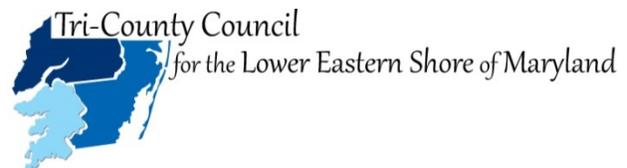


WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOWER SHORE WORKFORCE ALLIANCE

Four-Year Local Plan

2016-2020



Approved by the Lower Shore Workforce Development Board, 9/14/2016

Approved by the Tri-County Council for the Lower Eastern Shore of Maryland, 9/21/16

Revisions submitted 6/12/2017

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GLOSSARY OF TERMS

Frequently Used Acronyms

AEFL	Adult Education and Family Literacy
AEP	Adult Education Program
BSD	Basic Skills Deficient
CBO	Community Based Organization
DLLR	Department of Labor, Licensing and Regulation
DOL	Department of Labor
DORS	Division of Rehabilitation Services
DHR	Department of Human Resources
DSS	Department of Social Services
EARN Maryland	Employment Advancement Right Now initiative
ETPL	Eligible Training Provider List
FBO	Faith Based Organization
IEP	Individual Employment Plan
ISS	Individual Service Strategy
ISY	In-School Youth
ITA	Individual Training Account
LEA	Labor Exchange Administrator
LMI	Labor Market Information
LEP	Limited English Proficiency
LSWA	Lower Shore Workforce Alliance
LWDA	Local Workforce Development Area
MHEC	Maryland Higher Education Commission
MOU	Memorandum of Understanding
MSFW	Migrant Seasonal Farmworker
MWE	Maryland Workforce Exchange
OSY	Out-of-School Youth
OJT	On-the-Job Training
RESEA	Reemployment Services and Eligibility Assessment
RFP	Request for Proposal
ROW	Reemployment Opportunities Workshop
RR	Rapid Response
RSA	Resource Sharing Agreement
TANF	Temporary Assistance for Needy Families
TCA	Temporary Cash Assistance
TCC	Tri-County Council for the Lower Eastern Shore of Maryland
UI	Unemployment Insurance
WDB	Workforce Development Board
WIOA	Workforce Innovation and Opportunity Act
WP	Wagner-Peyser

INTRODUCTION

Background

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

Section 108 of WIOA requires that each Local Board develop and submit to the Governor a comprehensive four-year Local Plan (2016-2020).

Local Workforce Development Area

The Local Workforce Development Area (LWDA) includes Somerset, Worcester and Wicomico Counties on the lower shore of Maryland.

According to the US Census Bureau, the total population was estimated at 182,678 in 2015. The largest city on the shore is Salisbury MD, located in Wicomico County with a population estimate of 32,899. The Chesapeake Bay and Atlantic Ocean surround the region; a significant network of waterways runs throughout the area. Naturally, tourism and agriculture contribute significantly to the makeup of the lower shore. The following information may be helpful in understanding the general demographics:

	Somerset	Wicomico	Worcester	Maryland
Population Estimates (2015)	25,768	102,370	54,540	6,006,401
Land Area, square miles (2010)	319.72	374.44	468.28	9,707.24
Population per square mile (2010)	82.8	263.7	109.9	594.8
Median value of owner-occupied housing units (2010-2014)	\$149,700	\$175,500	\$242,000	\$287,500
Median Household Income (2010-2014)	\$36,716	\$52,301	\$58,820	\$74,149
Total Employer establishments (2014)	357	2,534	2,133	136,501
Persons in poverty, percent	25.5	16.9	11.9	10.1

Source: US Census Bureau (census.gov QuickFacts)

<https://www.census.gov/quickfacts/table/PST045215/24045,24039,24047>

WIOA Title I workforce services are provided through the Lower Shore Workforce Alliance (LSWA), governed by the Workforce Development Board. The board includes representation by businesses, workforce partners, and community agencies. Fifty-one percent of board members are members of the business community; the remaining 49% represent labor, community, education, training, economic development and government organizations. This strategic plan combines the requirements of WIOA with the needs of the local workforce under the leadership of the Workforce Development Board.

SECTION 1: STRATEGIC PLANNING

The Lower Shore Workforce Development Board contracted with BEACON at Salisbury University to provide analysis for Parts A through D of this section. See Attachment A.

(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.

DATA

Several reports available in the Maryland Workforce Exchange (MWE) are useful in demonstrating the regional economic conditions of the Lower Shore Workforce Development Area. Reports are available at mwejobs.maryland.gov.

Table I: Industry Projections							
The table below shows the ten industries with the highest expected growth by <u>total employment change</u> for the Lower Shore Workforce Region, MD for the 2012-2022 projection period.							
Rank	Industry	Industry code and description*	2012 Estimated Employment	2022 Projected Employment	Total 2012-2022 Employment Change**	Annual Avg. % Change	Total Percent Change
1	Health Care and Social Assistance	(62) Establishments providing health care and social assistance for individuals.	12,392	14,147	1,755	1.33%	14.16%
2	Accommodation and Food Services	(72) Establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.	12,218	13,252	1,034	0.82%	8.46%
3	Administrative and Support and Waste Management and Remediation Services	(56) Establishments performing routine support activities for the day-to-day operations of other organizations.	2,764	3,548	784	2.53%	28.36%

4	Educational Services	(61) Establishments that provide instruction and training in a wide variety of subjects.	7,936	8,700	764	0.92%	9.63%
5	Professional, Scientific, and Technical Services	(54) Establishments that specialize in performing professional, scientific, and technical activities for others.	2,098	2,662	564	2.41%	26.88%
6	Other Services (except Public Administration)	(81) Establishments engaged in providing services not specifically provided for elsewhere in the classification system.	2,397	2,904	507	1.94%	21.15%
7	Arts, Entertainment, and Recreation	(71) Includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons.	1,659	1,860	201	1.15%	12.12%
8	Construction	(23) Establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems).	2,968	3,161	193	0.63%	6.50%
9	Wholesale Trade	(42) Establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing.	2,229	2,370	141	0.62%	6.33%

10	Real Estate and Rental and Leasing	(53) Establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services.	1,395	1,500	105	0.73%	7.53%
<p>* The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. The official U.S. Government Website at www.census.gov/eos/www/naics/ provides definitions for each industry, background information, tables showing changes between 2007 and 2012, and a comprehensive index.</p> <p>**Employment Change includes new jobs and replacements.</p>							
<p><i>Source: Maryland Workforce Exchange (Long-Term Industry and Employment Projections)</i></p>							

Table II: Occupational Projections

The table below shows the ten occupations with the highest expected growth by total annual average openings for the Lower Shore Workforce Region, MD for the 2012-2022 projection period.

Rank	Occupation Code* and Occupation	2012 Estimated Employment	2022 Projected Employment	Total 2012-2022 Employment Change**	Annual Avg. Percent Change	Total Annual Avg. Openings
1	(350000) Food Preparation and Serving Related	10,583	11,521	938	0.85%	499
2	(410000) Sales and Related	8,924	9,522	598	0.65%	351
3	(430000) Office and Administrative Support	11,504	12,246	742	0.63%	336
4	(290000) Healthcare Practitioners and Technical	4,808	5,682	874	1.68%	187
5	(250000) Education, Training, and Library	5,216	5,773	557	1.02%	164
6	(290000) Personal Care and Service	2,958	3,526	568	1.77%	128
7	(370000) Building and Grounds Cleaning and Maintenance	3,471	4,000	529	1.43%	124
8	(530000) Transportation and Material Moving	3,899	4,259	360	0.89%	124
9	(490000) Installation, Maintenance, and Repair	3,375	3,670	295	0.84%	108

10	(510000) Production	3,933	4,093	160	0.40%	103
<p>* O*Net occupational codes include standardized and occupation-specific descriptors. The database is available at www.onetcenter.org.</p> <p>** Employment Change includes new jobs and replacements.</p>						
<p><i>Source: Maryland Workforce Exchange(Long-Term Occupation Employment and Projections)</i></p>						

The employment needs of those businesses in the industries and occupations demonstrated on Tables I and II will be addressed in multiple ways. The Lower Shore Business Services Team meets quarterly and includes representatives from all co-located partners as well as external partners, allowing those that serve businesses to share their experiences with each other. LSWA staff also participates on industry sector advisory groups through the Chambers of Commerce, Wor-Wic Community College and Tri-County Council for the Lower Eastern Shore of Maryland providing exposure to business leaders and employment trends that may be up and coming. Finally, because 51% of the membership of the Workforce Development Board represents businesses in the community, the board is able to discuss direct employment needs they are exposed to on a day-to-day basis.

ANALYSIS: INDUSTRY OUTLOOKS

Health Care and Social Assistance

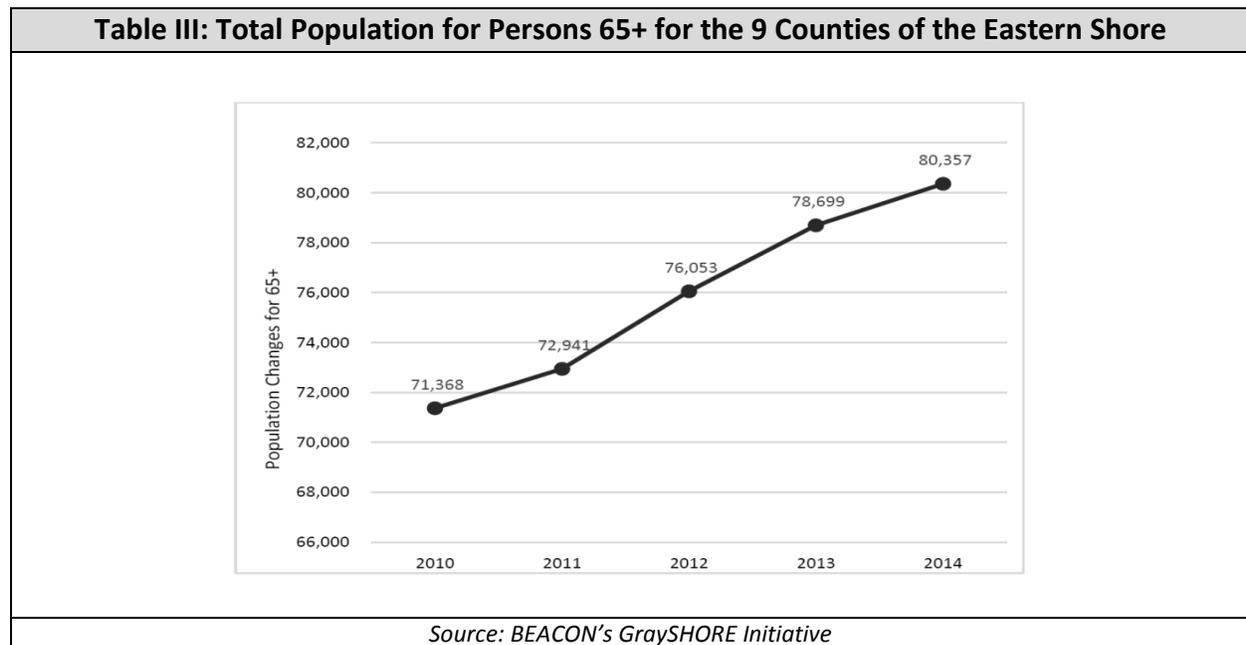
Ten of the twenty fastest growing occupations nationally are related to healthcare. Many job openings on the Lower Eastern Shore are projected to arise in all healthcare employment settings as a result of this employment growth and the need to replace workers who retire or leave their jobs for other reasons. Social assistance includes individual and family services, vocational and rehabilitation services, and community food, housing, and emergency relief services. Employment in health care and social assistance will continue to grow due to many contributing factors.

Health care and social assistance is expected to generate 1,755 new wage and salary jobs between 2012 and 2022, largely in response to rapid growth in the elderly population. There is an increasing number of persons 65 and older that are residing on the Eastern Shore (see Table III). As the Eastern Shore population continues to increase each year, a disproportionate number of citizens will be part of the 65+ population. Older persons have a higher incidence of injury and illness and often take longer to heal from maladies. As a result, demand for healthcare will increase, especially in employment settings specializing in gerontology care for the elderly. Employment in home health care, nursing, and residential care should increase rapidly as life expectancies rise, and families are less able to care for their elder family members and rely more on long-term care facilities. Advances in medical technology will continue to improve the survival rate of severely ill and injured patients, who will then need extensive therapy and care.

