive workforce development grant program is industry-led, regional in focus and a proven strategy for helping businesses cultivate the skilled workforce they need to compete, according to the Maryland.gov website. The IT Center of Excellence is focused on facilitating IT training for the region’s workforce, keeping it up to date and more competitive in today’s technology sector, while expanding Science, Technology, Engineering and Mathematics (STEM) opportunities throughout local public schools.

Preparing Rural Western Maryland for the Future

Western Maryland educators, workforce development and economic development are using this EARN Project to expand the number of technology-related businesses in the region. The partnership trains entry-level and incumbent workers in critical network integrity aspects, project management and software development. Job readiness internships for college students offer a valued technology-ready pipeline for partnership employers into the foreseeable future. Business and Industry partners include: Exclamation Labs, Willetts Systems, Biser Network Security LLC, IBM, Western Maryland Health System, Allegany County Government & Information Technology, and Allegany County Public Schools. WIOA Partners that support the project are Allegany College and WMC.

The WMC engages in and supports EARN Projects in Western Maryland. EARN offers additional support and options that bring together workforce, economic, business and education professionals in maintaining a recruiting pipeline. With a collaborative environment like EARN, the Western Maryland Region is enhancing options for more WIOA type collaboration and integration.

(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;

The WMC has cultivated relationships with a number of programs, entities and organizations focused on entrepreneurs, small businesses and start-ups. WMC and its partners work to offer credible options for those customers seeking self-employment or business-owner options. The Consortium uses its relationships with these opportunity creators to cultivate realistic options for WMC Customers. The WMC will explore enhanced ways to work with entrepreneur and enterprise building resources.

(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 provider to deliver supportive services to jobseekers.

WMC fully understands that workers in transition and individuals with barriers to employment need a cadre of services. It is not enough to engage in training or workshops for employment when other issues prevent or impede success. WMC has a network of entities that offer supportive services to fully assist AIC customers. The key element is making sure that services and their providers are fully engaged in the WMC Mission. It is the intention of the WMC to place priority on strengthening and fortifying the services within the mandated core workforce partnerships within the tri-county region in order to fortify those services. Subsequent priority will be the pursuit of integrating service coordination with essential community services including Local Management Boards. As the Workforce system establishes effective practices the WMC will also establish greater coordination and collaboration with entities like the LMBs and will be able to maximize services and reduce duplication. By jointly identifying disconnected Youth and Young Adults through these collaborative efforts, it will make better use of the finite resources of all the partners.

Coordination of effort with additional workforce community service providers are also identified in Exhibit 2.1-WIOA Stakeholders Chart

Allegany County

Allegany County has the benefit of collaborative services with our local Community Action Group, Human Resources Development Commission (HRDC). HRDC of Allegany County is a private, non-profit organization dedicated to improving the lives of the people it serves. It is HRDC's mission to eliminate social and economic barriers to promote individual and community stability through services, advocacy and collaboration. Under the direction of its Board of Directors, HRDC, designs, staffs, operates and assembles funding for a wide range of programs. These programs improve the lives of the young, the low-income, the elderly and those with disabilities in Allegany County, Maryland. When a need is identified, HRDC creates effective public-private partnerships to help people to help themselves. It is to the benefit of the local workforce system within Allegany County to utilize and integrate the services of HRDC as a means to establish comprehensive, unduplicated, and concurrent services for areas most in need.

Garrett County

The Garrett Local Management Board is focused on disconnected youth ages 16-24 years of age and "at risk youth". The LMB has partnered with other workforce development partners in initiatives that offer services and support to the impacted youth in Garrett County. WMC Staff has an ongoing relationship

with the Garrett LMB and has served on the board.

(Jon) Currently, the Garrett County Office of the Western Maryland Consortium provides Summer Youth Employment services to “at risk” youth through a grant with Garrett’s LMB.

Washington County

Washington County Office of Community Grant Management is in Western Maryland. The Office of Community Grant Management oversees grants secured on behalf of the Local Management Board. The Washington County Local Management Board Chair is Deena Holder. Debora Gilbert represents WMC on the Washington County Board. The Washington County Local Management Board Initiative does not provide direct service - instead, it works through partnerships with local and regional providers to maximize and leverage resources to achieve positive results for children in Washington County. The strategic goals are: improve outcomes for disconnected youth, reduce the impact of incarceration on children, families and communities, reduce childhood hunger, and reduce youth homeless.

(H) A description of how the Local Board intend to provide 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;

WMC makes use of any and all connectivity with business leaders, employers and associations advocating for relevant training. As mentioned earlier, WMC participates in the BOSS Program regionally to partner innovative business solutions with statewide partners and local economic development. In local settings the WMC leadership and other WIOA partners offer connectivity through the Business Resource Network in Washington County. Another area of connectivity and partnership is with business associations advocating for well-trained and job-ready candidates in the recruiting pipeline. A good example of this collaboration is the Allegany County Chamber of Commerce Economic Development Committee. This committee is focused on employment and workforce development issues. They look at issues surrounding an innovative workforce to meet the ever-changing needs in the local economy. These issues will focus on training and career development that meet employer needs. These issue solutions and discussions work toward offering a dynamic workforce for current and future employers in the local area. The committee has a membership that includes several local business representatives, Frostburg Community Development, Allegany County Economic Development, Greater Cumberland Committee, Appalachian Regional Commission, Cumberland Economic Development Corporation and WMC Supervisor Paul Smith. In addition to these members, the Veterans Program and the Wagner-Peyser Program are represented at the monthly meetings. The WMC role is to discuss solutions and opportunities concerning employer training needs and updates to the WIOA System. With business leadership engagement on this frequent a level, it offers greater agility for offering relevant solutions to training and career development. These type interrelationships help with developing credible Career Pathways that offer better workers and better results to staffing needs. The WMC will look for additional and other ways for engaging business interests and working to expand WIOA Partnership involvement with those interested stakeholders.

(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.

The WMC will explore ways that have the WIOA Partner business services components and WMC staffs focused on Career Pathways and EARN initiatives. The business team concept that allows WIOA Partners to offer solutions and advocacy for solving workforce issues is critical. Ensuring ongoing connectivity that allows for industry sector leadership in both local and statewide initiatives is required for success. There

Washington County One-Stop Job Center
14 N. Potomac Street, Suite 100,
Hagerstown MD 21740
Telephone (301) 393-8200

Satellite Center

Oakland Location
Western Maryland Consortium
Garrett County Office
215 South Third Street
Oakland, MD 21550-4516
Phone: (301) 334-8136_ Fax: (301) 359-0324

Satellite Center

(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 management.

A “no-wrong door” approach was agreed upon by the partner agencies to provide common steps regardless of the access point. When a customer enters the American Job Center, a greeter works with the customer with an informal assessment and overview of Career Services and center resources and then connects the customer to the appropriate service Western Maryland has developed partnerships with mandated partners and other resources that ensure uniformity and minimize any duplication of services. Through numerous means of assessment, staff and partners determine the customer’s level of job readiness and identify which resources are applicable to the customer’s needs and goals. Referrals are made to the appropriate partner or partners. A Referral form was developed by the core partners to use. A common intake, EEO and Referral form is being developed by the State and its partners.

Veteran customers immediately meet with a staff person to receive a needs assessment of Significant Barriers to Employment; other customer needing assistance or accommodations are set up accordingly. All customers receive instruction and staff assistance on registering in the Maryland Workforce Exchange.

Based on the initial assessment which determines the customer’s level of job readiness and customer need, services that may be provided such as: basic career services, individualized career service, referral to partner services, Support services and follow up. Case management may be implemented to best meet the needs of the customer in cases of referral, or if two or more agencies are working with a customer.

Career Services could include initial assessment of needs, assessment of skill levels and literacy, referral

WMC will provide case management for all customers enrolled under WIOA grant for individualized services. Case management by the customer’s assigned Employment and Training Specialist and other support staff will include buy may not be limited to, as appropriate and applicable to the individual customer, any or all of the following:

- Additional assessment of the customers skills, interests and abilities;
- IEP development with periodic review and updates, conducted jointly with the customer
- Regular, meaningful contact with the customer of not less frequently than once every 8 weeks to discuss goals, job search activity and, if applicable, training progress.

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

The WMC Board will work with all WIOA Core Program Partners to ensure that every partner door is the right door. The board will work with all the partners to make each individual customer welcomed, supported and assisted appropriately. The board will work to make sure customers are directed to the correct service agency and staff without obstacles. In addition to setting these general policy parameters, the WMC Board will make sure that individuals with disabilities and language barriers will have credible access to the WIOA Partners Programs. Adult Education is planned to be provided in all areas of the Western Region using Title II funds if funding through the AEFL Competitive Grant is provided for all three counties. The majority of the Western Region has little or no public transportation. Students in Garrett County face several barriers to attendance including lack of public transportation and seasonal part-time employment with changing work schedules. Classes are offered during the day, in the evening, and on Saturday at multiple locations to help remove barriers to attendance. This does increase the cost per student based on smaller class sizes. The Program Administrator is participating on a DLLR Committee formed to explore distance learning opportunities to make Adult Education more accessible.

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

The Board, with agreement of the Chief Elected Officials shall designate or certify one-stop operator; this is consistent with section 121 (d) of WIOA. Selection of the One-Stop Operator will be through a competitive process and shall be a public, private, nonprofit, or consortium of entities.

The Board will hire an independent consultant to facilitate the procurement process. Organizations applying for One-Stop Operator designation must disclose any potential conflicts of interest arising from the relationships with other service providers. No workforce system service provider or potential service provider will be involved in the development of the request for proposal or the selection process. In the event only one proposal is received, the Board will proceed with sole source procurement with approval of the Chief Elected Officials.

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 may not establish practices that create disincentives to providing services to individuals with barriers to employment that may require longer-term services, such as intensive employment, training and education services. The Selected One-Stop Operator must comply with Federal regulations and procurement policies related to calculation and use of profits.

(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.

As part of any contractual agreement, Service Providers will agree to specific standards of operation and service delivery to WIOA Customers. The service provider will be contracted to meet specific standards of performance that ensure successful results for WIOA Customers. In addition, site evaluations, customer surveys and feedback will play a role. Program and related fiscal monitoring will be done as part of the evaluation process. Service Provider staff development will be evaluated and the improvements to

services will be ascertained. The WMC will provide written evaluations and monitoring reports to contracted service providers. In addition, the WMC will examine the need for technical assistance and continuous improvement support to resolve issues determined to be a problem with providing quality customer services. As part of this evaluation and continuous improvement process, the WMC will involve local business and employer representatives. This further engagement of the employer and business community will be to ensure that training services and other service provider products meet their needs.

With focusing on soft skills, in-demand skills and career pathways components, the WMC will need to determine through employer feedback how well each service provider's products are performing. The WMC will work with employers and service providers to make sure that the products especially credentials fit the needs for skills in-demand. The quality of instruction, equipment and course content will need reoccurring evaluation to ensure the credential keeps pace with industry and occupation trends or upgrades. Having these programs and evaluations teamed by business, educators, economic development and other relevant WMC partners/staff will allow for continuous communication and reduce quality problem issues.

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

WMC will make available through its comprehensive and satellite centers access to the MWE and related workforce development links. The WMC staff, W-P and Veteran representatives offer support and services beyond their respective center locations. This outreach promotes the direct online access to MWE. Access points outside the AJC are through other WIOA Partner locations that offer self-service computer labs and WIFI access. Still further access is provided by public facilities like public libraries and educational providers.

Limitations on technology may be compacted by Internet and WIFI access in certain rural and remote sections of the Western Maryland Region. Access to high-speed technology may have limitations based on the small market and local topography. The WMC with its partners and IT expertise will explore options and solutions that could expand access to high-speed Internet and WIFI in these remote areas. Any additions or expansion of access will be determined based on cost and feasibility. Looking for new and more available access points will be part of the regional technology evaluation. As technology improvements impact access more positively, the WMC will explore with its partners better ways to offer services through these improvements to all corners of the Western Maryland Region.

Social Media will also be used as outreach along with using Skype for job interviews. The Maryland Workforce Exchange mobile app has potential to be very useful for outreach. Distribute information about AJC services during outreach events such as community fairs, meetings and faith based community partners.

(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 188of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C `2101 et seq.) regarding the physical and programmatic accessibility of facilities, programs ad services, technology, and materials for individuals with disabilities, including providing staff and support for addressing the needs of individuals with disabilities:

The WMC and its WIOA Partners operate facilities that comply with providing access and services as required by ADA of 1990. The WMC and WIOA Partners work to provide services to individuals with disabilities without prejudice. The WMC board will make sure that partners, service providers and other entities providing service to WIOA Customers are in compliance with ADA requirements. WMC WIOA Partners have procedures and agreements with offering one-on-one assistance to individuals with disabilities in the AJC System. As part of the WMC's compliance and managing ADA Compliance within the local WIOA System, WMC works closely with local and regional DORS experts to ensure ADA standards are met. Part of this DORS partnership will be to supply staff training, site review and updates that impact the successful compliance with WIOA Section 188 and ADA. DORS will provide training and technical assistance to the partners in such areas as: programmatic and physical accessibility, serving individuals with disabilities that require support services, disability etiquette and sensitivity training, and assistive technology.

- (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 disability= by recipients of Federal financial assistance:
 - b. Title I of ADA, which prohibits discrimination in employment based on disability
 - c. Title II of 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

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

The WMC board fully accepts and understands the responsibilities that sub-recipients of WIOA Funds must comply with Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance; Title I of the ADA, which prohibits discrimination in employment based on disability; Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability; Section 427 of the General Education Provisions Act; and Maryland Anti-Discrimination laws. The Board further understands that compliance and monitoring of these legal requirements should be part of their on-going monitoring and evaluation of each sub-recipient. Again, WMC will use the expertise and assistance of its DORS Partner in determining compliance. DORS staff will assist in providing training and technical assistance to all partner agencies on ADA, Section 504 of the Rehabilitation Act. The Board will also assure that all partners receive education on all applicable laws and regulations.

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

Participate in the operation of the American Job Center system consistent with the terms of the Memoranda of Understanding, the requirements of WIOA and the requirements of Federal laws

authorizing the program or Activities.

The WMC and its partners will explore in detail the roles and resource contributions to be made to the AJC locations and access points. At the writing of this plan, the WMC and its partners are preparing to develop MOUs and RSAs that will detail roles and resource contributions related to program and infrastructure costs. The agreements will be negotiated and executed in compliance with WIOA Law and Regulations. These MOU and RSA agreements will be finalized and submitted as required in December 2017.

State of MD Job Service team provides information on MWE tools and services. Assists customers in job search activities. Assists by critiquing resume and cover letters for customers. Discusses labor market information and how to use this information to help with job acquisition. Use informal assessment to uncover strengths and weaknesses of job seeker and to make referrals to partners to enhance the job seekers education, skills, and abilities for supportive services as may be required. Answer basic Unemployment Insurance (UI) questions and assist with the completion of UI application. Conduct seminars around job search techniques and tools. Conduct UI audits for UI claimants and report results to UI. Share Trade Act information with customers. Those eligible for Trade Act are case managed by JS staff members. Conduct screening with Veteran and eligible spouses to refer them within the system. Review the veteran SBE eligibility criteria for access to Disabled Veteran Outreach Program Representative (DVOP). Participate in Rapid Response events. Conduct business outreach activities. Answer business owners' questions about resources available to assist them through the Workforce system or other State of Maryland department or Federal entity.

Jobs for Veterans State Grant provides for case management of SBE barrier veterans and eligible spouse. It also, provides case management for Vocational Rehabilitation Refer from VA. Case Management is conducted by DVOP.

Local Veterans Employment representative works with developing business relationships to facilitate job acquisition of all veterans across the Workforce system partners. Further, they ensure veteran priority of service knowledge is shared with all staff within the workforce system.

Senior Community Service Employment program services older adults that need help with employment and training services.

Migrant and Seasonal Farmworkers- Foreign Labor staff members establish relationships with Agricultural businesses and farms to advice and share knowledge on the H2A program. Also, they have responsibility to provide oversight on the H2A rules and regulations and local adherence to federal laws.

Adult Education services individuals that are in need of basic education classes with low basic skills and low educational attainment. Provides all the ABE testing for all partners requiring testing as part of the eligibility validation.

Carl Perkins Career and Technical Education Act provides services to individuals who are eligible to receive career and technical education at the secondary and post-secondary levels. The colleges in all three counties and the public schools are providers.

Temporary Assistance for Needy Families (Temporary Cash Assistance) Services individuals who have dependent children with cash assistance when available resourced do not fully address the family' needs

while preparing program participants for independence through work. Maryland Department of Social Services is the provider.

Title I Adult services are for individuals 18 and older who are unemployed or underemployed, have barriers to keeping or even getting employment. They may need assistance with Job search, and or training. Other services is working with employers to establish On the Job Training, employment needs, etc.

Title I Youth Services target youth 14 and older in school youth, and 18 or older out of school youth who have barriers to completed school or keeping a job. They may be in need of educational and employment services.

Divisions of Rehabilitation services target individuals with disabilities and will be treated mainstream when accessing the American Job Centers.

The partners convening group will align and integrate services as follows:

All jobseekers will register in Maryland's Workforce Exchange

Use the referral form that was developed by core partners

Cross training for front line staff

Core Partners will continue to meet to review/discuss referrals enrollments and exits. This will serve as informational to help partners follow through on referrals, co-enrollments possibilities and to coordinate exits.

(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); and,

The WMC will be working with eligible training providers, employers and the WIOA Customer to determine training opportunities that meet high demand and difficult-to-fill career opportunities. This collaboration will assist with identifying ITA Opportunities for our WIOA Customers that meet our Strategic Planning.

The WMC Policy is based on assisting the WIOA Customer with making an informed choice related to training that leads to employment sustainability and living wage security. This policy will support career growth and creditable job skills development. The process will include assessment and counseling, LMI data, employer and economic development feedback related to the in-demand or difficult-to-fill occupation opportunity. The ITAs approved will be limited to those training for occupations that fill positions within major growth industries and sectors needing recruitment pipeline support. All ITA candidates will be required to have a well-developed Individual Employment Plan (IEP) that specifically supports the ITA training program proposal.

ITA application packet is provided to each to customer. The application process requires customers to justify that their career choice is in an occupation/industry with high growth projections. Using current labor market information, customers thoroughly research the demands, entry requirements, salary potential and certification requirement of their career choice.

In occupations where no local eligible training provider is available, out of area training providers within a reasonable commuting distance are evaluated. Staff will continue to collaborate with local colleges and other high quality training vendors to identify area training needs and develop programs for possible

inclusion as an approved training provider. Local Board members will be proactive in engaging businesses in the identification of occupational skill training that will lead related occupational growth and demand, and the opportunity to move through career ladders by stackable credentials and continuous learning.

Customers will only be approved for the actual cost of the training requested once PELL grants have been exhausted. If a customer has been enrolled in any WMC funded training program during the past 4 years, they will not be eligible for any further training Exceptions may be entertained using the criteria outlined in the local procedural plan which states that exceptions may be made for laid off workers who have received previous training through WMC, and who are unable to gain employment in the same occupational area. Valid justification for requesting training must be completed by the Case manager and attached to the application.

(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 local requirement and /or priority will be documented and implemented for the Adult program.

The WMC is committed to providing priority of service as required under WIOA Title I Adult Program as follows:

1 st Priority	Veterans and eligible spouses who are also low income, recipients of public assistance and/or basic skill sufficient
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 no Veterans and do not meet criteria to be considered a target population

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 year 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 low levers 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

Documentation will be collected and reviewed for proof priority of service and reflected in WIOA enrollment in the Maryland Workforce Exchange.

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

In accordance with WIOA regulations, up to 20% of local workforce funds may be used to subsidize training activities for incumbent workers to obtain the skill necessary to retain employment or training activities for incumbent works to obtain the skills necessary to retain employment or avert layoffs. A local policy will be developed and used to implement an incumbent worker program.

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

The WMC is going to ensure the highest quality customer service that is WIOA Compliant by offering staff enrichment. The WMC will work with its partners to develop staff training that instills quality customer service for all WIOA Customers. Where additional staff training and staff development are necessary, the WMC will work to ensure these benefits are provided across the regional system. Collaboration and ongoing communication along with customer feedback will enable the WMC and its partners to make sure high quality and compliant WIOA Customer Service is provided system wide.

Section 4 – Title I – Adult, Youth and Dislocated Worker Functions

WMC Adult and Dislocated Worker Employment & Training Activities

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

The WMC WIOA/AJC system is intended to provide seamless workforce development services to a universal population. Under WMC, Allegany, Garrett and Washington Counties are serviced by three AJC locations in Cumberland, Oakland and Hagerstown. We will provide the full array of workforce services to all eligible adults with priority given to targeted populations such as: veterans and eligible spouses, economically disadvantaged individuals including TANF recipients, individuals who are basic skills deficient or have limited English proficiency, individuals with disabilities, offenders, homeless and other in need population. Services provided will be the Basic Career Service, Individualized Career Service, and Follow-Up Services. Waivers are available in limited situations and are issued according to local and state policies.

Basic Career Service: (not limited to)

- Determination if participant is eligible to Receive Services
- Intake & Outreach
- Internet Job Search
- Career Information
- Interest Testing and Evaluation
- Assessment
- On Demand Industry Sectors and occupations

- Career Growth Management (Career Pathways)
- Labor Exchange

Individualized Career Services: (not limited to)

- Specialized assessments of the skill levels and services need
- Development of the Individual employment plan
- Career Planning, job coaching and job matching;
- Internship and Work Experience
- Short-term pre-vocational services including development of learning skills, soft skills, financial literacy. to prepare individuals for training or unsubsidized employment
- Supportive Services

Training Services: (not limited to)

- Occupation Skills Training (ITA)(Out of area providers may be explored if feasible)
- On-The-Job-Training (OJT)
- Incumbent Worker Training
- Customized Training
- Required pre-requisite courses
- Transitional jobs
- Accelerated Skills (learning/training,) focus on work-based training, which leads to industry-recognized credentials and employment.
- Registered Apprenticeship
- Entrepreneurial Training

Follow-up Services: (not limited to)

- Supportive Services
- Counseling regarding the workplace
- Retention Services
- Referrals to community Resources

We will continue to work with our partners in the communities to provide the most comprehensive services and referrals. As funding is available we provide training that allows for someone to begin employment at entry-level and be on a career path. We will provide training that will lead to employment in the local and regional labor market. We will work to meet the needs of business which is a priority for Western Maryland. The focus on the industry sectors, using a business-driven model we will develop career pathways with our partners.

(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 WMC has expertise in dealing with dislocated workers, trade-impacted dislocated workers, mass layoffs and closures. The WMC Rapid Response Teams have been assembled for large and small events alike. The team is a collaborative entity that includes WMC Staff, DLLR Dislocated Services Unit, local W-P and Vets Staff, other WMC Core Program Partners and the One-Stop Operator. In addition, the employer,

other business and worker associations are pulled into the team strategy to enable a coordinated response to the dislocation efforts. With greater emphasis on collaboration and stronger interrelated partnership, the WMC will explore ways and strategies that enhance the Rapid Response Team’s capacity to offer worker transition services.

WMC Rapid Response Teams are led by the County Supervisors for the Western Maryland Consortium. Each team leader will assemble and coordinate efforts with the State Rapid Response Coordinator and the local team in their county for mass layoffs and dislocation closures that occur in their respective county.