Projected job growth in social assistance will be due mostly to an increase in the population that will demand additional services from this sector. As Baby Boomers age, there is expected to be a substantial increase in the elderly population, one of the primary segments of the population that requires services from this industry. As a result, there should be an expansion in programs that serve the elderly, such as adult day care or services that provide home care, allowing the elderly to remain in their homes for as long as possible. Gray Shore is an initiative on the Eastern Shore that focuses on the aging population

and how that will affect the surrounding community on the Lower Shore.

Furthermore, the demand for social assistance will increase for drug and alcohol abuse treatment programs, as those with drug and alcohol addictions are increasingly required to attend treatment programs—rather than being sent to jail. Drug and alcohol treatments are expected to grow in Maryland especially on the Lower Eastern Shore, due to Governor Larry Hogan’s executive order declaring a State of Emergency in response to the heroin, opioid, and fentanyl crisis ravaging communities in Maryland and across the country. This declaration activates the governor’s emergency management authority and enables increased and more rapid coordination between the state and local jurisdictions. The governor, along with Lt. Governor Boyd Rutherford, also announced \$50 million in new funding to address the crisis, as well as the appointment of the governor’s senior emergency management advisor Clay Stamp to lead the state’s coordinated effort to combat the crisis.



<https://collegegrad.com/industries/healthcare#outlook>

<https://collegegrad.com/industries/social-assistance#outlook>

<http://governor.maryland.gov/2017/03/01/hogan-rutherford-administration-declares-state-of-emergency-announces-major-funding-to-combat-heroin-and-opioid-crisis-in-maryland/>

Accommodation and Food Services

Accommodation and food services is expected to increase by 1,034 jobs, or 8.46%. A growing population that increasingly prefers the convenience of eating out and having their meals prepared for them will contribute to job growth and a wider variety of employment settings in which to work. All sectors of the industry are expected to generate numerous jobs. The numbers of limited-service eateries and fast-casual restaurants that specialize in serving soups, salads, and sandwiches that are made to order on the spot will grow as time-strapped diners seek out healthful menu alternatives while on the go. In contrast, traditional fast-food and quick-service restaurants that appeal to young diners and those consumers whose first priority is convenience should increase more slowly than in the past.

Those who qualify, for skilled head cook and chef positions through either experience or formal culinary training should be in demand because of the need for skilled cooks to replace chefs that leave the occupation due to the long hours. Employment of salaried managers is projected to increase more slowly than the average for the industry, as more chain restaurants concentrate these workers in regional offices. Employment of self-employed managers in independent food services and drinking places is expected to grow more slowly.

On the Lower Eastern Shore, the Ocean City Hotel Motel Restaurant Association as well as the Department of Commerce Tourism Sector, work to increase tourism in Ocean City and other places on the Shore. With the economy fully recovered from the recessions, more people are going on vacations to places such as Ocean City where they will spend money at restaurants and hotels. Job opportunities in food services and drinking places in places such as Ocean City are projected to increase because the large number of young and part-time workers in the industry will generate substantial replacement needs. A large number of job openings will be created for new entrants as experienced workers find jobs in other, higher paying establishments, seek full-time opportunities outside the industry, or stop working. The greatest number of job openings will be in the two largest occupations— waiters/waitresses and combined food-preparation and serving workers—which also have high replacement needs.

<https://collegegrad.com/industries/food-services-and-drinking-places#outlook>

Administrative and Support and Waste Management and Remediation Services

This industry includes waste collection, waste treatment and disposal, administrative support services, and remediation/other waste management services. Occupations in this sector include hazardous materials removal workers, laborers and freight, stock, and material movers, refuse and recyclable material collectors, septic tank servicers and sewer pipe cleaners, truck drivers, heavy and tractor-trailer, security guards, landscaping and grounds keeping workers, and general office clerks. The amount of waste produced is directly related to the size of the population creating the waste. As the population increases and individuals have a longer life span, more overall waste is created and waste management needs increase. As landfills get full and environmental considerations increase, there is an ever growing role of the private sector. Waste equipment and the emerging importance of e-waste, C&D recovery, food wastes, tires and medical wastes are becoming more prevalent. The industry on the Lower Eastern Shore is expected to grow 28.36% from 2012-2022. These projected additional 784 jobs will be to serve the ever growing need to help manage waste from the population.

Due to the rural agricultural nature of the Lower Eastern Shore, with known watershed improvement issues as well as poultry litter and other run-off risks, waste management and remediation is a very important local issue and a potential area for growth. However, some of the smaller establishments may not have the budget to handle such improvements. There is a growing need to remedy this issue, but some struggles include a lack of certified, trained individuals, a lack of money available to meet these needs, and changes in governmental priorities may affect waste management.

<http://www.wastebusinessjournal.com/overview.htm>

https://www.bls.gov/iag/tgs/iag56.htm#workplace_trends

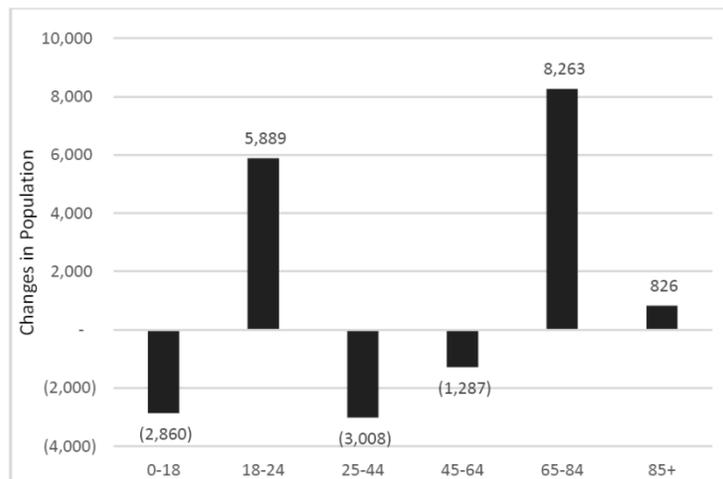
Educational Services

Market forecasts for this industry show a steady growth over the next 5 years (2017-2022). The

educational services industry is currently experiencing an aging workforce. In 2008 over 40% of occupations within educational services were held by workers aged 45 or older with education administrator occupations having almost 60% of their workers aged 45 or older. In particular this “aging of the Shore” will greatly affect the educational services industry. Over the next 5 years there will be a greater than average number of workers who are nearing retirement age in all occupations that make up this industry.

This, however, is a great opportunity for the Lower Shore. This industry and occupation offers a wide range of job openings and salary opportunities as earnings in this industry average \$26,000 to \$93,000. Therefore there will be a need for more high school and college educated young professionals in this area to fill the impending employment gap. However, more actions must be taken to retain these high school graduates and young professional on the Lower Shore. The Eastern Shore has continued to see a “brain drain” of young professionals aged 25-44 (see Table IV). “Brain drain” is where professionals or well educated employees leave an area, economic sector or field for another place, usually one that offers better pay, cost of living or quality of life. Coupled with the impending employment gap in this industry the retention of high school graduates and college graduates will be crucial for the future of this industry on the Lower Shore.

Table IV: Population Change by Major Age Groups for the 9 Counties of the Eastern Shore



Source: U.S. Census Bureau

Source: BEACON’s GraySHORE Initiative

Opportunities for Collaborating Local Priorities:

- Make available jobs more attractive to retain young professionals who go obtain educational degrees or related degrees that would fit well into this industry
- Make known the benefits of “not glamorous” jobs such as janitorial services, bus driving, etc. that will be need to be filled and may not require as much as education as some of the upper level educational services jobs.

<https://collegegrad.com/industries/educational-services>

<https://www.bls.gov/iag/tgs/iag61.htm>

Professional, Scientific, and Technical Services

This industry is one of 20 major economic sectors that includes a range of high value-added services such as legal services, accounting, architecture and engineering, computer systems design, advertising, and others. Businesses and organizations that fall within this sector specialize in activities that require a high degree of expertise and training. As a result, workers often need to have high levels of education or training including special certifications or licenses. The highest demand within this industry currently are computer systems and technicians jobs. Technicians, especially within the environmental and veterinary fields are predicted to have faster than average growth followed closely by software developers and computer technicians jobs. Although these jobs do require a higher level of education, they provide well-paying and stable jobs.

As the lower shore continues to develop and grow, these types of jobs will become more needed and sought after, meaning training mechanisms will need to be in place to educate and train the future workforce for these positions. Educational institutions on the Eastern Shore are already taking steps to help prepare potential employees for this industry. Wor-Wic Community College currently offers programs of study in computer studies, construction engineering technology and manufacturing engineering technology. Salisbury University and University of Maryland Eastern Shore (UMES) also currently offer degrees in Information Technology and Computer Science. UMES also offers a Career and Technology Education Certificate and a degree in Mechanical Engineering Technology.

The next steps in terms of local priorities it to raise awareness of jobs and career paths on the Lower Shore for these degrees and certifications. As mentioned previously the “brain drain” that the Eastern Shore experiences creates barriers to the growth of this industry as more and more current employees are retiring. Continuing to market these positions, careers and degree programs to high school students and graduating college seniors should remain a local priority for the Lower Shore.

Opportunities for Collaborating Local Priorities:

-Marketing these types of jobs as career paths to students

<https://www.bls.gov/iag/tgs/iag54.htm>

<https://www.onetonline.org/find/industry?i=54>

Other Services (except Public Administration)

This industry sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grant-making, advocacy, and services such as personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services. This industry contains a wide variety of job growth opportunities especially on the lower shore. Portions of this industry such as mechanics, automotive attendants, green technology technicians and community health workers and personal care services show a faster than average projected growth.

To help bridge the skill gap for these in demand jobs the Lower Shore (and other parts of Maryland) have partnered with the Maryland Department of Labor, Licensing, and Regulation (DLLR). This partnership aim to address the demands of industries such as this one by focusing on what the industry needs and creating formal career paths to good jobs while also providing job readiness training that may include occupational skills development, literacy advancement and transportation. Along with this is a

new career readiness program is being developed by ESMEC and BEACON. ESMEC was founded in 1986 and is currently located at 202 Chesterfield Avenue, Centreville, MD 21617. Their purpose is to have influence over state education policy due to the common needs and challenges of rural school systems. ESMEC's mission is to be the economic engine for the Eastern Shore of Maryland by graduating students who are college and career ready. ESMEC has responded to the gap between what employers on the Lower Eastern Shore need and the skills of the workforce by developing a career readiness program CaRe. This career readiness program, has a goal to create partnerships with businesses who have employee needs and match them with high school students or high school graduate who have not gone to college but want a career path. This program will offer internships and apprenticeships to students and help to show them the career path they could have in these in demand industries. For the most part positions in this industry offer a livable wage for this area with the average hourly wages ranging from \$10.61 to \$18.23. Those who stay in this field can also move up to become first-line supervisors or managers in these industries and have the potential to earn, on average, \$28.71 an hour. This industry sector also offers a wide range of positions and career tracks for people who do not have an interest in or excel at "traditional" post-high school education tracks. These jobs, especially those that are more vocational positions such as mechanics, technology and machinery will experience a growing employment gap in the next 5-10 years. With Baby Boomer Generation retiring and less focus being placed on vocational, trade and "blue-collar" positions there will be a great opportunity for recent high school graduates and those looking for a stable job track to find employment on the Lower Shore.

Opportunities for Collaborating Local Priorities:

- Continue to improve how vocational and trade classes and school are marketed
- Provide incentives for high school students or unemployed persons to go into these fields
- There is a lot of ambiguity about what type of job/career track people in this industry can have. Therefore crafting stories or having others share their experiences in this industry could be useful (personal care services, community health workers, hair dressers, mechanics, etc.)
- Create resources for where these classes are offered in the area and the earning potential of these positions.

<http://siccode.com/en/naicscodes/81/other-services-except-public-administration>

<https://www.bls.gov/iag/tgs/iag81.htm>

<http://livingwage.mit.edu/counties/24047>

<https://www.onetonline.org/find/industry?i=81&s=3>

Arts, Entertainment & Recreation

Based on national growth projections, the arts, entertainment, and recreation industry is expected to grow around 7% from 2014 to 2024¹. There is a correlation between personal income and this industry. As leisure time and income continue to grow, the industry will grow as well. The arts, entertainment, and recreation industry is characterized by a large number of seasonal and part-time jobs and the employment of relatively young workers. There were over three million jobs in the industry in 2016 and over 45% of that workforce were under the age of 35². In the Lower Shore Workforce Region, there is a projection over 12% in employment growth from 2012 to 2022³.