County Rapid Response Team Leaders:

Paul Smith, Supervisor
Allegany County One Stop Job Center
138 Baltimore Street
Cumberland, MD 21502
Phone: 301-777-1221
Email: psmith@westernmarylandconsortium.org

Jonathan Wynn, Supervisor
Garrett Office - WMC
215 South Third Street
Oakland, MD 21550
Phone: 301-334-8136
Email: jwynn@westernmarylandconsortium.org

Debora Gilbert, Interim Executive Director
Washington County WMC Office
33 W. Washington Street
Hagerstown, Maryland 21740
Phone: 301-791-3164
Email: dgilbert@westernmarylandconsortium.org

(C) A description and assessment of the type and availability of youth workforce development activities carried out 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;

With WIOA emphasis on disconnected Youth and Young Adults, the WMC has been expanding its strategies and products for serving these lost and floundering individuals. The WMC and its WIOA Partners are working in a coordinated way to ensure that In-School & Out-of-School Youth are offered services based on the definitions and requirements as found in WIOA (Pub. L. 113-128), *Federal Register, Vol. 81 Friday, No. 161 August 19, 2016 Part II Department of Education 34 CFR Parts 461, 462, 463 et al. Programs and Activities Authorized by the Adult Education and Family Literacy Act (Title II of the Workforce Innovation and Opportunity Act); Final Rule and Part VI Department of Labor, Employment and Training Administration 20 CFR Parts 603, 651, 652, et al. Workforce Innovation and Opportunity Act; Final Rule.*

To this end, WMC is looking to offer many of the same services to the youth group that is provided to adults and dislocated workers. However, the WMC and its WIOA Partners understand that recruiting these individuals to receive services may be very different from the older customers. It will certainly be more problematic than handling the captive audience of in-school youth. The WMC is working with its partners to develop outreach strategies and linkages that will hook up disconnected Youth with WIOA Services. The stakeholders and partners that are currently participating include DLLR W-P & Vet Staff, DORS, DHR-DSS, and Adult Education and Literacy. In addition, youth advocate entities, homeless shelters, correctional and criminal justice entities, drug and alcohol abuse support groups are viewed as just some of those entities needed to assist with engaging this population.

Comprehensive services to WIOA-enrolled Youth are predicated on first understanding the special needs of the individual. This starts with an Objective Assessment of a youth's academic and occupational skill levels. This is one of the basic requirements to be fulfilled in the development of an individual service strategy. The service strategy includes addressing academic shortfalls as determined by Academic Assessment using the TABE test, CASAS (Comprehensive Adult Student Assessment System) or the pre-GED test.

WMC is placing emphasis on preparation for postsecondary educational opportunities. These additional services may involve supplementary academic services such as tutoring, remedial education services, or special services that are above and beyond those currently available through the traditional educational services arena.

The WMC is expanding linkages between academic and occupational learning. The connection between classroom learning and "hands-on" occupational learning reinforces the value and necessity of academic preparation for movement into the workplace. This work & learn component activity will be in all the youth program efforts that allow for this linkage to be present.

Preparation for unsubsidized employment will be delivered in several ways. Youth will learn about the workplace soft skills in both classroom and workplace settings. Leadership development opportunities will be provided through activities such as positive social behavior and soft skills training, decision making, teamwork and other activities. These activities will be part of the training and enrichment provided to all customers in the youth program.

WMC sees the Career Pathways component as crucial to instilling the assets of lifelong learning and incremental credential or educational development. WMC Core Partners are developing stronger linkages that will make individual Career Pathways planning systemic for all youth customers. These linkages will better support candidates entering programs for obtaining in-demand skills. It will allow business feedback and educator input into the career growth strategy plan. With their engagement youth customers will receive reliable information on systemic career growth, career information and the attributes of education in the workplace.

The WMC is going to work with employers, educators and other WIOA Core Programs to develop and design full time and part time work experience. These work experience opportunities will prepare young jobseekers through actual experience that prepares individuals for transition into unsubsidized employment. Internships, learn and earn programs, OJT and apprenticeships will be explored for providing exposure to the realities of the workplace. Paid and unpaid work experience will be available to youth on a limited basis. To the extent possible, work experience will provide youth the opportunity to experience working in a field related to their individual interest. Work experience will be linked to academic learning.

Linkages to intermediaries with strong employer connections, such as business groups or chamber of commerce organizations will be utilized to facilitate broader involvement of employers who would be willing to participate with youth program efforts.

Alternative secondary school services may be an option for certain youth returning to school, or youth who are not able to function in regular school programs. These services may be linked to other services based on individual needs.

Occupational skill training will be made available on a limited basis, principally to youth who have completed academic training and are in need of skill training to transition into unsubsidized employment.

Guidance and counseling, including drug and alcohol abuse counseling, as well as referral to other counseling services will be provided as appropriate to the needs of any youth in the program.

Ensuring jobseekers with disabilities is part of the overall service strategy. WMC and its Core Program Partners are firmly committed to make sure that youth with disabilities are afforded every opportunity available to receive credible WIOA Services and Support that leads to living wage and career sustainable employment.

Supportive services may include referral to community services, assistance with transportation costs, assistance with the costs of child care, assistance with job-related costs such as uniforms, tools, protective eyewear and footwear, etc.

Follow-up services will be provided for a minimum of twelve (12) months after completion of program activities. These services will include regular contact with the youth, his or her employer, and tracking of post-program services, such as mentoring, supportive services and other services.

Youth are provided information on Job Corp Program opportunities in the nearby areas. Cooperation with Job Corp recruiters is extended routinely to allow them the opportunity to provide information to interested youth. Growing this partnership with Job Corp is an important part of the WMC WIOA Youth Strategy.

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

The WMC has longstanding linkages with the Boards of Education in Allegany, Garrett and Washington Counties. In addition, Allegany College, Garrett College and Hagerstown Community College have been very important partners in post-secondary training and education of WMC Customers. The WMC and its partners have linkages with other post-secondary educational institutes in the region, such as, Kaplan University and Frostburg State University. In the facilitation meetings that are being held the AEFL partners are seeking further collaboration that will offer more training options that suit employer needs. These training and credential options will offer more opportunities for jobseeker customers to gain access to career pathways entry points in order to receive in-demand skills, pursue stackable credentialing, access to apprenticeship opportunities, and to have the opportunity to develop a more robust career path..

(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,

The Western Maryland Region struggles with adequate transportation resources for those needing public transit. Although the localities have varying public transportation systems, the cost of maintaining a flexible and worker-friendly system is problematic. The WMC and its Core Partners have worked with the local jurisdiction and business community leaders on a dialogue basis with concerns about this on-going issue. In recent facilitation meetings this transportation and worker issue has been discussed and all partners indicate it will take further study on solutions. They see the issue as public transportation route schedules being limited in matching employer work schedules, thus limiting the public transportation link for jobseekers and workers. To further explore options the WMC will bring together business, employers, Core Partners and other stakeholders to revisit transportation gaps in each local system. Ride sharing, van sharing, worker shuttles will be some options explored. Solutions that may facilitate auto ownership or auto sharing may be other potential options. However, the solutions to the jobseeker/worker transportation issue will require financial resources that may be prohibitive based on the local economies of scale. Solutions that may be possible in larger regions with more dynamic public transportation infrastructures may not be efficient solutions for Western Maryland.

However, the WMC does support transportation assistance opportunities provided by the various partners. Assisting with stipends, travel allowances and other immediate supportive services are made available as needed and will continue as funding resources allow. Exploring ways to offer additional supportive services that successfully link job seekers and workers to employment opportunities region wide.

Supportive services are defined as those services or activities, provided either directly to or on behalf of customers, necessary to reduce or eliminate barriers to obtaining or retraining employment. WMC will provide support services that are consistent with all applicable federal, state and local laws and regulations.

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

WIOA Adult Eligibility

Under new WIOA, the following eligibility standards will be applied:

One-on-One services include, but are not limited to:

To qualify under WIOA eligibility for adult services, individuals must:

- Be 18 years of age or older
- Be a citizen or noncitizen authorized to work in the United States
- Meet Military selective service registration requirements (males only).

Priority of adult funding does not apply to dislocated workers. In determining need for training, WIOA funds will always be considered supplemental and applicants will first be required to seek training funds from other sources, including Pell grant.

Priority Adult Populations

Allocations for individualized career services and training services must be given on a priority basis regardless of funding levels, to public assistance recipients, other low-income adults, unemployed and individuals who are basic skills deficient.

Veterans and eligible spouses continue to receive priority for all DOL-funded job training programs, which include WIOA programs. The existing guidance on prioritized service to veterans remains in effect.

Priority of Adult Funding Levels in Western Maryland

AJC staff providing WIOA-funded services should prioritize service to customers according to the following levels:

First, to veterans and eligible spouses who are also included in the priority adult populations identified in this DOP. 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 WIOA funded services.

Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are public assistance recipients, other low-income adults, individuals who are basic skills deficient, and are members of a group identified as an adult target population.

In addition to established priority groups, Adult and Dislocated Worker Programing will focus on additional barrier population which may include, but are not limited to:

- Veterans
- Displaced homemaker
- Ex-offenders
- Homeless individual's
- Eligible migrant and seasonal farm workers
- Individuals facing substantial cultural barriers
- Individuals with disabilities, including youth with dis abilities
- Individuals who are English language learners
- Individuals who are unemployed, including the long-term unemployed
- Individuals who have low levels of literacy
- Individual 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)
- Youth who are in, or have aged out of the foster care system.

Third, to veterans and eligible spouses who are not included in WIOA's priority populations.

Fourth, to non-covered individuals (outside the groups given priority under WIOA) with staff to develop an individual employment/career plan that includes a plan to address career pathways and self-sufficiency.

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

The WIOA dislocated worker program offers employment and training services for eligible workers who are unemployed through no fault of their own or who have received an official layoff notice. WIOA expands the

definition of dislocated worker to include the spouse of active military who lost employment as a result of a permanent change in duty location or is unemployed or underemployed and experiencing difficulty in obtaining or upgrading employment.

WIOA Dislocated Worker Eligibility

To be eligible to receive WIOA services as a dislocated worker in the adult and dislocated worker programs, and individual must:

- Be a citizen or noncitizen authorized to work in the United States
- Meet Military Selective Service registration
- Meet the definition of dislocated worker at WIOA 3(15)

Definition of Dislocated Worker

A dislocated worker is an individual who meets one of the following five sets of criteria:

- The individual has been terminated or laid off, or has received a notice of termination or layoff, from employment; is eligible for or has exhausted entitlement to unemployment compensation; or has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center, attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and is unlikely to return to a previous industry or occupation.
- Has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise; is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive services other than training services described in section 134(c)(3), career services described in section 134(C)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close;
- Was self-employed including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or,
- Is a displaced homemaker; or
- Is the spouse of member of the Armed Forces on active duty, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station

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

The WMC defines the term “self-sufficiency” is a wage level in excess of the lower living standard for a family of three.

Employed adults may qualify for WIOA Services if it can be clearly established that such services would result in workers increasing their wage levels from below this amount to a new rate in excess of this amount. It is intended that employed individuals would be able to remain employed with improved job skills and at a higher wage level.

Dislocated Workers who qualify due to a documented, impending layoff would qualify for WIOA Services

if:

These services would increase their skill levels to a level that would prevent them from being laid off, and their wage levels remain equal to or greater than their previous wage. The wage level after completing services must be above \$10.37/hour, or; these services would provide new skills and/or preparation for the transition to new employment at a new wage rate not less than 75% of their pre-layoff wage.

(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.

An applicant may be considered "unlikely to return to previous industry or occupation" if one of the following conditions are met:

- Current labor market data reflects a lack of employment opportunities in the industry or occupation , or
- Occupation is listed as one of the area's or region's declining industries or occupations, or
- ,Occupation has changed such that the customer no longer has the skills needed for the occupation, or
- Obsolete or inadequate job skills for reentry into the former occupation or industry or
- Lacks appropriate industry and/or national certification or accreditation for re-hire or re-employment in industry/occupation of lay-off, or
- Industry of occupation has been subject to, or is expected to be subject to , repeated layoffs or frequent business closings, or
- Age and/or medical condition is such that the customer can no longer perform is/her previous occupation, or
- Insufficient education for reentry into the former occupation or industry, or.
- Other circumstances may be considered and approved through team consensus.

(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);

Any eligible In-School Youth or Out-of-School Youth who requires additional assistance to complete an educational program or to secure and hold employment is a youth that will be designated by WMC Administrative Staff. The WMC Staff will communicate with the school official assisting with the In-School Youth determination for securing the document(s) that demonstrate the individual meets the criteria. The WMC Staff person will document accordingly in the case notes and file. In addition to Youth with disabilities, the WMC sees Youth that lack a stabilized support system as being in need of additional assistance and support. The WMC sees instability in resident housing, family structure, situations of parental or guardian neglect, a history of physical or mental abuse as specific examples defining this criteria. It is well documented that Youth with instability in their lives especially in their formative years (birth through middle school) suffer academically and socially. These children grow to be the disconnected youth and in many cases have the same unstable support in the high school and early Adults years. Without adequate familial resources and support, the disconnected youth will harbor greater obstacles to employment, completion of their secondary education and entry into post-secondary training/education. These troubled Youth are more likely to have an unstable work history and lack marketable soft and occupational skills. Still in other cases these young people have greater experiences with mental health issues, and drug/alcohol abuse. The Core Partners and their affiliate partners through

a collaborative approach and MOUs will explore ways to offer support to these disconnected youth that enhances earlier services.

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

After eligibility determination and assessment, have been determined as unlikely to obtain self-sufficient employment. This may be due to a variety of life circumstances including, dislocation, poor work history, change in health status, change in family or housing status or lacking of skill and/or credentials needed to obtain/retain employment. Any of these challenges can be determined through and interview, evaluation, assessment or career planning engagement and must be documented in the electronic and programmatic case file accordingly.

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

The WIOA Youth Program Fourteen key program elements:

Regional training and education institutions, WIOA Title I Staff, and other available individuals or entities will provide tutoring, skills training, and dropout prevention.

▪

Those partners designated under WIOA Title II and Title I Staff will provide alternative secondary school services.

WIOA Title I Staff will provide paid and unpaid work experience options.

Eligible Training Providers will be used to provide occupational skills training.

WIOA Partners, CBOs and other appropriate entities will provided leadership development opportunities.

WIOA Partners and WIOA Title I funding will be used to provide supportive services.

Volunteers, WIOA Partners and other advocates will provide mentoring.

WIOA Partners and WIOA Title I Staff will provide follow-up services.

Title I Staff and other qualified WIOA Partners will offer counseling.

Vendors that have expertise and experience in concurrent education and workforce preparation activities will be used.

WIOA and other community partners will provide financial literacy education.

Business leaders, business associations and small business development organizations will be used to provide entrepreneurial skills training.

WIOA AJC Partners and WMC Staff will provide access to Labor Market Information (LMI).

WIOA Title II and training providers will provide preparation for post-secondary education and training.

(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:

The WMC has looked at and will incorporate a variety of strategies for offering Youth work-based training activities. The most immediate strategies will be subsidized employment, paid internships, pre-apprentice training, OJT and simultaneous paid work components within a training controlled program. Through regular expenditure monitoring and reports, the WMC will make sure that at least 20% of the Youth funds are used to furnish work-based activities.

Work-based training activities can include, but are not limited to internships, job shadowing, summer employment opportunities, pre-apprenticeship programs, on the job training, and instruction on employability skills. Fiscal staff and youth Program Manager will review expenditures on a quarterly basis to ensure that at least 20% of Youth Funds are for work-based learning activities.

(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: and

In order to meet the 75% requirement for serving out-of-school youth, outreach strategies are focused on disconnected youth who are high school drop-outs, not meaningfully connected to employment or postsecondary education, justice connected, pregnant and/or parenting, youth with disabilities, and homeless or foster youth, or youth who have aged out of foster system. By collaborating with partner agencies serving youth with these challenges, youth learn of WIOA program services. A strong partner network that fosters referrals and provides program information to youth consumers provides a good source of potential enrollees.

The local areas process is to currently only enroll out of school youth. Any in-school youth who are assessed for eligibility must first be approved for enrollment by the Youth Co-coordinator. The Youth Coordinator will verify the enrollment ratios prior to approval. As current in-school youth are exited there may be openings for additional in-school youth enrollment on a very strictly basis and after approval.

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

WMC youth program provides 14 elements through a contracted provider WIOA Title 1 staff, and partner organizations.

(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 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.

The WMC is facilitating on-going meetings to discuss common services and products provided to partner customers. In this area the partners have found Career Services to be an area where overlap and

redundancy may occur. The WMC and its partners are looking at ways to streamline and remove redundancy in the delivery of Career Services. This coordination will be focused on designing local standards and processes that reduce duplication of services and products in the area of Career Services. The WMC will make sure that the WIOA Partners, vendors and other stakeholders engaged in Career Services will follow the WIOA requirements for providing Career Services and avoiding duplication.

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

The WMC Follow-up Policy has been in effect for 10 years. A spreadsheet is used to collect each exiting participant's information on a quarterly basis for one year. Several staff assists with the follow up calls, letters, etc. used to collect this information. At the present time, the Maryland Workforce Exchange has a "follow-up alert" system in place where the case manager is alerted internally through this system that it is time to make contact for follow up. The spreadsheet is monitored weekly as a visual tool showing the quarterly contact status of each participant. It also gives you the visual as to any changes in follow up status. By utilizing both methods, WMC is able to maintain up to date records that, in turn, demonstrates meeting mandated requirements

All follow up attempts and outcomes are documented in each client's IEP along with all hard copies of the method used to contact (fax, letter, phone log, etc.). All the documentation is kept in the client's original file in the MIS unit. This policy was put into place as to make it accessible in one area for State monitoring.

We utilize many sources to secure the needed information. These methods include, but are not limited to, phone, fax, UI wage report, data verification services (The Work #, Verify Today, etc.), letter, email and text. On some occasions, worksite visits may be done as appropriate.

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.

WMC ensure that career services delivered by Wagner-Peyser staff and other career services delivered by other American Job Center partners are coordinated through MOUs and RSAs.

Workforce core partners are exploring the common intake process, partner program and services education and sharing of data. Core partners are identifying a primary contact in each core partner to track referrals. Early implementation of tracking will be paper based. Longer term looking to utilize the Maryland Workforce Exchange (MWE). Management staff education meetings have been conducted. Further, core program partner education sessions for all workforce staff are scheduled to happen by year end 2017.

Wagner-Peyser (W-P) staff members provide customer service to anyone who enters the AJC. W-P and Senior Employment participants greet all customers. They ascertain the reason for coming and then where to direct them for service delivery. Wagner-Peyser has agreed to the customer flow that provides for a "no wrong door" approach to serving clients. Wagner Peyser has also agreed to the referral process and

initial screening to identify barriers to employment. Wagner-Peyser and the core partners are being cross trained to help screen customers for WIOA eligibility and make appropriate referrals to core partners and community based organizations.

Veterans and eligible spouses are apprised of the priority of service to veterans and referred to Job Service Specialist (JSS) staff for a conversation and screening for next steps. Staff members are provided training to deliver a basic screening of customers for WIOA eligibility and make appropriate referrals to core partners and other agencies including Goodwill, shelters, library, food pantries and Community Action agencies. Conversely, partners and agencies refer clients to the AJC for further job search assistance.

W-P staff utilize and share LMI data primarily through MWE and Department of Labor Licensing and Regulation website to inform our businesses and job seekers about the industries and jobs which may be on the rise and conversely on the decline.

W-P staff members are trained to provide resources to job seekers with barriers. W-P staff advises returning citizens on job seeking information and refer to partner programs for supportive services. If appropriate, W-P staff provides Bonding program information and create bonding letters for those who are eligible.

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. Other services provided to businesses include on-site business recruitments and rooms available for businesses and partners to interview, conduct meetings and trainings. Job fairs are held at the site and they work with other groups to conduct large community job fairs and community resource fairs. Several partners are collaborating on the BOSS team. This team was created to ensure the AJC Partners are communicating important information affecting our workforce system with a special emphasis on outreach.

Within the service delivery area there are 3 sites:

In the Cumberland AJC, our comprehensive site, W-P staff members are co-located with Western Maryland Consortium staff, Senior Community Service Employment Program, and Jobs for Veterans State Grant. DORS staff resides in the building.

In our satellite office in Hagerstown, partners include Senior Community Service Employment Program (20 hours), Jobs for Veterans State Grant (40 hours), State Rural services (40 hours), and DORS (7 hours). Western MD Consortium (WMD) comes to our UI programs to speak to participants for consideration of Individualized services.

In the Consortium satellite office in Oakland, Garrett County, our Cumberland office provides W-P services. Several staff support Business Customers and Veterans and other job seekers through coordinated office visits and workshop delivery. We are available to assist with the training of Consortium staff and other partners on the use of MWE.

All partners are copied on our calendar of events and may refer customers to participate in seminars. These seminars include an AJC orientation, resume review and critique, interviewing skills, Internet job searching, Federal Jobs and mock interviewing.

W-P staff members implementing the Trade Act are referring customers to the WMD Consortium for TABE testing and or Community Colleges to determine reading and writing levels and suitability for training activity.

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

Reemployment Workshops for Unemployment Insurance (UI): Claimants participate in federally funded RESEA or state funded ROW workshops. These workshops instruct participants regarding labor market information, resume writing, interviewing skills, networking, and job search strategies. The goal is to expedite reemployment by offering job search assistance and referrals to partner agencies. They also serve as an orientation to the center, an introduction to WIOA programming, and the connection of job seekers to job opportunities and/or training funding as appropriate. WIOA staff is available to conduct a brief informational session on how to pursue individualized services and access WIOA training funds. W-P staff also provides follow-up support for UI workshops: one-on-one interviews, resume review, and referrals to applicable job postings.

Resource room staff members and other W-P funded staff provide information and assistance regarding filing claims for unemployment compensation. Staff members are trained in unemployment compensation claims filing and the rights and responsibilities of claimants. Assistance may be provided in person, by phone, or via email. Customers have use of the resource area computers to access the www.md.unemployment. Website to make their initial claim and subsequent webcerts. For customers applying or making inquiries by phone a private area is available as needed.

(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.

There are relatively low numbers of Migrant and Seasonal Farm Workers (MSFWs) in the Local Area. W-P Staff provide the full range of services that are available in the AJC via outreach to MSFWs who are not able to come to the centers. The outreach will provide qualitatively equivalent and quantitatively proportionate services to MSFWs where they live and work. These services include but are not limited to registration and referral to employment, referral to supportive services such as health care services, food bank, clothing bank, education sources, translation services " the Western Maryland area has 4 Spanish speaking staff " and other supportive services as available in the community. In addition offices will have trained staff available to take MSFW complaints, process and investigate the complaints and refer to the appropriate enforcement agency as needed. Reports are pulled in MWE to determine who is in the service delivery area claiming MFSW status, outreach is performed to validate they are correctly input in the system. They are offered services.

Section 6 Title II- Adult Education and Family Literacy Functions

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

The WMC has a long-standing relationship with Allegany College, Garrett College and Hagerstown Community College in providing training services that span pre-occupational, occupational, certificate and degree training. WMC and its AEFL Partners are exploring ways to more fully integrate services that develop enhanced Career Pathways Services. These coordinating efforts include more direct continuity between business, educators and jobseekers with barriers to employment. By making business and educational organizations part of the Career Pathways mixture, WMC and the WIOA System will be able to improve the success of jobseekers and incumbent workers. Having the economic and workforce development components incorporated in education and training development will allow for more successful Career Pathways outcomes. The AEFL provider will partner with the Workforce partners to provide contextualized and Integrated Education and Training (IET) for the key industries in the region and in each county. Key occupational industries include Allied Health, Transportation and Logistics, Tourism & Hospitality, and Manufacturing. The AEFL provider will facilitate assessment of learners who express interest in participating in IET programs as a means to determine educational eligibility requirements. Eligibility requirements include educational and barriers to success that qualify participants to receive WIOA funding for approved Training Programs.