¹<https://www.bls.gov/emp/home.htm#tables>

² <https://collegegrad.com/industries/arts-entertainment-and-recreation>

With part-time and seasonal jobs, earnings are going to be relatively low. Low wages normally require a younger workforce, so a change in the experience and education level of workers in this industry are expected to stay the same. During the summer, the Lower Shore Region sees an influx of tourist throughout the season (see TableV). The market for summer jobs at amusement parks, recreation facilities, cultural exhibits, and artists will increase. With an expected increase in high school and college age students in the area, there will be potential employees who can fill the increase in jobs. The region should market summer jobs in local high schools and colleges and showcase all types of “art” in the area to attract other artists. In cities like Salisbury and Berlin, there are days where artists showcase their talents on 2nd (Berlin) and 3rd (Salisbury) Friday’s of the month. The downside of this industry is that there is going to be a challenge to attract more experienced workers because of the low paying jobs.

Table V: Tourism Taxes in Ocean City (July 2013-2016)⁴

Category	July 2013	July 2012	Change
Room tax	3,710,799	3,530,321	5.1%
Food tax	286,258	261,918	9.3%
Sales tax (Tourism coded)			
Admission & amusement tax			

Category	July 2014	July 2013	Change
Room tax	3,756,821	3,710,799	1.2%
Food tax	281,489	286,258	-1.6%
Sales tax (Tourism coded)	9,238,112	8,794,309	5%
Admission & amusement tax	295,384	257,239	14.8%

Category	July 2015	July 2014	Change
Room tax	3,815,702	3,756,821	1.56%
Food tax	286,269	281,489	1.7%
Sales tax (Tourism coded)	9,697,685	9,238,112	4.9%
Admission & amusement tax	313,729	295,384	6.2%

Category	July 2016	July 2015	Change
Room tax	4,262,907	3,815,702	11.7%
Food tax	312,803	286,269	9%
Sales tax (Tourism coded)	10,551,436	9,697,685	9%
Admission & amusement tax	333,574	313,729	6%

Construction

Employment in the construction industry is expected to almost grow by 13% from 2014 to 2024¹. There will be an increasing number of job opportunities for skilled and experienced construction trades workers. Population growth, deteriorating infrastructure, and aging buildings will generate the employment growth in the industry⁵. In 2014, about 77% of workers in this industry were specialty trade

³ Maryland Workforce Exchange (Long-Term Industry and Employment Projections)

⁴ <http://ococean.com/media/metrics-reports>

⁵ <https://collegegrad.com/industries/construction>

contractors (carpenters, brick and stone masons, floor sanders, drywall installers, etc.)⁶. In the Lower Shore Workforce Region, there is a projection of 6.5% in employment growth from 2012 to 2022³.

Employment in this industry requires formal training and certifications. To take advantage of the growing jobs on the Lower Shore, there should be an increase in technical training, vocational schools and apprentice programs in the area. From 2010 to 2015, the Lower Shore Region experienced significant residential development, evidenced by the number of housing units authorized for construction during that time (see Table VI). As housing units get older, there will need to be repairs. Constantly training students in this area will allow these units to look relatively new at all times, bringing up property values. Additionally, entrepreneurship is high within the construction industry. As the region continues to grow, there has to be an effort to retain and recruit entrepreneurs who have an interest in construction. Entrepreneurship competitions like Shore Hatchery provide a platform for individuals looking to start their own business. From 2010-2015 population growth on the Lower Shore has seen slow growth or actually decreased in some areas. The cause is a significant decrease in the younger generation. With a decreasing younger generation, it will become tough to fill construction jobs

AREA	Population Percent Change, 2010-2015	Housing Units Authorized for Construction 2010-2014	Population Density 2015	% Bachelor+ 2014
Somerset	-2.69%	191.67%	80.6/ sq mi	15.1%
Wicomico	3.47%	15.07%	273.7/ sq mi	27.7%
Worcester	0.12%	115.05%	110.1/ sq mi	28.2%
Maryland	3.77%	36.88%	594.8/ sq mi	37.3%

Source: CEDS 2016

Wholesale Trade

According to national growth projections, the wholesale trade industry is expected to grow over 5% from 2014 to 2024¹. The wholesale trade industry is dominated by a large number of relatively small businesses that employ fewer than 20 people. There are a few large firms, but these smaller wholesalers still hold majority of the jobs in the industry. Employment will continue to increase slowly as firms are starting to consolidate, eliminating the jobs of redundant workers. As technology evolves, certain jobs may be eliminated but there will also be a creation of new jobs. In this industry, the required education is a high school diploma, but employers are increasingly preferring postsecondary education for sales teams and management positions⁷. In the Lower Shore Workforce Region, there is a projection over 6% in employment growth from 2012-2022³.

In the wholesale trade industry, men and an older generation dominate the workforce. As workers near retirement age, there needs to be an increase of younger workers in the industry. Again, the Lower Shore has a high population of older workers. There can be an effort to recruit a younger and more diverse workforce in the area when positions open because of retirement. Sales representatives are one of the most represented occupations in the industry. Recently, Salisbury University has added a

⁶ https://www.bls.gov/emp/ep_table_102.htm

⁷ <https://collegegrad.com/industries/wholesale-trade>

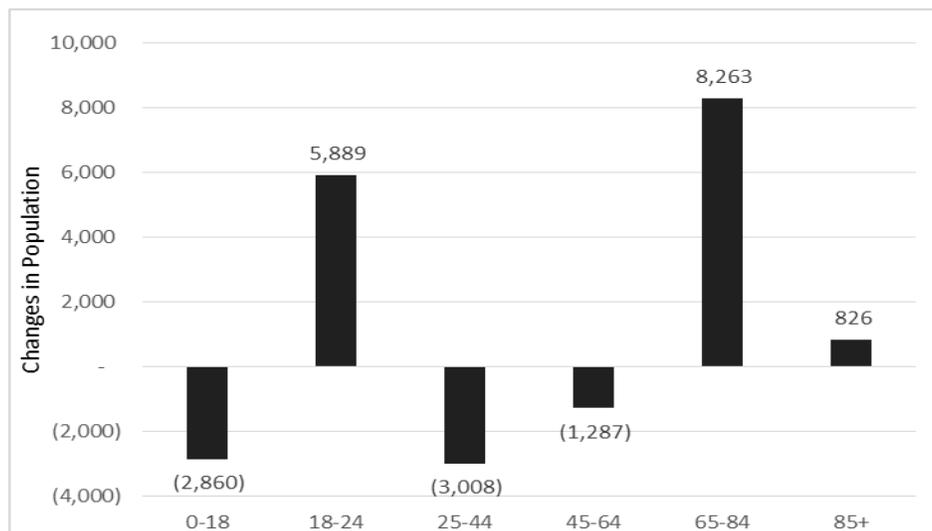
Professional Sales minor. Other local colleges and universities can also create a sales major/minor to encourage students to pursue a career in that area. In addition, schools can market certifications in sales such as the Certified Professional Manufacturers Representative (CPMR) and Certified Sales Professional (CSP) by offering the exams in conjunction with a sales class. Employees with certifications have a higher chance of being promoted within the industry. With the improvement of technology in wholesale trading, the Lower Shore Region has to keep up with the advancements by training students and retraining workers. Currently, the Lower Shore is lagging behind the rest of the state in technological innovation.

Real Estate, Rental and Leasing

The real estate, rental, and leasing industry has an expected growth rate of almost 5% from 2014 to 2024¹. The industry is increasingly influenced by technological advancements and significant demographic shifts. With Baby Boomers entering retirement, the different lifestyles of Millennials will shape the industry in the future. E-commerce is projected to increase in this industry as well. In the Lower Shore Region, the industry is expected to grow over 7.5% in total employment change.

An industry like real estate, rental, and leasing continues to grow as an economy expands. The Lower Shore region has to try to keep citizens between the ages of 21-45 in town. Currently that population is declining at a rapid rate (see Table VII). This “working class” will improve the economy because they are consumers. Recruiting entrepreneurs to migrate to the area will also help fill some of the jobs in this industry. The more businesses there are, the more renting and leasing of equipment like computers, consumer goods, and motor vehicles. Improvements in public education and regional infrastructure will continue to drive the growth in the industry.

Table VII: Population Change by Major Age Groups of the Eastern Shore



ANALYSIS: OCCUPATIONAL OUTLOOKS

Food Preparation and Serving Related

The food preparation and serving occupation includes jobs such as chefs, head cooks, first-line supervisors of food preparation, serving workers, food preparation workers, bartenders, counter attendants, waiters and waitresses, dishwashers, hosts and hostesses. Nationally, the mean hourly wage for individuals in this occupation is \$10.98, and the mean annual wage is \$22,850. In Maryland, the mean wage of food preparation and serving related occupations ranged from \$23,850 to \$28,690, so Maryland pays higher on average compared to the nation as a whole. Due to an aging population that prefers the convenience of eating out and having their meals prepared for them the food preparation and serving related occupations are expected to increase by 499 jobs from 2012 to 2022. This increase of .85% is one of the top ten occupations with the highest expected growth by total annual average openings.

Another factor affecting restaurant jobs is how many people are eating out instead of cooking meals at home. The Great Recession in 2008 resulted in individuals not eating out as much, but with the economy fully recovered, individuals are more financially stable and can afford to eat at restaurants more. With this upswing in demand for food from customers, restaurants are hiring more people to fill the demand. Especially in fast-casual dining, there has been an increase that creates more jobs for food preparation and serving related occupations. Some obstacles for individuals in this occupation is the trend toward technology in restaurants that are replacing human jobs and making more workers unnecessary. Some restaurants now have screens to place and pay for an order, as well as automated machinery in the kitchen so fewer workers are needed. In spite of this obstacle, food related occupations are still projected to increase in the coming years.

It is interesting to note that this part of Maryland on the Lower Eastern Shore generates a lot of the food through agriculture, yet it is not as successful as other parts of Maryland with initiatives such as Farm-to-Table and Farm-to-School. This suggests a last-mile gap in delivery which can greatly impact non-profit jobs. The Maryland Department of Agriculture has identified this as a gap and, in conjunction with Salisbury University, has applied for funding to increase the flow of food from Farm-to-Schools. In that funding application, the two major obstacles identified were insufficient number of qualified individuals, and funding to pay for such individuals' trainings and employment.

<https://www.bls.gov/oes/current/oes350000.htm>

<https://www.wsj.com/articles/dining-out-falls-victim-to-economy-1466983103>

Sales and Related

Sales related occupations includes jobs such as advertising sales agents, cashiers, insurance sales agents, real estate brokers and sales agents, retail sales workers, sales engineers, travel agents, securities/commodities/financial services sales agents, and wholesale/manufacturing sales representatives. The sales and related occupations are projected to increase by .65% from 2012 to 2022 and by 351 jobs. The national mean hourly wage for this occupation is \$18.90 with a mean annual wage of \$39,320. Maryland is slightly below that with an average hourly wage of \$18.64 and an average annual wage of \$38,780.

While more jobs are projected to become available, the occupation itself is becoming more challenging and facing obstacles in the market. One obstacle is the trend toward company globalization. Not only

does this require the salesperson to be more knowledgeable about various geographies, but they also face more competition from other salespeople in those geographies. A second challenge stemming from globalization is deteriorating customer loyalty. With so many options available, businesses do not have to stay with one salesperson. If someone better comes along, the company can switch. This has created an extra obstacle for salespeople because they are no longer just fighting to gain a customer, they are also fighting to retain the customers they have. However, in this dynamic and ever changing business world, the Lower Eastern Shore needs more salespeople and to keep up with the market which is why sales and related occupations is one of the top ten highest expected growth occupations.

The local community has identified sales as a growing industry as shown by Salisbury University's addition of a sales minor as well as the creation of the Mid-Atlantic Sales and Marketing Institute (MASMI). MASMI is a research and professional development center within the Perdue School of Business, Salisbury University. It has been established to prepare students for career opportunities in Sales and Marketing in collaboration with Industry partners. MASMI is one of only 23 such national sales centers in the United States. Initial Industry partners are seven corporate organizations who have pledged sponsorship for the Sales program. MASMI's goal is to be the pre-eminent Sales program across the Mid-Atlantic States of the United States of America. They will focus on training, identifying, recruiting, and promoting sales professional on The Shore, particularly in Business to Business sales.

<https://www.bls.gov/ooh/sales/home.htm>

<https://www.bls.gov/oes/current/oes410000.htm>

<http://www.salesforcerearch.com/bid/156253/3-Biggest-Challenges-Salespeople-Face>

Office and Administrative Support

The Office and Administrative Support occupation includes jobs such as bill and account collectors, bookkeeping, accounting, and auditing clerks, customer service representatives, financial clerks, desktop publishers, general office clerks, information clerks, material recording clerks, police, fire, and ambulance dispatchers, postal service workers, receptionists, secretaries and administrative assistants, and tellers. Nationally, the mean hourly wage is \$17.47 with a mean annual wage of \$36,330. The average hourly and annual wage for Maryland is higher than the national average at \$18.83 per hour and \$39,170 annually. Office and administrative support occupations are one of the top ten expected growing occupations by total annual average openings with a projected 336 additional openings from 2012 to 2022 equating to a .63% increase.

The Eastern Shore is now moving towards the adoption and diffusion of technology which will have an impact on these jobs. A struggle for this occupation is the continual advancement of technology that are expected to continually substitute or supplement office and administrative jobs either making a worker not needed or requiring fewer workers to complete the same tasks. This will slow the growth of the occupation over time on The Shore, however, due to an increasing emphasis on customer service and the continued need for people to handle routine administrative, correspondence, and accounting tasks an overall increase in job openings is expected from 2012 to 2022.

<https://www.bls.gov/ooh/office-and-administrative-support/home.htm>

<https://www.bls.gov/Oes/current/oes430000.htm>

<https://www.bls.gov/opub/mlr/2007/11/art5full.pdf>

Healthcare Practitioners and Technical Occupations

Healthcare Practitioners and Technical Occupations comprises a host of occupations ranging from chiropractors, pharmacists, laboratory technologists, and genetic counselors to medical technicians. Maryland employs over 164,000 people in this field with an average salary of \$83,580 (in 2015). Maryland is one of the highest paying states for these occupations ranking in the top 15 for annual average salaries for healthcare practitioner and technical occupations. Along with this, this field is predicted to continue to grow not only in Maryland overall but also substantially on the Lower Shore and is currently ranked fourth out of the top ten occupations with the highest expected growth on the Lower Shore through 2022.

Although a large portion of the occupations in this field that garner high average salaries require at a minimum a bachelor's degree there is a growing number of positions that only require either a high school diploma or equivalent, a post-secondary certificate or associate's degree. These positions include home health aides, occupational health and safety technicians, pharmacy technicians, dental assistants, EMTs, and radiologic and MRI technologists and therapists. These positions offer livable wage salaries and given the continued growth in the healthcare industry a stable and growing career track for employees.

The majority of the Lower Shore Region is experiencing elderly migration, particularly Worcester County. The number of residents aged 55-64 has been increasing steadily over the past decade on the Eastern Shore with the popular destinations being Wicomico and Worcester County on the Lower Shore. On the Lower Shore Worcester County has seen a larger than average influx of persons aged 55-74, due to migrations of residents from the Baltimore and Suburban Washington regions. Worcester and Dorchester County are in the top six jurisdictions in Maryland with the oldest median ages with Worcester having a median age of 48.1 and Dorchester with a median age of 43.3. This migration of older residents coupled with many residents aging in place (remaining on the Lower Shore as they retire) have been key components to the rising elderly population on the Eastern Shore, specifically the Lower Shore. This growth of elderly populations and residents on the Lower Shore presents a great opportunity for job growth and illustrates a need for workers to go into the healthcare industry. Unless more employees are trained in these occupations the Lower Shore will experience a massive employment gap in the coming years.

Opportunities for Collaborating Local Priorities:

- Continue to promote Wor-Wic's radiology technician, nursing, and healthcare certifications and degrees
- Other universities in the area continue to market and push for training in the healthcare industry (SU and UMES)
- Create a marketing message that helps to keep these students and employees on the Shore by showing opportunities for career growth, wage potential, other perks of staying on the shore.
- Continue to development economic opportunities and jobs for this industry

Sources:

<https://www.bls.gov/oes/current/oes290000.htm>

<https://www.bls.gov/ooh/healthcare/home.htm>

<http://livingwage.mit.edu/counties/24045>

<https://www.onetonline.org/find/family?f=29>

Education, Training and Library Occupations

As mentioned previously the education industry is expected to see a steady growth over the next 5 years (2017-2022). This industry also currently has an aging workforce which can provide a great opportunity for the Lower Shore. The universities on the Lower Shore offer great degree and certificate programs and there is a wide range of job and salary opportunities. Opportunities for earnings can average \$26,000 to \$93,000 per year and many positions offer job stability and a track for career growth. STEM positions are also predicted to be in high demand over the coming years, especially as current physics, biology, chemistry and math teachers reach retirement age. Therefore as stated previously, in the industry section, there will be a need for more high school and college educated young professionals.

Opportunities for Collaborating Local Priorities:

- Make the jobs around here more attractive to retain young professionals who go obtain educational degrees or related degrees that would fit well into this industry
- Push the low cost of living, quality of life and how salaries are comparable in different counties and states
- Work to raise the salaries of positions in the area, especially in the private schools if possible to attract more retention of young professionals

Sources:

<https://collegegrad.com/industries/educational-services>

<https://www.bls.gov/iag/tgs/iag61.htm>

Personal Care and Service Occupations

Personal Care and Service occupations includes occupations such as first line supervisors, attendants, make-up artists, concierges, tour guides, childcare workers, fitness trainers and other service industry occupations. This occupation is expected to see job growth in the local around of almost 2% which will provide potentially over 568 new job opportunities for residents of the Lower Shore. These occupations offer a livable wage and can range in salaries from \$18,000 for entry level pay, up to \$40,000 for average to experienced level pay.

As mentioned in previous sections, the Lower Shore is experiencing a growing aging in place population and an overall growth in population. This offers an opportunity for job growth in occupations such as entertainment attendants, hairdressers, nursing assistants, healthcare social workers, emergency medical technicians and paramedics, and home health aides. Many of these occupations are predicted to have faster than average growth and only require a certificate, associate's degree or other vocational training.

Opportunities for Collaborating Local Priorities:

- Continue to improve how vocational and trade classes and school are marketed
- Provide incentives for high school students or unemployed persons to go into these fields
- There is a lot of ambiguity about what type of job/career track people in this industry can have. Therefore crafting stories or having others share their experiences in this industry could be useful

(personal care services, community health workers, hair dressers, mechanics, etc.)

- Create resources for where these classes are offered in the area and the earning potential of these positions.

<http://siccode.com/en/naicscodes/81/other-services-except-public-administration>

<https://www.bls.gov/iag/tgs/iag81.htm>

<http://livingwage.mit.edu/counties/24047>

<https://www.onetonline.org/find/industry?i=81&s=3>

Building and Grounds Cleaning and Maintenance

Employment of building and grounds cleaning and maintenance occupations is projected to grow 6% from 2014 to 2024. More workers will be needed to keep up with increasing demand for lawn care, landscaping, and cleaning services from large institutions, including universities and corporate campuses. Many aging or busy homeowners also may need lawn care services to help maintain their yards⁸. In 2015, the median annual wage was lower than the median annual wage for all occupations. On the Lower Shore Region, the projected employment is to increase over 15% from 2012 to 2022.

On the Lower Shore, there is a growing population in those over the age of 65 (see Table III). Every year, there are couples migrating from other places to retire on the Lower Shore. Retirees have a higher tendency to need lawn care and maintenance services for their homes. They are willing to hire someone part-time to take care of duties that they can no longer do themselves. Also, there a lot of open areas in the region that need to be maintained (planting, mowing, fertilizing, etc.). The Lower Shore is rich in parks, nature walks, and bike trails that are used by the community. To attract workers to the occupation, there should be an effort to market the importance of “blue collar” work. Since these jobs can also be seasonal, local college and high school students can be a focus for recruiting purposes.

Great Outlooks on the LS⁹: Janitors and Cleaners (14%), Landscaping and Grounds-keeping (18%), Maids and Housekeeping Cleaners (13%)

Transportation and Material Moving

Transportation and material moving occupations group is projected to grow 5% from 2014 to 2024. An increased demand for shipping raw materials and finished products over highways, rail lines, and waterways should contribute to employment growth. However, technology and automation in warehousing enables better tracking and movement of items, which may supplant some functions of workers who move freight or stock¹⁰. The range of occupations within this group include taxi drivers and chauffeurs to commercial airplane pilots, with the fastest growing occupations being taxi drivers/chauffeurs and water transportation workers. The projected employment growth is over 9% for the Lower Shore Region from 2012 to 2022.

The Lower Shore can benefit mostly from the growth in the taxi and chauffeur business. The innovation of ride-hailing services through cell phone apps (i.e. Uber, Lyft) have changed the way we have thought

⁸<https://www.bls.gov/ooh/building-and-grounds-cleaning/home.htm>

⁹<https://mwejobs.maryland.gov/vosnet/drills/occupation/occdrill.aspx?enc=e7AKr7bjUGRBEdrMte14UV2Fvgm6l2Rul4blYZdPd4DNbKzDxS0a7l+tYJ+jEXkOLnbo4HmqIbE5x+3yBp7Ywt2HFbEje4QD//uMT+wQ4JslR6e7VI4kbfsjcVWNc1ShL8bhjtthsc3fHoJdxW5xAyZXzccs2HUS2XC4f3CA2E=>

¹⁰ <https://www.bls.gov/ooh/transportation-and-material-moving/home.htm>

about transportation. Urban areas are usually the target market for such transportation, but we are starting to see more ride hailing services in medium size cities because of the lack of public transportation. As the Lower Shore becomes more urbanized, there will be a natural increase in all transportation services and more people willing to add extra income by driving around other residents. With agriculture being so prevalent in the region, there are many opportunities for exportation to other areas. There are many farms on the Lower Shore that have partnerships with grocery stores and restaurants. Being a long-haul truck driver for big companies like Perdue Farms is a tough job, but can be rewarding. Many truck drivers are expected to retire in the coming years, creating more job opportunities. To attract more employees to the occupation, there can be incentives for a driver, such as more off days or providing lunch.

There is an expected growth for bus drivers on the Lower Shore as well. The demand for special-needs transportation will continue to increase because of the aging population. Like mentioned before, as the Lower Shore becomes more urbanized, there will be an increased need for transportation. Bus travel can still be a popular form of transportation due to the cheap fares and passenger conveniences such as Wi-Fi. For laborers and freight movers, workers will be needed to move materials in nearly all sectors of the economy. Those employed as packagers in warehouses are expected to experience some employment gains as the industry grows.

Great Outlooks⁸: Bus Drivers (19%), Laborers and Freight Movers (11%), Packers and Packagers (26%)

Installation, Maintenance, and Repair

Employment of installation, maintenance, and repair occupations is projected to grow 6% from 2014 to 2024. In 2015, the median annual wage for installation maintenance, and repair occupations were higher than the median wage for all occupations⁹. There are many occupations within this group, but the occupations that are expected to see the highest growth in Maryland are HVACR technicians, industrial machinery mechanics, medical equipment repairers, and automotive service technicians and mechanics. The Lower Shore Region expects a growth rate of almost 9% in installation, maintenance, and repair occupations from 2012 to 2022.

Industrial machinery mechanics and general maintenance and repair workers have some of the highest growth rates in the Lower Shore. For industrial machinery mechanic, the increased adoption of sophisticated manufacturing machinery will require more mechanics to keep machines in good working order. Programs like EARN and CaRe are focusing on developing the skills needed to become mechanics for residents of the Lower Shore. For general maintenance and repair worker, increasing home prices and sales may drive demand for remodeling and maintenance work. Because homeowners typically prefer to remain in their homes as they age, demand may increase for workers as the large Baby-Boom Generation nears retirement in the area. Implementing training programs in the community for recent graduates and high school students can help fill the additional jobs in need.

Great Outlooks⁸: Industrial Machinery Mechanics (21%), Security & Fire Alarm Installers (25%), Maintenance and Repair Workers (8%)

Production

Employment of production occupations is projected to decline nationally at 3% from 2014 to 2024. Technological advancements are replacing many of the manufacturing workers that make up a large share of the production occupations. Fewer workers are needed in the manufacturing sector as many

processes have become computer-controlled⁹. However in the Lower Shore Region, there is a projected growth rate of 4% from 2012 to 2022.

Team Assemblers are one of the growing occupations on the Lower Shore. The administrative and support services industry is projected to gain jobs over the decade as demand for temporary help services experiences growth. Automation will replace workers in operations with a large volume of simple, repetitive work, but intricate product manufacturing and complicated techniques often cannot be automated. The use of team production techniques has been one factor in the continuing productivity growth of the manufacturing sector, boosting output and improving the quality of goods. Like mentioned before, implementing training programs in the community for recent graduates and in high schools can narrow the gap for jobs in need.