AEFL Title II providers address the primary barrier to employment, lack of a high school diploma. The Adult Education Program in each of the three counties will provide Adult Basic Education and Adult Secondary Education classes to prepare students to complete their secondary education and earn a Maryland high school diploma. AEFL curriculum and instructional methods are inclusive of the goal of preparing students to be career or college ready according to the College and Career Readiness Standards for Adults. The AEFL provider is also a resource to provide math and reading remediation for individuals with a high school diploma who test within the ABE level 1-4 range in order to improve fundamental job readiness skills. Within the career pathways model, AEFL will align instruction with career training programs through both seamless scheduling and curriculum development that integrates relevant and applicable reading, writing and math skills necessary for successful completion and preparation for employment. The Adult Education provider is committed to provide instruction for the hardest to serve, identified in WIOA, including out of school youth, ex-offenders, low income, English language learners, and those with disabilities.

In addition, WMC will provide support and assistance to its AEFL Partners in the integration of services, resources, and workforce development activities into the AJC and WIOA Partnership through convening regularly scheduled meetings, development of a common referral form and process including follow-up procedures, identifying a point of contact and services provided from each core partner, and provide that information in document format to AEFL partners.

As required, WMC will provide recommendations to the State concerning the AEFL Partner local plan. The

WMC will work with its AEFL Partners in the submission of a WIOA compliant local plan. The WMC will review the grants submitted in response to the Adult Education RFP in accordance with guidance provided by DLLR. This will include a review of all four sections of the grant including the narrative, documentation, budget, and assurances to validate alignment with the Western Region WIOA Integrated Plan and determine if the terms and conditions listed in the RFP have been met.

- (B) A description of how the Local Board will coordinate efforts with Title II providers to align basic skills and English language assessments. The description should include:
- An outline of the agreed upon steps that will be taken to align basic education skills and English language assessments within the local area, including, but not limited to, any Memoranda of Understanding entered into by the workforce development and adult learning partners;
 - 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));
 - 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;
 - An outline of how the local area will coordinate testing between workforce development and adult education providers; and,
 - 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 was set forth by the applicable test publisher.

The WMC and its WIOA Core Partners have been meeting to formulate a strategy for aligning basic skills and English language assessment region wide. Basic skills and English language assessment are part of the menu of services provided by multiple partners and need to be standardized for common usage. The WMC and AEFL partner experts along with other Core Partners will be reviewing the current structure for developing a consistent delivery of basic skill programs and English language assessment. Through this analysis and discussion, partners will determine the best tools, resources and components to be used region wide. With this alignment project, the WMC will ensure that AEFL is more fully integrated into the AJC menu of services and partnership. Along with development of basic skill services and English language assessment commonality, the WMC will be looking into common data sharing, further resource sharing and establishment of standard protocols of operation to make services seamless and not duplicative. The WMC will ensure through training, review and evaluation that the publisher's standards and process for testing are strictly adhered to by all partners. Use portions of the information from best practices page 89.

The Title II AEFL Adult Education partner, in the three counties in our region, will provide assessment, advising, and instructional services for adult basic education, adult secondary education, and/or English language skills. To reduce duplication of assessments for clients, all Core Partners in the workforce system will utilize compatible and approved assessment instruments. As determined by workforce partners, the preferred assessment of reading and math skills will be completed using the TABE Locator followed by the appropriate level of test as required by the Maryland DLLR Basic Education Skills and English Language Assessments Policy issued on April 5, 2017 and effective July 1, 2017.

As determined in the MOU and the RSA, the Adult Education provider in each county will administer TABE assessments for all Adult Education students as well as clients from other core partners as requested. Assessments will be offered based on demand for services in each county to meet the needs of the clients. Additional assessments can be scheduled to support Workforce partners as needed.

All test administrators will be trained in accordance with the assessment policy and applicable testing guidelines as set forth by the applicable test publisher. The Adult Education Staff have all been formally

trained by attending a DLLR sponsored TABE Assessment Training where participants received certification in the administration of TABE Assessments. If the AJC Providers administer the common assessment, they will be trained by the Title II provider to insure compliance with the DLLR shared assessment policy.

Along with a signed referral form, a formal agreement will be executed to include the sharing of assessment scores for our common customers including adults, out-of school youth, dislocated workers and students enrolled in a Title II Program. Title II providers will continue to use the common practice and request that students sign FERPA release forms so that educational records, including assessment data, can be shared with Workforce partners and other community partners as needed.

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

The WMC has county-based councils that have local representation for each required partner. Allegany College, Garrett College and Hagerstown Community College participate at the county-based councils. When the full board of the WMC meets, one of the three AEFL providers is chosen to represent all three on the full board. It is the agreement of the three Adult Education Program Administrators to alternate according to length of term as the voting member on the Western Region WDB. To ensure all three Adult Education Program Directors are represented, the One Stop Operator will publish an agenda one week prior to the scheduled WDB meeting and list all items that will require a vote. The selected Program Administrator will request written input from the other two Adult Education Program Administrator prior to the board meeting and provide a written summary of information after the board meeting. It is further agreed that all three Adult Education Program Administrators are welcome to attend the regional WDB meetings. The designated board member will team and communicate with the other AEFL partners on full board issues. The negotiated MOU and WMC Board will define the rotation of each term, length of each term and required official capacity for serving on the board.

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

As part of the WMC facilitation meetings, the Adult Education Services integration will be discussed and strategies for incorporation will be explored. The WMC will be working diligently to negotiate MOUs and RSAs that ensure these valuable Adult Education Services become an integral part of the AJC. The WMC wants these additional Adult Education Services to become part of the norm of worker and jobseeker transition assistance in the Western Maryland AJC system.

Title II Adult Education Providers will attend ROW sessions to communicate information about Adult Education and training opportunities as determined necessary by the AJC partners. If requested, the Adult Education Program Administrator or Intake and Assessment Specialist will participate in individual or group client meetings. Efforts to collaborate in and offer integrated orientations sessions will take place as determined by the needs of the local workforce areas. The AJC and the Title II Adult Education provider will collaborate to maintain a coordinated presence of agencies that will reflect the services provided by core workforce partner agencies. This will be maintained by physical presence or through the efforts of cross training staff to best understand and represent the services through shared knowledge and/or print materials. A referral process and protocol between the Title II AEFL provider and core workforce partners will be determined and approved as part of the regional effort to support the 'no wrong door' enrollment process.

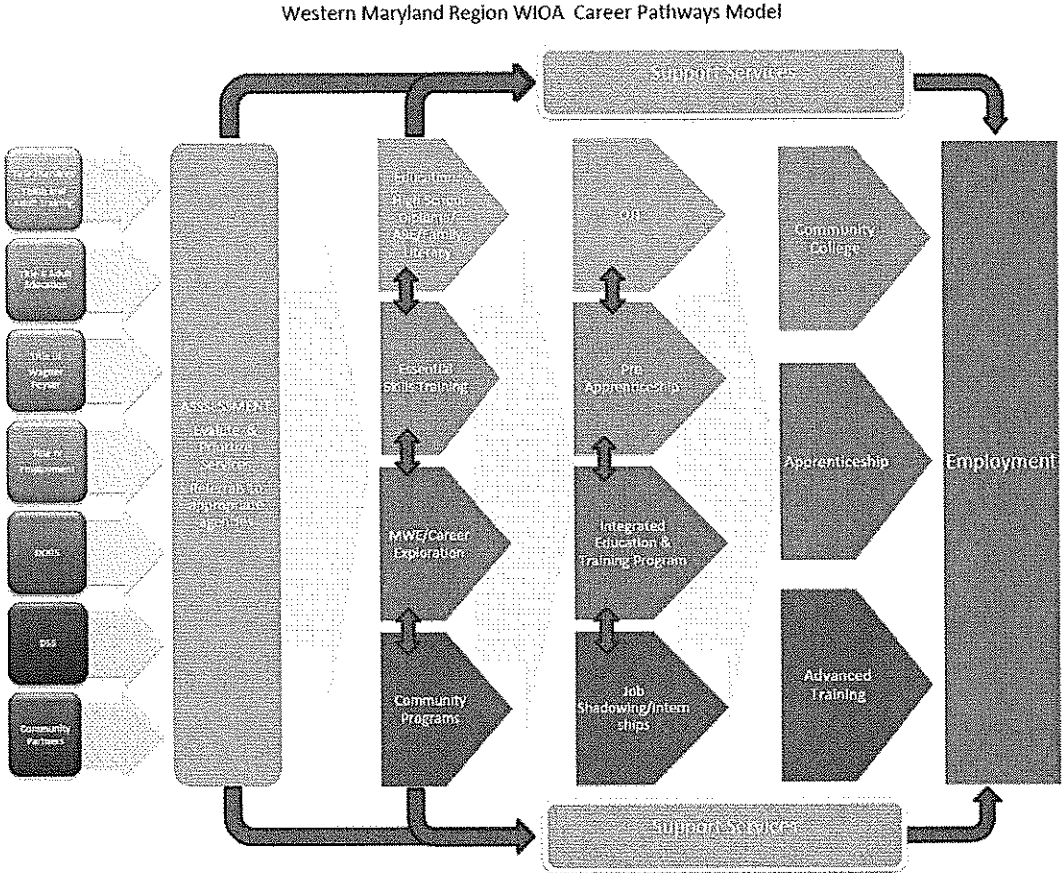
As mentioned previously, the AEFL Title II provider is a resource to complete the assessment of reading and math skills for Title I clients. The AEFL will also provide remediation for math and reading skills for clients not meeting the requirement to participate in a WIOA approved training. This service is also available for underemployed and/or incumbent workers with academic barriers to advancement.

The AEFL program can partner with the Title I partner to provide Integrated Education and Training (IET) using Title II funds to support students eligible for Title I funding.

Career Pathways Coordination

It is the intention of the regional workforces system and the WDB to create and maintain a cohesive and unified career pathways model in order to align and focus the efforts of multiple regional agencies to move workforce system participants toward sustainable educational and economic success. Exhibit 6.1- Western Maryland Region WIOA Career Pathways Model is the proposed Career Pathways Model of integrated and concurrent services that a common participant will have available to them through the jointly managed efforts of Western Maryland Regional Workforce Development System.

Exhibit 6.1-Western Maryland Region WIOA Career Pathways Model



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 (1)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use of sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

- 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;
 - Based on a comprehensive assessment of an individual's disabilities, determine an individual's eligibility for services in accordance with the Division's Order of Selection criteria;
 - Develop an Individualized Employment Plan;
 - Provide guidance and counseling, physical restoration, and training to 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 Transition Services for students with disabilities, as defined by WIOA;
 - Provide Supported Employment Services for youth and adults with disabilities as defined by WIOA;
 - Provide independent living services older blind services to enhance the capacity of persons with disabilities to live unaided in the community;
 - Provide performance information as required by WIOA;
 - Provide cross training of Workforce staff on disability related issues;
 - Provide technical assistance on disability related issues and on assistive technology;
 - Engage employers through the Division's Business Liaisons;
 - Work in a collaborative manner to coordinate services among the Workforce Partners for individuals with disabilities.

Locally, WMC and DORS have been partners in summer youth employment projects and paid internships through local agreement.

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

As with all individuals, whether they have a disability or not, who access the AJC, the goal is to have a universal referral mechanism, which will enable individuals to select the services they feel they need. In addition, the goal is to ensure that all information and services provided are accessible, regardless of the individual's disability. DORS will provide training to the partners in such areas as: programmatic and

physical accessibility, serving individuals with disabilities that require support services, disability etiquette and sensitivity training, assistive technology.

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-skilled, low wage workers, etc.

The WMC is working with TANF Partners in the county-based facilitation meetings for all Core Program Partners. The facilitation meetings are geared to provide discussion opportunities for developing an implementation process of all Core Programs locally. Allegany, Garrett and Washington LDSS Offices have varying relationships with the WMC local system. The WMC is looking for developing common and standardized agreed to services that meet customers of each LDSS. In some areas a strong partnership has developed over years of shared population program activities. However other local connections are minimal and need to be developed. The WMC is making every effort to draw together all the partners to develop strong triage services for TANF, SNAP and other LDSS Customers in the AIC/WIOA regional system. Both the WMC and LDSS operators have a shared responsibility to offer integrated employment transition and career sustaining services. Coming together and developing a strategic plan that offer common in-take, counseling, workshops and training services is the goal for local collaboration with each LDSS office. Learning from the partnerships locally and elsewhere will make developing these more integrated programs easier.