Great Outlooks⁸: Inspectors, Testers... (8%), Team Assemblers (13%)

WDB CONCLUSION

The Lower Shore Workforce Development Board will continue to prioritize the healthcare industry due to demand as well as the available career pathways and sustainability of careers. Recently, projects regarding construction, trades, and hospitality have been discussed and will be further explored for development.

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

DATA

In analyzing the knowledge and skills needed to meet the employment needs of businesses, LSWA relies in part on data available in Maryland Workforce Exchange (MWE) regarding advertised jobs: education levels, experience in the job, and job skills. While the information in Tables VIII through x represents data from only a single day in MWE, real job listings are reflected. This information can be used to open up dialogue with businesses to confirm which knowledge and skills are in-need in specific industry sectors.

Table VI: Education Requirements on Advertised Jobs		
The table below shows the minimum required education level on job openings advertised online in Lower Shore Workforce Region, Maryland on July 31, 2016.		
Minimum Education Level	Job Openings	Percent
No Minimum Education Requirement	61	13.80%
High School Diploma or Equivalent	252	57.01%
2 Years of College or a Technical or Vocational School	2	0.45%
3 Years of College or a Technical or Vocational School	1	0.23%
Vocational School Certificate	13	2.94%
Associate's Degree	21	4.75%
Bachelor's Degree	83	18.78%
Master's Degree	8	1.81%
Specialized Degree (e.g. MD, DDS)	1	0.23%
<i>Source: Maryland Workforce Exchange (Education and Training Data)</i>		

Table IX: Work Experience Requirements on Advertised Jobs		
The table below shows the minimum required work experience on job openings advertised online in Lower Shore Workforce Region, Maryland on July 31, 2016.		
Minimum Experience	Job Openings	Percent
Entry Level	120	42.7%
Less than 1 Year	21	7.47%
1 Year to 2 Years	102	36.3%
2 Years to 5 Years	35	12.46%
5 Years to 10 Years	3	1.07%
<i>Source: Maryland Workforce Exchange (Advertised Jobs Data)</i>		

Table X: Advertised Job Skills	
The table below shows the top five advertised detailed job skills found in job openings advertised online in the Lower Shore Workforce Region, Maryland on July 31, 2016.	
Rank	Advertised Detailed Job Skill
1	Customer Service Skills
2	Problem solving
3	Interpersonal skills
4	Flexibility
5	Time management
<i>Source: Maryland Workforce Exchange (Advertised Jobs Data)</i>	

ANALYSIS

To meet the needs of businesses in the local area there is a two-fold approach that must be taken based on the knowledge and skill set requirements that must be provided and taught to potential employees in the area. On the Lower Shore there is a growing population of English Language Learners (ELL) or people who speak English as their second language. In the 2014-2015 school year there were over 660 ELL students in Wicomico County schools. This number has more than tripled from 20 years ago in the county. Although Wicomico County has the highest number of ELL students on the Shore, this is not unique to Wicomico County. Other counties in the Lower Shore are experiencing a growth in the number of ELL students and workers with Spanish being the primary language ELL’s speak, followed by Creole and Korean (see Table XI). This data illustrates that the Lower Shore workforce and communities are changing. In order to meet the employment needs of the businesses in the Local Area the growing population of ELL must be attended to. More English language trainings and curriculums will need to be implemented in the schools and universities in the area, but also adult English Language trainings must be provided. In many cases ELL struggle to find employment due to these language barrier issues even if they are qualified for the position. Current local actions being taken are an increase in hiring teachers that are bi-lingual or having more staff within schools that are either translators or are bi-lingual. On the university and community level there is Bievenidos a Delmarva, a network of over 75 organizations that work with non-native born residents on the Delmarva Peninsula. Their goal is to be better prepared to meet the rapidly changing needs of the immigrant communities on the Shore through training, language education and working in partnership these communities.

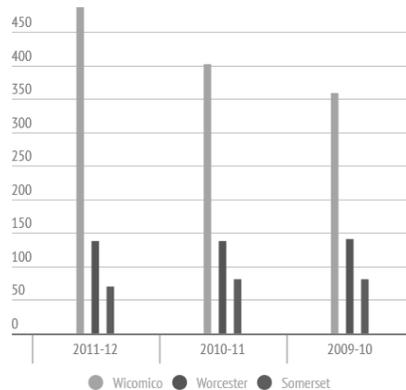
To prepare the workforce, there is a need for the education and training gap of soft skills. In the top five advertised job skills sought after in job openings on the Lower Shore customer service skills,

interpersonal skills and time management were number one, three and five respectively. For the Maryland EARN Program, area Community Colleges and strategic industry partnerships which represents a cross section of local business also identified soft skills as a skills gap of employees moving into the workforce.

However many graduates are not adequately trained and equipped with the necessary soft skills to succeed at their job. Given that the majority of the job openings in the local area only require a high school diploma or equivalent and are either entry level positions or positions that require 1-2 years of work experience the gap in knowledge and skills needed to meet employment needs of businesses is in many ways largely due to a lack of soft skills by potential employees. In order to reduce this skills gap, trainings on soft skills either through workshops, classes or lessons that are built into the curriculum in classes has to be implemented. These soft skills requirements are a need in all of the in-demand industries and occupations in this area. In the three lower counties health care, manufacturing and accommodation and food service are some of the largest employers in local area. These industries are also in the top ten for highest projected growth in the area. In Worcester County specifically the arts, entertainment and recreation industry is also a major employer in the area. All of these industries require soft skills including customer service skills, interpersonal skills and a high degree of time management skills. Improving the skill set of potential employees in this area will help to meet the needs of in-demand industries, occupations and employers in this the Local Area.

Table XI: ELL Public School Enrollment

Enrollment in English Language Learner classes for Wicomico, Worcester and Somerset counties



Since 2009, Wicomico County Public Schools saw the greatest increase in ELL enrollment of the three Lower Shore counties.

Sources:

<http://www.delmarvanow.com/story/news/local/maryland/2014/10/22/changing-faces-schools-salisbury/17742919/>

<https://infogr.am/Enrollment-in-English-Language-Learner-classes-for-Wicomico-Worcester-and->

Somerset-counties

<http://dllr.maryland.gov/lmi/emplists/worcester.shtml>

<http://dllr.maryland.gov/lmi/emplists/wicomico.shtml>

<http://dllr.maryland.gov/lmi/emplists/somerset.shtml>

<http://dllr.maryland.gov/lmi/countyfacts/counties/WorcesterCounty.html>

<http://dllr.maryland.gov/lmi/countyfacts/counties/WicomicoCounty.html>

<http://dllr.maryland.gov/lmi/countyfacts/counties/SomersetCounty.html>

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

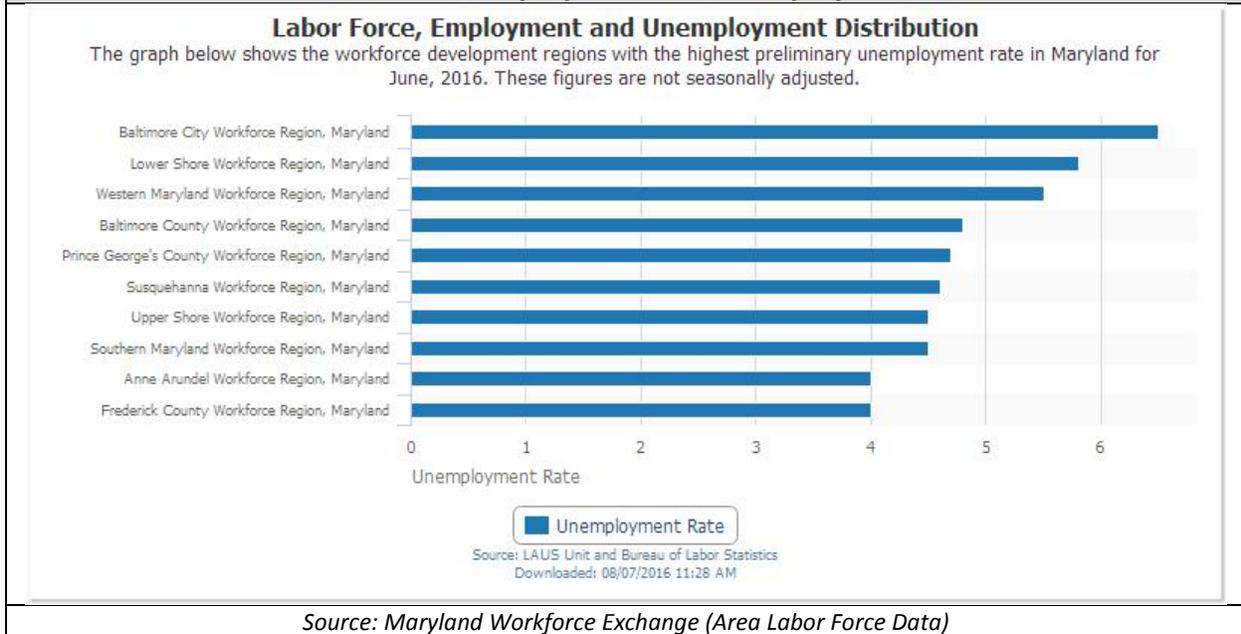
DATA

Employment and unemployment figures in Maryland for June 2016 show the following:

Table XII: Area Labor Force, Employment and Unemployment Data				
The table below shows preliminary estimated labor force, employment and unemployment information in Lower Shore Workforce Region, Maryland for June, 2016. These figures are not seasonally adjusted.				
Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Lower Shore Workforce Region	93,273	87,873	5,400	5.8%
Maryland	3,194,209	3,049,199	145,010	4.5%
<i>Source: Maryland Workforce Exchange (Area Labor Force Data)</i>				

The unemployment rate on the Lower Shore is consistently higher than that of Maryland overall. In fact, the Lower Shore had the second highest unemployment rate of all workforce regions in June 2016.

Table XIII: Labor Force, Employment and Unemployment Distribution



In analyzing the local workforce, LSWA relies on reports available in Maryland Workforce Exchange regarding the levels of education and skills of job seekers. Like Tables XIII – X, the information represented in Tables XIV and XV can be used as a starting point in discussions with employers regarding their needs. This information can be used by the Workforce Development Board to make decisions regarding the use of WIOA funds in the area.

Table XIV: Work Experience Levels of Available Candidates

The table below shows the experience levels of potential candidates in Lower Shore Workforce Region, Maryland on July 31, 2016.

Minimum Experience	Potential Candidates	Percent
Less than 1 year	873	9.26%
1 Year to 2 Years	394	4.18%
2 Years to 5 Years	1,022	10.85%
5 Years to 10 Years	1,679	17.82%
More than 10 Years	5,456	57.90%

Source: Maryland Workforce Exchange (Work Experience Data)

Table XV: Education Level of Available Candidates

The table below shows the education levels of potential candidates in Lower Shore Workforce Region, Maryland on July 31, 2016.

Minimum Education Level	Potential Candidates	Percent
Less than High School	210	2.23%
High School Diploma or Equivalent	2,852	30.30%
1 to 3 Years at College or a Technical or Vocational School	1,774	18.85%

Vocational School Certificate	1,014	10.77%
Associates Degree	781	8.30%
Bachelor's Degree	1,755	18.64%
Masters Degree	799	8.49%
Doctorate Degree	152	1.62%
Specialized Degree (e.g. MD, DDS)	76	0.81%
<i>Source: Maryland Workforce Exchange (Education and Training Data)</i>		

Although the work experience and education levels represent only potential candidates registered in MWE, a long-term look at these reports can provide an overall picture of the available workforce. Additionally, by comparing the reported needs of employers to the reported characteristics of the workforce, the Workforce Development Board can determine where there are gaps and develop relevant strategies for preparing the workforce.

ANALYSIS

The Lower Eastern Shore has responded to the work experience levels of available candidates and education level of available candidates in a myriad of ways including the Comprehensive Economic Development Strategy for the Lower Eastern Shore of Maryland (CEDS), Career Readiness Program (CaRe) from the Eastern Shore of Maryland Education Consortium (ESMEC), and the Regional Economic Development team (RED).

CEDS is a document revised annually and published by the Tri-County Council to identify and discuss a strategic plan for the Lower Eastern Shore in the upcoming year. The document is centered on the four main goals identified for the Lower Eastern Shore including: sustain and diversify the economy, improve workforce trainings and skills, ensure appropriate infrastructure, and maintain and improve region’s quality of life. Goal two (improve the work force trainings and skills) states “We will ensure that workers of all ages have access to the education and training needed to succeed in both our existing industries and in the new industries we seek to attract.” Also included in the document are specific short-term action steps to achieve each goal. Goal two contains six action steps for improving workforce training and skills:

1. Investigate a web-based feedback loop whereby employers can be surveyed on their workforce needs and specific skills needs and available jobs can be communicated to 1) potential employees throughout the State and 2) regional education/training institutions, including K-12 and higher education institutions.
2. Pursue a health care training initiative
3. Support dual enrollment (whereby high school students take college-level classes for college credit) between high schools and higher education institutions
4. Encourage, expand, and pursue funding for internships, apprenticeships, and co-ops
5. Provide comprehensive space centrally located in the regional district that is easily accessible and satisfies workforce training and business development needs and programs.
6. Pursue education/training funds for middle-income population that does not qualify for other assistance.

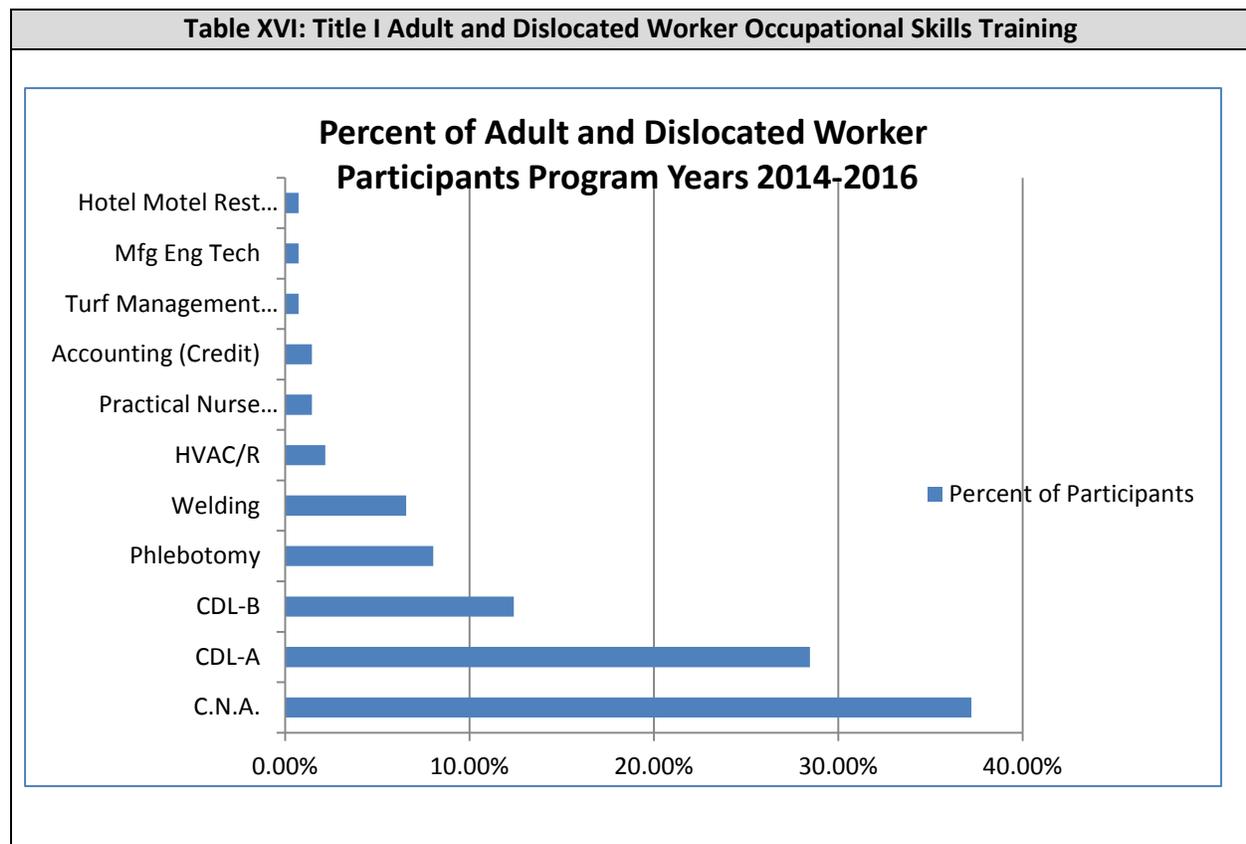
The Lower Eastern Shore also has initiatives and groups in place to address local needs and gaps such as

the employment gap. Two initiatives include Grayshore, which addresses the aging population and Bienvenidos, whose mission is to help facilitate service provision to and communication with the immigrant communities on the Delmarva Peninsula. Some other groups include the Chamber of Commerce who develops economic workforce forecasts, ShoreTrend Surveys, and the Regional Economic Development Team (RED).

(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.

DATA

Wor-Wic Community College is the only WIOA-eligible training provider located in the Lower Shore Workforce Development Area. Therefore, Title I Adult and Dislocated Worker participants enroll in Occupational Skills training programs through the college.



The number of courses offered currently meets the demand of Title I job-seeker customers.

Strengths of local workforce system:

- Strong relationship with the local community college (the only local provider on the Eligible Training Provider List), allowing for open dialog regarding training needs;
- Long history of co-location of multiple workforce partners, allowing an ease in coordination of

services;

- Quarterly AJC Leadership meetings allowing for discussion of opportunities and sharing of program offerings;
- Quarterly Business Services meetings allowing for sharing of best practices in meeting workforce needs of businesses.

Opportunities for improvement in the local workforce system:

- Assessment of the workforce needs of businesses;
- Assessing opportunity for additional courses to be added to the ETPL;
- Increased enrollment in Title I Adult and Dislocated Worker Training Services
- Increased variation in training choices amongst participants.

ANALYSIS

Over the past three years, employers on the Lower Shore have worked with Maryland's Department of Labor, Licensing, and Regulation (DLLR) to bridge the skill gap for in demand jobs through strategic industry partnerships (SIP).

EARN Maryland aims to: (1) address the demands of businesses by focusing intensively on the workforce needs of a specific industry sector over a sustained period, (2) address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or growing middle class jobs, (3) encourage mobility for Maryland's most hard-to-serve jobseekers through job readiness training which may include GED preparation, occupational skills development, literacy advancement, and transportation and child care components. The following partnerships are on the Lower Shore to provide education and skills needs for employers in the area.

MD Offshore Wind Strategic SIP

Employer partners in the Maryland Offshore Wind SIP identified welding as the largest, most immediate need within their industry. In 2016, the partnership opened a training center on the Eastern Shore. The program provides 13 weeks of instruction coupled with on-the-job experience. Students have the opportunity to earn the American Welding Society (AWS) certification.

MD Manufacturing Bootcamp

The Maryland MEP is reaching entry level and incumbent workers across Maryland. Manufacturers describe a need to find ready and willing entry level workers. To meet this need, MMEP implemented its boot camp program, aimed at teaching basic manufacturing, employability and life skills.

Rapid Advanced Manufacturing Skills Partnership

Many employer partners expressed concern with the increasingly aging workforce in the manufacturing industry. The problem is two-fold: there is no pipeline of workers to fill the positions of retiring workers and the existing employees lack leadership skills to fill the gaps of retirees. To combat this, the partnership piloted an internship program for 11 college students meant to identify and attract new talent in to the manufacturing industry. The partnership is also providing leadership training to 15 incumbent workers to further develop skills.

Ready to Care

Eastern Shore Area Health Education Center is leading the charge to train healthcare workers on the

Upper and Lower Shore. Employers express great demand for Certified Nursing Assistants and Geriatric Nursing Assistants. Incumbent workers completed an eleven-hour course in Behavioral Health, which included fundamentals of behavioral health, Introduction to Recovery, Resilience, Wellness and Recovery Action Planning, Motivational Interviewing and Illness Management Recovery. Successful completers received a Mental Health First Aid Certification.

Committee to Expand UAS Employment

This partnership is training entry-level technicians in the Unmanned Aerial Systems (UAS) industry. The training, which lasts four weeks, consists of classroom and field training. Three weeks of classroom training includes pre-flight, post-flight, checklists, basic inspections, line 24 replacement, ground control and basic flight operations. Following completion of classroom training, participants spend two weeks in field training to apply what they have learned in the classroom. At the end of field training, participants are given their competency log, which outlines their training, so that they are able to present this to a prospective employer.

Marine Trades Industry Partnership

With an aging workforce, the marine trades industry faces an impending shortage of workers. This unique partnership awards successful completion of job readiness for entry-level workers with paid internships, providing vital on-the-job experience.

Building Employer-led Alliances for Careers in Hospitality (BEACHES)

This partnership is comprised of employers, associations and economic development entities in the Eastern Shore hospitality and tourism industry, with a focus on Worcester County and Ocean City. Employer partners identified a need to train entry level and incumbent frontline workers for supervisory training, putting these workers on a career path towards full-time hospitality management.

EARN Maryland is a competitive workforce development program that is industry-led and regional in focus. It is based on a proven strategy for helping businesses cultivate the skilled workforce they need to compete. It is flexible, innovative, and it is designed to ensure that Maryland employers have the talent they need to compete and grow in an ever-changing 21st century economy. This approach is employer and demand driven as compared to many other approaches that are trainer or agency driven. It focuses design and implementation control on a highly engaged and fully collaborative partnership between employers (current and potential) and the lead applicants of the program.

Within the EARN program, there are weaknesses. There are second tier problems including lack of apprenticeships and the training is not targeted towards high school students. ESMEC will start the CaRe Program to bridge that gap on the Lower Shore. With the pilot program expected to start during the 2017-2018 school year, local high schools will choose between five and ten students that will work with employers in the area to gain skills for future employment. The partnership between school district and employers will be similar to the EARN program, allowing the employer to have influence on training sessions.

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

The vision of the Lower Shore Workforce Development Board is to prepare individuals within the three counties (Wicomico, Worcester, Somerset), in partnership with businesses and educational providers, to enter the workforce by providing training programs that empower employees with skills needed to obtain gainful employment in the local market.

The Workforce Development Board identified the following priorities during a strategic planning session in 2014 in preparation for the transition to WIOA:

- 1) Strengthen partnerships with industry sectors to make strategic decisions about training and other workforce development needs based on high demands and trends;
- 2) Sustain the organization through diversification of funding;
- 3) Improve internal collaboration between partners in the American Job Center;
- 4) Fill vacancies and maintain engagement of board members.

During the development of this local plan and having received additional guidance in the form of Training and Employment Guidance Letters (TEGLs), WIOA Final Regs, WIOA FAQ's and Maryland Policy Issuances (MPIs) related to the implementation of WIOA, the board recognizes that its first priority must be to improve business engagement and is committed to taking part in the following activities to reach that goal:

- Strengthen relationships with Economic Development and Chambers of Commerce partners
- Re-activate the WDB's Business Partnership sub-committee to reach out to local businesses for their involvement
- Fill future board vacancies with strategic industry group representatives
- Develop policies so that staff may engage businesses in customized training, incumbent worker opportunities, on-the-Job training, and apprenticeships

LSWA strives to meet or exceed performance goals at all times. With all new measures created under WIOA, technical assistance is expected in order to fully train staff on the definitions of the new measures as well as the negotiated goals. Any changes in service strategy suggested due to the new goals will be discussed with the Board.

As listed in Section 10(D) as well as Maryland Policy Issuance 2017-5, locally negotiated performance goals for PY16 and PY17 are:

WIOA Performance Metrics	Negotiated Goals for PY2016 and PY2017
Adult	
<i>Employment Rate 2nd Quarter after exit</i>	72%
<i>Employment Rate 4th Quarter after exit</i>	70%
<i>Median Earnings 2nd Quarter after exit</i>	\$5,000
<i>Credential Attainment within 4 Quarters after exit</i>	57%
Dislocated Worker	
<i>Employment Rate 2nd Quarter after exit</i>	80%

<i>Employment Rate 4th Quarter after exit</i>	75%
<i>Median Earnings 2nd Quarter after exit</i>	\$5,000
<i>Credential Attainment within 4 Quarters after exit</i>	55%
Youth	
<i>Employment or Placement Rate 2nd Quarter after exit</i>	60%
<i>Employment or Placement Rate 4th Quarter after exit</i>	60%
<i>Credential Attainment within 4 Quarters after exit</i>	60%
Wagner-Peyser	
<i>Employment Rate 2nd Quarter after exit</i>	55%
<i>Employment Rate 4th Quarter after exit</i>	55%
<i>Median Earnings 2nd Quarter after exit</i>	\$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).

WIOA partners plan to meet monthly to establish procedures for collaboration. The goal will be to identify a need and then work through a resolution before moving on to another need. It is imperative to involve both leadership and front line staff.