As the facilitation meeting process matures, WMC will be working with its TANF Partners to implement strong bonds through MOU negotiations. In addition, the WMC will be working with the LDSS Office to develop well-rounded RSAs to deliver integrated WIOA Services.

The timeline for the Western Maryland Workforce Development area is January 1, 2019 to December 31, 2019. Each of the three counties will establish their own timeline locally, in order to meet this overarching timeline.

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

- Potential co-location of LDSS and /or WIOA Partners at AJCs or LDSS depending on the nature of local partnerships and locations
- 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
- Cross train and provide technical assistance to all WIOA Partners about TANF
- Ensure that activities are countable and tracked for the TANF Work Participation Rate (WPR)
- 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 canters, and provide employer-focused services through a single point of entry rather than through all partnering programs.
- Contribute and provide baseline outcomes data to the WIOA system through strategies for collecting and reporting varied program reporting requirements.

With implementation of MOUs and RSAs, the WMC and LDSS Partners will have the agreed to terms that

will support greater integration of services. These agreements will allow for greater coordination of program support that reduces redundancy and duplication. Where possible, staff-outreach services and potential for co-location will be explored to offer greater continuity of services for meeting common customers and their needs. Exploring consolidation of various processes and procedures that offer both financial support and employment transition services will be reviewed. The collaboration will explore ways to share data and information that improves coordination of services and reduces duplication. With all the partners having performance goals to be achieved, the WMC will work with LDSS to meet their Work Participation Rate. WMC understands that by aiding its partners in meeting their performance goals it will achieve its own. With collective support and services provided to the TANF Population, the WIOA Core Partners will improve their quality of life through employment sustaining opportunities and independent living wages.

With a joint strategy developed by the WMC and TANF Partners, the system will be in a better position for dealing with more streamlined intake, systemic service coordination, customer evaluation and follow-up, designing work transition services that develop in-demand skills, and produce higher wage workers. Making these goals for the WMC/TANF Partnership will assist with improving the LDSS Customers quality of life along with their family and community contribution.

In Washington County, HCC and DSS are piloting the combination of workforce readiness skills and education with ABWADS/SNAP recipients. In addition, the AEFL at Hagerstown Community College is stepping in to recruit these students and ensure that they receive remediation skills as needed.

With any joint strategy the WIOA Partners will need to better connect the business and employer community with this employable resource. However, the WMC and its partners will need to have more direct contribution from the employer community on their needs. It will be very important that soft employment skills are developed in the LDSS Customers for greater success in the work transition process. Having this soft skills training augmented with in-demand skills in growth industries will enhance their hire ability and travel through the recruiting pipeline. The key elements for success will be reliability and skills in the workplace. Demonstrating those key elements in the new or returning worker will be key to success for the WMC and LDSS joint workforce development projects.

Each county DSS is working with the WIOA partners to arrange co-location. In Garrett, arrangements will be made to provide space for WMC workers in both the Oakland and Grantsville offices, on a part-time basis, effective 7-1-17. Efforts are ongoing in Allegany and in Washington Counties to move toward providing access to comprehensive workforce and DSS services.

Financial support for TCA/Welfare to Work customers in Garrett is currently provided thru DHR's yearly allocation, as delineated in the agency's PASS plan. WMC currently provides COPS and TABE testing, as well as screening and job counseling, as in-kind contributions. The WMC can offer services to out of school youth. It may offer OJT/WEX funding to future customers.

Department of Social Service will assure that all work activities customers are enrolled and participate in are on the list of federally approved/countable activities. These activities are tracked using WORKS (DSS) and VOS (WMC).

Garrett County has an annual job fair, WMC provides DSS with flyers for this event. Our local Partnership meetings provide monthly sharing with all Work Program partners regarding job openings in the area.

WIOA customers are tracked by WMC using an Excel spreadsheet and VOS. At each Partnership meetings all WIOA partners share spreadsheets showing participants progress and outcomes.

In Garrett, cross-training has been occurring at our local Partnership meetings beginning 9/14/16. A portion of each meeting addresses partner contributions. The meetings are held in a learning environment. The group developed a Garrett Partner Services Guide for use by both partners and customers. The Guide lists what each partner can provide when working with inter-agency customers. Areas of need addressed in the guide include: Housing, Food, Health, Child Care, Utilities, Employment, Transportation and Financial Assistance. This Guide could serve as the foundation of Garrett’s Resource Sharing Agreement.

Additionally, in Garrett, assessment of each customer will continue to be conducted by each agency. Activities engaged in will come directly from the federal list of approved countable work activities. Coordinated Career counseling services will continue to be offered by both DSS and WMC.

(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.

The Allegany, Garrett and Washington County DSS Offices are members of their respective WMC County Councils. When the full board of the WMC meets one of the county representatives is selected to serve as a full board member and representative for TANF. The full board representative serves on a rotating basis. They are responsible for maintaining communication and informing their county based counterparts. The three DSS entities will decide among themselves who will be the board member for a two year term, at that time the seat will then be rotated and approved the Executive Council.

*Please note the County’s Plan Section 9 is written and adhered to in accordance with Maryland’s WUIA State Plan Section 9 established by Title 38, Chapters 41 & 42 United States Code; Veteran Program Letters (VPLs) 03-14 & 07-10

Section 9 – Jobs for Veterans State Grants Functions

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

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, Healthcare, and Information Technology Act of 2006. The purpose of Priority of Service is to give first consideration for program participation to covered Veterans and eligible spouses who also meet the eligibility criteria of a federal Department of Labor training, employment, or placement service in any workforce preparation program. WSM 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. Depending on the type of service or resource being provided, Priority of Service may mean 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.

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 TEGL 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 ask all new customers whether they 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 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 Significant Barriers to Employment (SBE).

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

1. If the customer qualifies as SBE, and/or wants to receive case management, or training, AJC staff assists in setting up an appointment for him/her to meet with the center DVOP.
2. If the customer does *not* wish to receive case managed services or training, he/she is then referred to Basic Career Services resources or AJC Job Service Specialist.

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. AJs 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 services and facilitates placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other disabled veterans, and other categories of veterans in accordance with priorities determined by the 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 Western Maryland Consortium is the administrator of all WIOA Title I grant funds in Allegany, Garrett and Washington Counties. The WMC disburses and manages the WIOA Title I Grant Funds for Adult, Dislocated Worker and Youth.

Financial Sustainability of the American Job Center services

The dependence of all WIOA Partners on the federal budget process, federal budget funding levels and allocation methodologies results in a level of risk for the sustainability of the American Job Centers

The allocation formula(s), implemented by the Governor, is a driving factor in the sustainability of the American Job Centers in that the formula allocates funding based on local economic conditions. In the event funding levels change for Western Maryland Consortium it will put a burden on Title I Adult, Dislocated Worker, and Youth funding. It may be necessary to adjust the budgets which would result in serving fewer individuals, offering fewer opportunities for training expenditures and supportive services.

Western Maryland Consortium may consider either identifying less expensive facilities or may co-locate with other partners and staff changes.

Western Maryland Consortium and the Local Board will be pursuing a variety of grants to diversify funding.

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

The Western Maryland Consortium has been designated as the fiscal agent for grant funds by all required elected officials as described in Section 107(d)(12)(B)(i)(III) of WIOA. WMC is committed to equitable and responsible fiscal practices and will comply with fiscal and administrative requirements as mandated by WIOA.

WMC is committed to following all federal, state, and local procurement policies and processes. WMC has established procurement policies and procedures which have been approved by the board. Services are announced for bid or proposal and evaluated by an independent team of either staff, board members and/or community members based on procurement thresholds. Contracts are awarded based on pre-established qualifications and scoring protocols.

An independent consultant will be contracted with to assist Western Maryland workforce Development Board in procuring the one-stop operator. A complete process will be used.

In addition WMC will review the risks associated with a potential sub-grantee prior to making award. Risk analysis tools could include: available audit information; requiring disclosures of conflict of interests and prohibiting profit.

- 1 Financial stability
- 2 Quality of management systems and ability to meet the management standards prescribed in this part.
- 3 History of performance.
- 4 Reports and findings from audits
- 5 The Applicant's ability to effectively implement statutory, regulatory, or other requirements imposed.

(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;

WIOA Performance Metrics	Agreed Upon Goals for PY2016 and PY2017
Adult Measures	
Employment Rate 2 nd Quarter after exit	75%
Employment Rate 4 th Quarter after exit	75%
Median Earnings 2 nd Quarter after exit	\$6,500
Credential Attainment within 4 Quarters after Exit	73%
Dislocated Worker Measures	
Employment Rate 2 nd Quarter after exit	81%
Employment Rate 4 th Quarter after exit	78%
Median Earnings 2 nd Quarter after exit	\$7,500
Credential Attainment within 4 Quarters after Exit	63%
Youth Measures	
Employment or Placement Rate 2 nd Quarter after exit	68%
Employment or Placement Rate 4 th	64%
Credential Attainment within 4 Quarters after exit	70%
Wagner-Peyser Measures	
Employment Rate 2 nd Quarter after exit	55%
Employment Rate 4 th Quarter after exit	55%
Median Earnings 2 nd Quarter after exit	\$4,500

(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.

The core partners participate on the board as well as labor representative, Continuing Education, and businesses. The Board meets regularly and is committed to continuing to focus on business needs, workforce system effectiveness, and customer services to remain a high performing board. Performance data helps to inform the board's strategic planning and is used by the Board for identifying protocols, procedures and corrections in process.

The WDB will be learning from the State Board on becoming a high performing board. The WDB members participate in the development of policies, oversight and guidance for the workforce system. The board authorizes the Workforce Development Area Director to handle day everyday operations and operational adjustment as necessary.

The Board will learn and take advantage of resources and technical assistance related to the review and

evaluation of American Job Centers and the One Stop Operator.

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

ITA process:

Individuals who are unable to find an appropriate job may, if deemed appropriate through a career counselor developed IEP, be issued an ITA that provides training linked to job opportunities in the local area. As part of this individual assessment process, labor market information that identifies job openings, skills needed for demand occupations, and local, regional and national employment trends will be available to individuals visiting the AJC in Western Maryland.

Individuals have choices in deciding the training program that best fits their needs and the organization that will provide the services. Staff at the AJCs will ensure that individuals have access to the "State List of Occupational Training Providers" as well as information about how well these training providers performed. The WMC will promote customer choice with the assistance of professional career counseling staff.

The ITA will cover the costs of tuition and fees for an approved training program offered by an approved occupational training provider. Limits on dollar amounts and time in training are contained in the ITA policy.

Individuals will be required to first apply for Pell Grants and other sources of funding prior to determining the value of an ITA. In some cases supplemental resources such as Pell Grants will be combined with WIOA funds to fully cover the tuition and fee costs of an approved training program.

After a WIOA client is authorized by One-Stop operator staff to attend a training program with an eligible ITA provider, the One-Stop operator staff will provide the individual with a signed copy of a billing authorization form for the selected training program. The billing authorization form will include the total amount of costs for tuition and fees that will be paid by the Western Maryland Consortium. After the billing authorization form is received, the training provider can submit a "Request for Payment" form to the Western Maryland Consortium which sets forth all approved tuition and fees for the WIOA client. The Western Maryland Consortium shall make payments for proper charges for tuition and fees in a timely manner.

The tracking of ITA obligations and ITA payments will be managed at the Western Maryland Consortium Administrative Office. This obligation and expenditure information will be disseminated to staff at the local AJC centers on a routine basis to ensure that up-to-date information is available to the customer services staff and clients.

ITAs are limited in the amount of \$4,500 total cost and 12 months of approved training.