The partners have already identified the following topics:

- Staff cross training
- Data sharing
- Referral process
- Common intake
- Shared calendar of events
- Communication mechanism for all staff
- Case management collaboration/leveraging of resources for individual participants

These meeting are expected to begin in the Spring of 2017 and will be coordinated by the Lower Shore Workforce Alliance.

SECTION 2: ALIGNMENT OF THE LOCAL WORKFORCE DEVELOPMENT SYSTEM

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

Section 121(b)(1)(B) identifies the entities that are required partners in the local one-stop system. The majority of these partners provide services throughout the tri-county area. Partners currently co-located at the One-Stop Job Market are: Title I Adult, Dislocated and Youth, Title I Migrant and Seasonal Farmworkers, Title III Wagner-Peyser (including Migrant and Seasonal Farmworkers), Adult Education and Literacy, Vocational Rehabilitation, TAA, JSVG, and TANF. Many of these programs were also previously co-located beginning in 2002 at a different location. Recognizing the value of co-location, the partners have worked together through quarterly Leadership Group meetings. In order to accelerate alignment and collaboration, monthly meetings amongst the partners will begin in the Spring of 2017 to address points of progress under WIOA. Partners are committed to continuing the monthly meetings until all projects are completed. Examples of anticipated projects include common intake, customer flow, data sharing, staff cross training, and a formal referral process.

Required One-Stop Partner Entity	Local Provider Name	Local Partner Yes/No	Co-location Yes/No
Title I Adults	LSWA	Yes	Yes
Title I Dislocated Workers	LSWA	Yes	Yes
Title I Youth	LSWA	Yes	Yes
Title I Job Corps	Job Corps	Yes	No
Title I YouthBuild	None	N/A	N/A
Title I Native American	None	N/A	N/A
Title I Migrant and Seasonal Farmworkers	Telamon Corporation, through the National Farmworker Jobs Program	Yes	Yes
Title III Wagner-Peyser, including Migrant and Seasonal Farmworkers	DLLR	Yes	Yes
Adult Education and Literacy	Three providers: Wor-Wic Community College, Worcester County Public Schools, and Somerset County Public Schools	Yes	Yes (Wicomico)
Vocational Rehabilitation	Maryland State Department of Education, Division of Rehabilitation Services (DORS)	Yes	Yes
Senior Community Service Employment Program	MAC, Inc. Senior Employment Services	Yes	No
Carl D. Perkins Career and Technical Education Act	No employment and training programs in area	N/A	N/A
Trade Adjustment Assistance	DLLR	Yes	Yes

Jobs for Veterans State Grant	DLLR	Yes	Yes
Community Services Block Grant	SHORE UP! Inc.	Yes	No
Housing and Urban Development	No employment and training programs in area	N/A	N/A
Unemployment Compensation	DLLR	Yes	No
Second Chance Act	None	N/A	N/A
Temporary Assistance for Needy Families	Three providers: Department Of Social Services in each county	Yes	Yes (Wicomico)

(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).

Expanding access to employment, training, education and supportive services will begin with gaining an understanding of the services each partner agency provides. Once the services are identified, a group strategy can be developed to expand access to all workforce services for all participants.

Informal referrals are often given between agencies so that each individual may receive the most accurate and direct assistance possible. Development of a formal referral process is expected during partner meetings which will begin in the Spring of 2017 and which will serve the purpose of developing greater collaboration and progress under WIOA.

Individuals with barriers to employment should greatly benefit from agency cooperation by connecting those individuals to additional services. Increased co-enrollment will also be a direct benefit of analyzing the existing services available, since a knowledgeable staff will play a key role in facilitating the coordination of services as well as linking participants to post-secondary activities.

The state plan identifies Maryland’s targeted populations as:

- Displaced Homemakers
- Eligible migrant and seasonal farmworkers
- Ex-offenders
- Homeless individuals
- Low-income individuals, including those receiving public assistance
- Native Americans, Alaska Natives, and Native Hawaiians
- Individuals with disabilities, including youth
- Older individuals
- Individuals facing substantial cultural barriers
- Individuals who are English language learners
- Individuals who are unemployed
- Individuals who are long-term unemployed
- Individuals who have a low level of literacy
- Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act

- Individuals without a high school diploma
- Single parents, including single pregnant women and non-custodial parents
- Veterans
- Youth who are in or have aged out of the foster care system

Career pathways development will need to include the participation of the local education system as well as the workforce system. LSWA has current policies that support the stacking of credentials to support healthcare career pathways with an eye on expanding the opportunity for career pathway development to other industries.

The American Job Center Leadership Group, consisting of partner representatives, meets quarterly to share updates and discuss collaborative efforts.

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

In order to gain core partner input in the formulation of the local plan, three workgroup meetings were held with attendance by representatives of the local board, Wagner-Peyser, Division of Rehabilitation Services, Department of Social Services and Adult Education from all three counties. Working drafts were shared with partners throughout the writing process for assistance in editing. A thirty day public comment period was provided by listing announcements in the local paper directing individuals to lswa.org for the document. Instructions for submitting comments were included.

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

LSWA participates with partners in serving businesses via the Lower Shore Business Services Team which meets quarterly and includes members from Economic Development offices, Small Business Development, Division of Rehabilitation Services, Department of Labor, Licensing and Regulation, Department of Social Services, Chambers of Commerce, Wicomico Library and more. Information and resources are shared at the quarterly meetings and through the email distribution list. LSWA will assist in strengthening this group to include regular business participation. Additional development of specific strategies will continue through the summer of 2017 with an eye on fully launching new or modified strategies in the fall.

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

The Business Services Team has a strong partnership within its members. In discussing the development of this plan, partners recognize the need to engage regular business member attendance at these meetings. A strategic effort will be made to improve employer engagement in this group.

Additionally, the Steering Committee of the Workforce Development Board is committed to reviewing the role and effectiveness of its' Business Partnership Subcommittee. The purpose of that subcommittee is to engage businesses so that workforce services can be delivered based on employer needs. In combination with the Steering Committee and the full WDB, this group will lead the businesses services strategy of the board.

- **To support a local workforce development system that meets the needs of businesses in the Local Area - Demand approach, Industry Sector Partnerships, Business;**

Staff regularly participates in industry advisory groups established by the Chambers of Commerce, Wor-Wic Community College, and Tri-County Council. Inclusion in these groups opens up opportunities to support the efforts of others in the community and to collect information that could be useful in serving both businesses and job-seekers. Staff will continue to attend these meetings and will provide relative feedback to the Business Partnership Subcommittee. LSWA is committed to partnering on and/or supporting local initiatives such as EARN Maryland which provides funding for industry-focused job training needs.

- **To better coordinate workforce development programs and economic development;**

Economic development leaders in the community participate in the Business Services Team and have representation on the Workforce Development Board. LSWA's Workforce Director has begun meeting with local ED leaders to explore ways to strengthen the relationship between the efforts of the workforce development system with those of economic development goals in the area.

- **To strengthen linkages between the American Job Center (AJC) delivery system and Unemployment Insurance programs.**

Recipients of Unemployment Insurance (UI) are required to enroll in Maryland Workforce Exchange and can do so on location at the AJC or online anywhere. Additionally, Unemployment Claimants participate onsite in *Reemployment Services and Eligibility Assessment* and *Reemployment Opportunities Workshop* events administered by Wagner-Peyser, bringing individuals into the AJC and exposing them to services they may be able to engage in. Encouraging open communication between UI and AJC partners increases access to AJC services as well as partner awareness of UI compliance requirements.

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

EARN Maryland is a state-funded grant program designed to help businesses cultivate a skilled workforce. LSWA is an active partner in two unique EARN projects: the *Committee to Expand UAS Employment* which trains individuals to enter the Unmanned Aircraft Systems (UAS) industry and the EARN Welding Program, which provides participants with entry level welding skills.

When the opportunity arises, incumbent worker training, OJT and customized training contracts are developed. Although participation on the Lower Shore Business Services Team as well as industry advisory groups allows LSWA to contribute to a variety of business related strategies, the Workforce Development Board should review current projects and create a strategy for strengthening these services and developing more comprehensive approaches to meeting the needs of businesses through sector strategies, integrated education and training, and career pathways initiatives.

(F) A description of how the Local Board will coordinate workforce development activities carried out

in the Local Area with economic development activities carried out in the Local Area in which the Local Area (or planning region) is located, and promote entrepreneurial skills training and microenterprise services.

Economic development representatives are members of the Workforce Development Board as well as the Lower Shore Business Services Team, allowing the exchange of pertinent information as well as the opportunity for input on services and strategies.

There are three county ED offices as well as a regional ED representative of the Department of Commerce within the tri-county area. LSWA's Workforce Director has discussed strengthening relationships between workforce and economic development with some but not all of the offices. During the summer of 2017, these efforts will continue with the goal of working more closely together to support businesses and job seekers.

As a division of Tri-County Council, LSWA has participated in the development of the regional Comprehensive Economic Development Strategy and participates in the workforce goals outlined within that document. The most recent CEDS document is available at lowershore.org.

The local area has a robust network for those interested in small business development, including:

- Worcester County's Small Business Incubator: chooseworcester.org/small-business-incubator/
- Salisbury University's Small Business Development Center: marylandsbdc.org/eastern/index_eastern.php
- HotDesks: hotdesks.org
- Maryland Capital Enterprises: marylandcapital.org
- LAUNCH/SBY: launchsby.org
- M4Reactor: m4reactor.org

For individuals interested in entrepreneurship and microenterprise, the workforce system is able to make referrals to these resources for assistance.

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

In addition to the support services described in Section 4 regarding reimbursement for costs associated with training, staff routinely provide informal referrals so that individuals may seek out other support while in participation. Partners have agreed that a formal referral process should be developed. The referral process and coordination of supportive services will be included as topics for development during the partner workgroup sessions described in Part A of this section. Data sharing restrictions continue to prevent our ability to fully leverage and coordinate resources.

LSWA will reach out to the Local Management Boards in all three counties no later than the second quarter of 2018 in order to determine how the agencies can support one another.

(H) A description of how the Local Board intend to provide a greater business voice in the delivery of

workforce development activities carried out in the Local Area. The description should include how the Local Board will engage businesses on decisions regarding the type and content of training activities.

LSWA will continue to participate in the Business Services Team and existing industry advisory groups. Additionally, the board guidelines list the following sub-committee description:

Business Partnership Committee: The Business Partnership Committee is a standing committee of the WDB. The Committee is chaired by a member of the Advisory Board and may include others who are not members of the Board but who have been determined to have the requisite expertise and experience on local employer needs.

The role of the Business Partnership Committee includes, but is not limited to, the following actions:

1. To develop effective linkages with employers or their intermediaries to encourage employer utilization of the local workforce system,
2. To educate the Board and local leaders on the workforce needs of local employers,
3. To meet with local business leaders to identify ways the workforce system can accommodate their workforce needs while providing training opportunities for local customers,
4. To complete other tasks as assigned by the full Board.

In reviewing the effectiveness of employer relationships, the Workforce Development Board will evaluate the status and value of this group and make changes as necessary to the goals and operation of the subcommittee. Additional development of specific strategies will continue through the summer of 2017 with an eye on fully launching new or modified strategies in the fall.

(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.

Participation in industry advisory groups is key to success in promoting and cultivating industry-led partnerships. LSWA is an active partner in two EARN grants and would support additional projects. EARN grants are often able to tap into emerging industries in innovative ways. Whether cooperating in projects by acting as fiscal agent, providing participants, allowing the use of the AJC location or in another supportive manner, LSWA continues to encourage alternative workforce training opportunities in the area.

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

While not engaged in formal agreements with faith- and community-based organizations, LSWA is supportive of these efforts. The Mobile One-Stop regularly visits CBO locations and is available upon request for special events hosted by CBOs or FBOs. Current or past locations include: Diakonia Inc, Atlantic Club, Woodrow Wilson Community Center, Asbury United Methodist Church, Maryland Coalition of Families, Women 2 Women Day, Crisfield Community May Day, and Salisbury Annual Day in the Park.

SECTION 3: AMERICAN JOB CENTER DELIVERY SYSTEM

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

The local area includes one comprehensive center located at 31901 Tri-County Way, Salisbury MD 21804. Information about the center is available by calling 410-341-6515 or visiting onestopjobmarket.org. The current One-Stop Operator is Department of Labor, Licensing and Regulation (DLLR) through the local Labor Exchange Administrator. The selection of a new operator will be completed by July 1, 2017.

An additional access point is available in Princess Anne at 30397 Mt. Vernon Road, 410-677-4261. Through collaboration between LSWA, DLLR, and Somerset County Department of Social Services, the office is staffed and computers are available for job search activities.