(G) A description of how training services under chapter 3 f 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 will be made available to eligible customers in a manner that will ensure customer choice and is in alignment with demand occupations and industries. Customers may benefit from:

- On the – Job training(OJT) – Training by an employer that is provide to a paid participant while engaged in productive work in a job that provides knowledge and skills essential to the full and acceptable performance of the job .
- Customized Training – That is designed to meet the specific requirements of an employer (group employers); that is conducted with a commitment by the employer to employ an individual upon successful completing
- Incumbent worker training – The purpose of the training is to assist workers in obtaining the skills necessary to retain employment or avert layoff
- Internship and Work Experience, Planned, structured work experiences that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. An internship or work experience may be arranges within the private for profit sector, the non-profit sector, or the public sector.

The WMC does not contract for training services for any customers. The WMC uses ITAs and the WMC ITA Policy for supplying customer training. In any training plan the customer is directly part of the process for making an informed decision on the actual training program to be secured. Note an amendment to the WIA Five-Year Plan that is still in-force has been inserted as approved by the Western Maryland Consortium Board November 20, 2013. The insert is provided as it appeared on the board member resolution vote.

“As a follow up to the November 20, 2013, meeting minutes of the Western Maryland Workforce Investment Board, the following has been approved to be added to Western Maryland Consortium’s Five Year Plan:

After review of the local labor market, review of approved training programs in the area, and because of the large geographic area and rural nature of the Western Maryland region, the Board feels that there are an insufficient number of approved training programs to fully support a system of Individual Training Accounts. * In an effort to maximize consumer choice in the selection of a provider of Training Services, the LWIB has approved the customer’s ability to select programs of training that are directly linked to occupations that are in demand based on DLLR’s Job Outlook 2010 – 2020 Western Maryland Workforce Area report or in sectors of the economy determined by the board to have a high potential for sustained demand or growth. A customer’s receipt of a “hire” offer based upon receiving a specific credential is excellent evidence of such conditions. These Training Services will be provided by training providers and include, but are not limited to programs such as Hagerstown Community College’s Office Associate, Medical Billing & Coding, Ed2Go Microsoft Office, Welding Certificate Program, Allegany College of Maryland Business Marketing & Sales. The addition of such programs will complement existing approved training programs to better serve the needs of local businesses and clients.

In keeping with policy, the use of Individual Training Accounts and DLLR-approved training programs will

continue to be the first consideration whenever possible. Training undertaken through any of the above strategies will be tied to in-demand industries and sectors, and will be subject to the Priority of Service Policy

All requests for training via contract instead of via ITA shall be subject to review and approval by the Consortium Director and all will be subject to the same time and dollar caps as Individual Training Accounts.”

(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 WMC has included all the Core Partners and other interested entities in the development of the Integrated Local Plan. The events have been through direct facilitation meeting and email/internet technology for soliciting feedback and input for the plan. In addition, the WMC will be providing the draft plan for public review and comment for a 30-day period. Once the comment period is completed, the WMC will analyze, edit and finalize the Local WIOA Integrate Plan for submission to the State.

(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:

Western Maryland Consortium and its core partners use The Maryland Workforce Exchange (MWE) as the primary tool for Title I and Wagner Peyser staff. Job seekers register in MEW and are given training in the use of MWE in a group or individual format. Staff assistance is available if needed. Job seekers are encouraged to complete the on line resume and to search and apply for available positions, look at the labor market information, career, training and workforce information.

Staff completes the WIOA program enrollment applications, tracks services and documents program through case notes. Staff provides training on MES as a job search tool for partners and as a recruitment and labor market information tool for businesses.

The Labor Market information on the Maryland Workforce Exchange is shared with partners and with the WDB.

(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 Western Maryland Consortium is the fiscal agent for all WIOA Title I funds. The WMC will be responsible for conducting oversight and monitoring WIOA activities, including those conducted by sub-recipients and contractors.

1. All sub-recipient agreements and contracts will be monitored at least annually. This monitoring will include at least one on-site visit, completion of a monitoring checklist and a review of all fiscal activities under the agreement.

2. Expenditures are tracked each month by the fiscal unit of the Western Maryland Consortium to assure that expenditures have been correctly made against the cost categories and within the cost limitations specified in the Act, WIOA Regulations and the contract.

3. Sub-recipient agreements and contracts are also monitored for compliance with other provisions of the Act and Regulations plus other applicable laws and regulations on a formal and informal basis. Formal visits are independent of fiscal monitoring visits and are made at least annually to all sub-recipients.

County Supervisors and Director of Administration make on-going desk reviews of each contract monthly. Any questions or perceived irregularities are discussed with the Executive Director. These reviews cover status of participant activity and fiscal matters.

4. All monitoring visits will be documented. Any findings will be forwarded to the sub-grantee for review and response. After receiving the response from the sub-grantee or contractor, a follow-up meeting will be held to formulate corrective action. The corrective action developed will be documented, reviewed for approval or modification by the Western Maryland Consortium Executive Director and implemented. All corrective actions will be documented and followed up on for compliance.

5. It is the responsibility of the Western Maryland Consortium to provide the necessary technical assistance to sub-recipients and contractors prior to and during the duration of the program activity. This assistance may be the result of issues uncovered during monitoring or, simply, a result of questions that arise during the operation of the program.

6. The WMC will participate in bi-monthly reviews of program activities in each county. They will also review proposals for funding and consider the track record of previous programs operated by the contractor. Program operators with poor performance or significant compliance problems will not be approved for further provision of services.

The WMC will also review summary reports of ITA activities and outcomes.

The oversight of the One-Stop system will be initially conducted by the WMC through the receipt of regular (at least bi-monthly) reports from the One-Stop partners and the operator. On-site visits will be made at least annually to each partner location to view first-hand the partner's operation and to be appraised on any issues deemed relevant. On-site visits, in addition to desk reviews, will also be made to youth program sites.

The Western Maryland Consortium will comply with any additional directives from the Department of Labor, Licensing and Registration WIOA Guidance and Instructions regarding oversight and monitoring. As directed, the Western Maryland Consortium will develop more detailed policy guidelines, checklists and similar monitoring tools.

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

Western Maryland Consortium makes every effort to protect personally identifiable information which includes name, address, social security number, and other related data elements that indirectly lead to identification.

The Local Board complies with local government policy regarding PII and TEG 39-11. It is the practice of the office to secure any PII in a locked storage area. Files and documentation beyond the retention date are shredded. Computers are password protected and quickly timeout to prevent unauthorized access to PII.

(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:

1. The general policy of the Western Maryland Consortium concerning all complaints, which arise concerning any interested party, enrollee, or sub-grantee, is that complaints shall be resolved informally between parties involved, if possible. The complaining party and the party complained against should attempt to resolve any complaint without formal procedures. Sub-recipients are required to immediately notify the Western Maryland Consortium of complaints filed with them involving WIOA participants.

In the event the parties are unable to resolve a complaint the Counselor/Case Manager responsible for the enrollee shall attempt to informally resolve the complaint between the parties. Any informal activities related to the settlement of a complaint between either of the parties named above shall be on an informal, unrecorded basis.

Every effort will be made to assure that persons with disabilities (i.e., visual, language barriers, etc.) will have this procedure explained to them fully at the time they are enrolled into any WIOA program.

A complaint may be filed by the complainant or by an authorized representative. Any and all complaints will be handled with complete confidentiality, including any actions resulting from the complaint.

a. Complaints alleging discrimination on the basis of race, sex, color, national origin, religious belief, age, disability, political affiliation or belief, and, for beneficiaries only, citizenship or participation in any WIOA Title I - Financially Assisted Program Activity.

Complaints alleging discrimination, as listed, shall be reported directly to the Maryland Department of Labor, Licensing & Regulation (DLLR) and the complainant may file with the Directorate of Civil Rights (DCR), U.S. Department of Labor, 200 Constitution Avenue, NW, Room N-4123, Washington, D.C. 20210. Complaints alleging discrimination must be filed no later than 180 days from the date of the alleged discriminatory action, unless the time for filing is extended by the Director of DCR (for good cause shown).

b. Complaints not alleging discriminatory action shall be filed with the Western Maryland Consortium no later than one (1) year from the date of the alleged action. Incidents of fraud and criminal activities are excluded from the one (1) year limitation.

These complaints may be filed by participants, sub-grantees, subcontractors, or others that involve the grantee's programs, activities, investigations, monitoring reports, violations of labor standards, etc.

The complainant may, within seventy (70) days of the date on which the complaint was originally filed, request that the written decision (Step #1, below) be reviewed by DLLR. If no timely decision is rendered, the complainant may, within seventy-five (75) days of the date on which the complaint was originally filed, request review by DLLR. It is the complainant's responsibility to send the written decision of the EEO Officer to DLLR. DLLR will render a decision on the EEO/Complaint Officer's written decision within ninety

(90) days of the date on which the complaint was originally filed. With the exception of complaints alleging violations of the Labor Standards contained in the Code of Federal Regulations, DLLR's decision is final.

Complaints alleging violation of the Labor Standards will be handled under procedures set forth by the Department of Labor, Licensing & Regulation.

- Local remedies for a documented violation of any requirement under WIOA Title I include:
- Suspension or termination of payments under the Title;
- Prohibition of placement of a program participant with an employer that has violated any requirement under WIOA Title I;
- Where applicable, requiring reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment; and
- Where appropriate, other equitable relief.

Note: Upon the receipt of detailed instructions regarding the required elements of the complaint processing procedures, this section (above) will be revised accordingly.

(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 Western Maryland Consortium will make every effort to provide reasonable accommodations to allow for full program participation including, but not limited to, providing auxiliary aids, and services and ensuring effective communications through alternative formats.

Western Maryland Consortium provides universal access and provide reasonable accommodations to qualified individuals. Documentation has a notice of accessibility on it and the information for whom to contact to arrange accommodations

Against any individual in the United States, on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, age, marital status, genetic information, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act of 2014 (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I – financially assisted program or activity. The recipient must not discriminate in any of the following areas: deciding who will be admitted, or have access to any WIOA 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.

As an equal opportunity program; Auxiliary aids and services are available upon request to individuals with disabilities. For accommodations, please contact Pam Kunkle at 301-791-3164 or Relay 7-1-1 or pkunkle@westernmarylandconsortium.org

(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.

The Board will work with WIOA partners to ensure the needs of individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available. Staff training and support for addressing the needs of individuals with disabilities will be included in regular staff meetings as new accommodations, technology or materials are available. Examples include but are not limited to: large print, Braille, interpreting service, access to tape recorders or a computer. The Western Maryland Consortium will coordinate training with DORS to provide WIOA staff training on awareness interpretation, available tools, the use of tools and connecting individuals to resources.

(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 WMC will take the necessary, appropriate steps to ensure that communications with beneficiaries, registrants, applicants, eligible applicants/registrants, participants, applicants for employment, employees and members of the public who are individuals with disabilities, are as effective as communications with others.

Auxiliary aids or services will be furnished where necessary in order to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the WIOA Title I - Financially Assisted Program or Activity. In determining what type of auxiliary aid or service is appropriate and necessary, the Western Maryland Consortium will give primary consideration to the requests of the individual with a disability.

Telecommunications devices, or equally effective communications systems, such as telephone relay services, will be used for individuals with hearing impairments.

Appropriate solutions/methods will be applied to ensure interested individuals with visual or hearing impairments can obtain information as to the existence and location of accessible services, activities and facilities.

The international symbol for accessibility signage will be used at each primary entrance of Western Maryland Consortium facilities. If alternative entrances are necessary for accessibility appropriate signage will indicate the location of the alternate entrance.

(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.

Consultation with DORS has resulted in a coordinated referral process to facilitate the delivery of services to individuals with disabilities, including visually and hearing impaired. DORS will provide the Local Board

with technical assistance to assure that services are accessible to individuals with disabilities. The Western Maryland Consortium also uses the "Language Line" for telephone interpretation.

(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.

The Western Maryland Consortium follows guidelines set forth in CFR Part 200 by Uniform Guidance Procurement Standards for Non-Profit Organizations. Federal procurement standards are written to promote "full and open competition" among vendors.

The guidelines provide for four distinct types of Non-Governmental procurements:

Small purchases, Sealed Bids, Competitive Proposals and Non-Competitive Proposals

A process has been established to assure that any vendor providing services that may exceed \$25,000 within a fiscal year has been examined for compliance.

See Attachment # 1 – Fiscal Policy Manual

(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

WMC adheres to the acquisition, management and disposition of property as prescribed in the DOL Regulations set forth in 2 CFR Part 200. A Policy will developed and put in place by the end of summer 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 relate to the awarding of contracts.

A Local Board member may not vote on or participate in any matter under considerations by the Local Board if it:

1. Would provide direct financial benefit to the member or the immediate family of the member.
2. Is regarding a service provided by that member (or by an entity that the member represents)
3. Would constitute a conflict of interest as specified in the law
4. Participate in the negotiation of, or decision to award contracts or grants with or for any entity in which the member has a financial or personal interest.

All Local Area Board members will sign a Conflict of Interest.

See Attachment (Code of Conduct)

(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 requirements that all financial transactions be conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following the accounting procedures. This description must address how the fiscal system:

- Tracks funding types, funding amounts, obligations, expenditures and assets.
- Permits the tracking of program income, stand-in cost, and leveraged funds
- Is adequate to prepare financial reports required by the State

The Accounting procedures for Western Maryland are prepared in accordance with Generally Accepted Accounting Principles (GAAP).

Western Maryland Consortium has the Sage 300 system along with Crystal reports to track and report actual costs against established cost categories, (administration, training, etc.) Every funded activity requires a detailed budget and alignment with appropriate cost categories and account codes. The pre-approval of expenditures and effective monitoring of financial transactions, supporting documents and records all aid in ensuring timely and accurate accounting reporting.

The Fiscal Reporting System – monthly receipts and expenditures report are generated by the Sage 300 is the basis for accruals that are recorded and reported to DLLR and others.

Obligation Control System – initiates a planning cycle prior to the beginning of each program/fiscal year to plan for anticipated funding. This planning process allows for control of the total obligation level of each funding source. The obligation report is monitored and anticipated expenditure levels of each of its programs and grants to ensure that costs are in-line with available funding. Review processes are put in place to monitor and control the level of obligations and subsequent expenditures.

All three counties utilizes a Microsoft Excel base format for tracking and compiling the Obligation Report. The information will be used to generate Requisitions for Cash Quarterly Status Reports, Final Closeout Reports and any other ad hoc reports as needed.

Assets – Western Maryland has accounts for each grant cost category. Each expense will be reviewed the Fiscal Manager for appropriate allocation, cost reasonableness and funding availability, It will then be charged to the account cost category/line item The Western Maryland's Executive Director will sign all invoices.

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

Program income – program income earned during the year shall be retained by the Western Maryland Consortium for the Local Workforce Development Board and will be put back into WIOA funds

Stand –in costs – SAGE is an accounting system that will tract costs.

Profits – The Western Maryland Consortium'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 follow funds and demonstrate compliance .If funds are generated, it shall be treated as program income and will be reinvested to support or expansion of workforce programs within federal and state guidelines and as approved the Executive Council of Western Maryland Consortium.

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

Western Maryland Fiscal Administration are the primary key staff who will be responsible for the recording and reporting. The Fiscal Manager, Fiscal Specialist 1 and the Executive Director.

(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 financial management of WMC maintains reports in sufficient detail to permit the tracking of funds to a level adequate to establish that funds have not been used in violation of WIOA standards or DOL regulations. The fiscal staff reviews expenditures on a monthly basis to ensure compliance with Federal and State guidelines regarding allowable costs to all expenditures in order to identify the proper funding sources, cost categories and line items. The fiscal staff reviews all invoices for payment including extensions and the general ledger account numbers as identified on the purchase order before any processing takes place.

(W) Provide a brief description of the following:

- Fiscal reporting system
- Obligation control system
- ITA payment system
- Chart of account system
- Accounts payable system
- Staff payroll system
- Participant payroll system
- Participant stipend payment system

Fiscal Reporting – Management reports are prepared each month by each subsection of the grant, for each county and then by total Consortium. These reports are reviewed by the Fiscal Director for accuracy and compared to the general ledger ad trial balance to ensure all expenses have been recorded to the proper cost classification. The required Quarterly State Financial reports are prepared from this report to enable a detailed audit trail to present.

Obligation control system – The Western Maryland Consortium accounting system identifies a revenue account for each funding source in addition to the expenses associated for each funding source. Each month, Management Reports which include Trial Balance and Income Statements are prepared and reviewed to ensure against the over expenditure of any funding source. These reports are reconciled to the general ledger each month. In addition, each county office maintains a record of and produces a monthly report of ITA's for all participants, which includes any accrued expense or liquidated obligation. This report is submitted to the Administrative office for review and reconciliation each month. The Executive Director reviews the trail balance and income statements each month.

ITA Payment System – After the required contracts have been completed, the Western Maryland Consortium will adhere to the payment policy of the respective vendor. This contractual agreement describes the roles and responsibilities of the training providers, including the ITA payment system. For administrative ease, the total payment for the training will be processed, if all parties adhere to the conditions and requirements as outlined in the ITA agreement. The training providers is required to

refund tuition and fees paid by WMC when a WIOA participant drops out of training. Payments are required will be processed with the regular bi-weekly disbursement of accounts payable. The training providers will submit invoices referencing the WIOA participant, the training provided and the contractual agreement. The award and payment of the Pell Grant funds must be accounted for the reported by the Training Provider to assure that WIOA funds are only used to supplement these award payments. The Executive Director approves the contracts and agreements. And then a copy is placed in each participants file. All the information is tracked on an Excel spreadsheet.

Chart of Accounts System -

- Assets
- Liabilities
- Fund Balance
- Revenue
- Administration Expenses
- Training Expenses

Accounts Payable System – Purchase Orders are issued and approved by the Fiscal Manager and Executive Director for purchases. Invoices are checked for accuracy and the appropriate purchase order is attached. Vendor numbers are assigned and the invoices are processed by-weekly in the central office through the computerized accounts payable program for payment.

Staff Payroll System – Employees are required to sign in every day or call in for an absence. Employees maintain and submit a daily attendance time report at the end of the bi-weekly payroll cycle. The county supervisor reviews the time records and submits them to the central office for additional processing. Each time sheet is totaled for administrative and/or program hours, and benefit hours. Time distribution is entered in the computerized payroll program that generates all reports and paychecks. Employee checks/direct deposit are issued every two weeks and the payroll taxes are deposited as required by federal and state regulations.

Participant Payroll System – Bi-Weekly time cards are issued to each worksite and the Worksite Supervisor enters the Work Experience/Summer Youth time for each participant daily. The time cards are collected at the end of each pay period and checked by the counselor responsible for a particular worksite. Time and attendance reports are signed by the participant and the worksite supervisor. Each county has a staff person assigned to review the timecards for accuracy and proper signatures. After this review. Summer Youth time cards are totaled and individual participants totaled hours are transferred to a worksheet and sent to the central office for payroll processing. Work Experience timecards are sent directly to the central office for processing. After processing, the checks are mailed directly to the participants from the central office. Payroll taxes are deposited as required.

Participant Stipend Payment System - The termination of Participant Stipend Payments had eliminated the processes previously used to provide document these payment. Payment for participant transportation are made directly to the vendor.

(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.

All invoices are normally processed upon receipt for payment. All grant expenditures and staff payroll

are reviewed on a monthly basis to determine a trend of actual expense. This information combined with the approximate known times of training vendor invoices allows an accurate forecast of the immediate cash need of the Western Maryland Consortium. Based upon this information, cash is requisitioned Bi—weekly and then sent to DLLR. The end of the fiscal year, holidays and the summer youth program affects the requisition for cash process. All these factors are included the cash requisition procedure to ensure adequate cash balances and to prevent excessive cash balances.

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

- Identification of different cost pools
- Procedures for distribution of staff costs between cost categories (Administrative cost, program cost and indirect cost).
- Procedures used for distribution of funds from each cost pool
- Description of funds included in each cost pool
- Description of cost allocation plans for American Job Centers.

Allowable costs will be measured by the following:

- Reasonable and necessary to the grant award
- Conform to any limitations found in the Uniform Cost Principles or grant award.
- Consistent with policies and procedures that apply uniformly to all activities.
- In accordance with GAAP and the required OMB circulars

Cost are identified and directed as either:

Assigned Direct costs – Costs that benefit a single funding source and/or cost category will be directly charged to a particular subsection of the grant.

Unassigned Direct Costs – These are costs (both staff and operation) that cannot be directly charged to a specific funding source or cost category will be assigned to an intermediate Program Cost Pool (PCP) for accumulation and distribution. WMC will maintain adequate documentations to support the distribution of costs to the various funding sources and cost categories. The distribution of the cost pools will be based upon an acceptable cost allocation methodology. Examples of these cost include rent, equipment, insurance and communications.

Indirect Costs – These are costs that cannot be directly charged to a particular subsection of the grant, but are incurred for a common purpose benefiting more than one cost objective. These costs are usually administrative and are accumulated in an intermediate Administrative Cost Pool (ACP) for distribution. The distribution of the cost pools will be based upon an acceptable cost allocation methodology.

Staff Time Allocation – Staff performing administrative functions as defined in the WIOA regulations will be charged to Administration, except for documented time devoted to program/client services. Staff performing program services will be charged to the appropriate grant subsection based on the percentage of participants served that month from each funding stream. These times sheets will be given to the accounting department every two weeks (payroll cycle) for the distribution of payroll expenses.

Cost pooling involves the accumulation of costs to intermediate pools for later allocation to the final cost objectives. The Program Cost Pools (PCP) consisting of both staff and operation costs will be distributed on a monthly, quarterly or annual basis by WMC. This pool will be distributed to the various WIOA funding sources based upon program participant counts. In order to more equitably allocate costs

based on benefits derived all Program Cost Pool (PCP) expenditures for staff and associated operational program expensed that are not direct charge expenditures for staff and associated operational program expensed that are not direct charged will be allocated to the various funding streams (Adult, Dislocated Worker, Youth, Rapid Response) based on actual enrollment numbers with following exception: Washington County Dropout Prevention Program will not be represented in the PCP participant numbers as most case management, instructional and overhead costs are paid through these sub grants. WMC staff time and related costs incurred servicing these youth (eligibility determination, case management, MIS record keeping) will be direct charged to the your category using time records. Other OS and IS youth not enrolled in these programs will represented in the PCP Cost Allocation participant numbers. Administrative costs will be accumulated in the Administrative Cost Pool (ACP and distributed based on the relative percentage expenditures of all grant funds spent in the same time frame (monthly, quarterly, or yearly). WMC assures the method used to distribute costs from the pools to the various funding sources and cost categories will be reasonable and consistently applied for the entire program year.

Funds in Each Cost Pool – WIOA funds that may be included in each cost pool are Youth funds, Adult funds, Dislocated Workers funds, Administrative funds, any WIOA performance funds and /or other WIOA discretionary awards.

Cost Allocation Plan for the American Job Center – For any co-location costs, the method of this allocation will be negotiated between and among the partners and the operator with the approval of the LWDB, Local Elected Officials and the agencies o which the various partners are accountable to ensure and equitable allocation.

(Z) A description of the Local Board's (or fiscal agent's procedure for collecting debts involving WIOA funds.
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The Local Board has given authority to the Fiscal Staff of Western Maryland Consortium to collect debts on its behalf. Any reports of delinquency in recovering debts will be directed to the finance committee who then reports it to the Board for legal action.

Attachments

2016—2020 Local Plan Assurances

Training Account Policies

WMC – Assurance and Certifications

Code of Conduct

WMC – Complaint & Hearing Procedures

Equal Opportunity Law

Policy on Customer with Disabilities

Policy and Procedures for Communication with
Persons with Limited English Proficiency

Fiscal Policy Manual