(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.

Customer Flow

All individuals entering the One-Stop Job Market/American Job Center check in at the Welcome Desk. Visitors are given a brief triage to determine what brought them to the center and to direct them appropriately. Individuals who are not aware of the overall services within the facility will be given a brief overview.

The individual may identify the purpose of their visit and immediately proceed to their destination.

- Visitor enters the One-Stop Job Market/AJC
- Visitor identifies purpose of visit
- Visitor directed to proceed to location

The front desk staff direct **new** job seeking customers to the job service office where they are greeted and welcomed by staff and provided with assistance in registering for MWE.

- Job-seeker enters the AJC.
- Job-seeker enrolls in MWE.
- MWE and Labor Exchange provide access to job listings, assessment, resume services, Labor Market Information, etc.

Individuals who identify a need for services other than job seeking, either at the front desk or while receiving other services, are referred to the appropriate service provider in the AJC.

Eligibility assessment

Individual programs assess eligibility and provide referrals when necessary.

Training Plans

Individuals in need of Title I Adult and Dislocated Worker training services are provided with information on beginning the process

- Individuals expressing an interest in occupation skills training are referred to sign up for Workforce Services Orientation. The orientation covers an introduction to WIOA training services, how to job search, how to conduct career research, ways in which barrier removal are possible, and instructions for completing the request for training services.
- Individual completes Workforce Services packet which includes job search activities, career research, self-assessment and application for funding.
- Individual is assigned to a case manager who will guide the individual through the remainder of the process, including basic skills assessment, background check, any additional workshops as determined necessary, and referrals for barrier removal. The individual meets with the case manager for eligibility determination and development of Individual Employment Plan.
- The participant enrolls in and completes occupational skills training.

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

To ensure that AJC services are accessible to all individuals including those with limited English proficiency (LEP), the following steps have been taken:

- The LSWA Operations Coordinator and AJC Facility Coordinator attended LEP training hosted by DLLR on March 4, 2016 regarding compliance with meaningful access requirements. Staff will continue to participate in training made available through DLLR.
- Telamon Corporation, a strong partner co-located in the Comprehensive One-Stop, employs a number of multi-lingual staff who are available to assist limited-English speakers with their needs in the AJC. Interpretation is generally available in Spanish and Haitian-Creole. Telamon staff also routinely translates printed collateral.
- Posters for Language Line Solutions are visible in the AJC reception area. The Lower Shore Workforce Alliance maintains an account with Language Line Solutions for use of front desk staff.
- Other accounts available through Maryland state agencies are:
 - Telephone Interpretation: Language Line Services, 1-800-316-5493, BPO 050B2400001
 - On-Site Interpretation: Ad Astra, 1-800-308-4807, BPO 050B3400003
 - Written Translation: Schreiber Translations, Inc, BPO 050B3400002

Individuals with disabilities visiting the AJC enter a fully accessible building with accommodations available ensuring access to services.

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

In accordance with Section 121(d) WIOA, the WDB issued a Request for Proposal (RFP) to solicit a qualified One Stop Operator (OSO). The deadline to submit a response is May 5, 2017. The Steering Committee will review the responses and make a recommendation on vendor selection for approval by the WDB. It is the intent of the WDB to award a single contract for the identified services. The expected contract term under the solicitation will be from July 1, 2017 through June 30, 2019. The WDB will have the option to renew the contract for two additional one-year periods.

(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.

Youth

Service providers for LSWA currently include youth vendors and training providers. Youth vendors are monitored for programmatic and fiscal compliance. They are also responsible for meeting state and local performance requirements.

For PY16/FY17, the negotiated local levels for youth program performance are:

• Placement in Employment, Education, or Training, During Second Quarter After Exit.....	60%
• Placement in Employment, Education, or Training During Fourth Quarter After Exit.....	60%
• Median Earnings.....	n/a—baseline year
• Credential Attainment.....	60%
• Measurable Skills Gain.....	n/a—baseline year

Eligible Training Provider List

Regarding the Eligible Training Provider List (ETPL) for courses approved for WIOA funding, LSWA relies on DLLR’s process for performance review. A Maryland Policy Issuance is pending regarding the ETPL.

Customer Satisfaction

Customer satisfaction surveys are collected each quarter polling individuals who use AJC services. The most recently available survey responses are for 2016 Quarter 2. Respondents rate each statement on a scale of 1 – 4, indicating level of agreement with the statement.

Statement	Average Rating
I received the services I needed	3.78
Staff was friendly and helpful	3.89
Staff was knowledgeable about the services available	3.94
I would recommend the services I received to others	3.89
I had an overall good experience	3.89
Average, combined rating	3.88

Business Customer Satisfaction

The local area will rely on the Primary Indicators of Performance regarding Effectiveness in Serving Employers. These goals have not yet been finalized.

“Continuous improvement”

Per 20 CFR 678.800:

“(c) Evaluations of continuous improvement must include how well the one-stop center supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area described in sec. 116(b)(2) of WIOA and part 677 of this chapter. Other continuous improvement factors may include a regular process for identifying and responding to technical assistance needs, a regular system of continuing professional staff development, and having systems in place to capture and respond to specific customer feedback.”

The WDB is projected to establish a minimum standard for measuring continuous improvement at the quarterly meeting in December 2017. By that time, WIOA performance goals, the One-Stop Operator selection, and other goals listed in this document will be more fully developed allowing for more informed decision-making on how evaluation and continuous improvement should be measured.

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

Through the state online system, any individual may access Maryland Workforce Exchange (MWE) with an internet connection. Our local libraries allow free internet access. Additionally, the One-Stop Job Market Mobile Unit maintains a schedule to bring services to more rural areas of our community. The One-Stop mobile is outfitted with 12 computers at individual workstation areas and a cellular internet connection making it a totally self-contained resource. The schedule for the mobile is available at <https://calendar.yahoo.com/mobileosjm/>.

The comprehensive center located in Salisbury also houses the hub for the local Shore Transit public transportation system, allowing individuals greater ease in accessing the building. Shore Transit offers public transportation via fixed route and origin-to-destination services. The mission of Shore Transit is to provide safe, reliable, friendly, and efficient community transportation services to the residents and businesses of Somerset, Wicomico, and Worcester counties in Maryland, on clean, well-maintained vehicles, operated by trained, licensed, professionals, with a focus on excellent customer service.

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

The building is fully accessible as it was renovated in 2012 with accessibility as a priority. LSWA will request a review by DORS of the AJC, assistive technology, procedures and staff knowledge. Assistive technology available prior to the review:

1. Software
 - a. JAWS – speech program for visually impaired
 - b. Zoom Tech Site Program – for low vision persons
 - c. Duxbury – Braille writer program for the blind
2. Hardware
 - a. CCTV – enlarges print on printed materials
 - b. Braille Blazer Printer – prints word processing documents into Braille
 - c. Infogrip – large mouse for persons with limited hand function
 - d. Intellikeys- large letter keyboard
 - e. Rubbermaid – foot rest
 - f. Dell – large letter keyboard
 - g. Orcca Cover Keyboard – limited upper body function, mouth stick
 - h. R & D Ergonomic – carpal tunnel syndrome or limited hand function

Revisions may be made after the review for suitability and effectiveness.

Additional guidance is expected from the state in response to Section 188 Final Regulations outlining the requirements for the Governor to develop and implement a Nondiscrimination plan (29 CFR 38.54).

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

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

The Workforce Development Board acknowledges that, while Section 188 of WIOA ensures equal opportunity for individuals with disabilities, sub-recipients may also be subject to the requirements of: Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance; Title I of the ADA, which prohibits discrimination in employment based on disability; Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability; Section 427 of the General Education Provisions Act; and Maryland Anti-Discrimination laws.

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

During the development of the Memorandum of Understanding, the partners created a service matrix (Attachment B) which indicates services provided by each partner.

The current RSA, which expires June 30, 2017, lists the following information regarding resource contributions:

I. Parties to the Agreement

The following partner organizations have agreed to provide services through the Lower Shore One-Stop Delivery System and to share costs that are of mutual benefit.

- A. Workforce Investment Act Title I Programs - Lower Shore Workforce Alliance
 - 1. Adults*
 - 2. Dislocated Workers*
 - 3. Youth**
- B. Wagner-Peyser Programs/Trade Programs- Department of Labor, Licensing and Regulation (DLLR)*
- C. Adult Educational and Literacy - Somerset and Wicomico County Public Schools, Wor-Wic Community College, Chesapeake College, Delmarva Education Foundation*
- D. Rehabilitation Act- Department of Rehabilitation Services (DORS)*
- E. Non-Custodial Parent Employment Program- DSS*
- F. Child Support- DSS*
- G. Temporary Cash Assistance- DSS*
- H. Tri-County Workforce Initiative/ Child Day Care Center - DSS*

- I. *Native American Programs- Council of Three Rivers American Indian Center*
- J. *Youth Services- Job Corp*
- K. *Community Service Block Grant- Shore Up!*
- L. *Migrant and Seasonal Farm Worker Programs (WIA Section 167) | HUD Grant/Food Bank - Telamon Corporation*
- M. *Senior Community Service Employment Activities MAC. Inc. Senior Employment Services*
- N. *Carl D. Perkins Act, Post Secondary Voc Ed- Wor-Wic Community College*
- O. *Veterans -Department of Labor, Licensing and Regulation (DLLR)*
- P. *Unemployment Compensation- Department of Labor, Licensing and Regulation (DLLR)*
- II. *Identification of Shared Costs*
 - A. *Facilities- shared costs are addressed in separate Space Sharing MOUs*
 - 1. *Rent*
 - 2. *Utilities*
 - 3. *Janitorial*
 - 4. *Maintenance*
 - 5. *Security*
 - B. *Resource Center- costs are direct charged by programs*
 - 1. *Supplies*
 - 2. *Copier*
 - 3. *Fax Machine*
 - 4. *Computers*
 - 5. *Software*
 - C. *Staff Services Provided by the Lower Shore Workforce Alliance*
 - 1. *One-Stop Facilities Coordinator*
 - 2. *One-Stop Receptionist*
- III. *Cost Allocation Plan*
 - Facilities Cost Pool: N/ A*
 - The Lower Shore Tri-County Council is the lease holder for the One Stop at 31901 TriCounty Way, Salisbury, MD 21804.*
 - Each partner's facility cost is paid through a separate Space Sharing MOU between the Lower Shore Tri-County Council and the partner.*
 - Resource Room Cost Pool: N/A*
 - Each partner direct charges their own costs to their respective budgets. The facilities costs of the Resource Room and other public areas are addressed in the separate Space Sharing MOUs.*
 - Staff Services Cost Pool: N/ A*
 - The cost of the one-stop facilities coordinator and receptionist are paid with WIA funds, as a partner contribution to the One Stop. All other staff costs are direct charged by all partners to their respective budgets.*
- IV. *Resource Sharing Plan*
 - Each Partner agency hereby agrees to provide the resources necessary to fund for the operation of their program.*
 - Other than the items specified in this Agreement, each partner agency agrees to use their authorized funds to provide the services which are appropriate to this agreement, as specified, and are compatible with their mission and the use and constraints of their funding.*

Revised WIOA-compliant resource contributions and roles of AJC partners will outlined in the new Resource Sharing Agreement which will be finalized by July 1, 2017.

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

Individuals seeking training are required to engage in career exploration activities, including research on the demand for the occupation they wish to enter. In development of the participant’s Individual Employment Plan (IEP), the case manager reviews the industry profile (through the individual’s’ research as well as Labor Market Information readily available in MWE) to ensure that the training request is in an in-demand occupation. Approval for the ITA is based in large part on this occupational demand information.

New or existing EARN training programs are encouraged to follow the process to add the partnership’s courses to the Eligible Training Provider List (ETPL). In order to receive a state-funding grant, industry must be involved and reasonable proof of job availability must be provided. By the nature of the grant, the LWDA can be relatively assured that jobs are available, in-demand and hard to fill.

As described in Section 2(D), the LWDB plans to review its’ business engagement strategies by the end of 2017. These strategies will affect ITA policies.

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

The local Adult Priority of Service policy (effective 8/2015) will be revised during the September 2017 WDB meeting to more closely align with Maryland Policy Issuance 2016-10. The local WDB does not elect to include additional or discretionary priorities at this time.

Priority will be given in the following order:

Title I Adult Priority of Service	
First Priority	Veterans and eligible spouses who are also low-income, recipients of public assistance, and/or basic skills deficient
Second Priority	Veterans and non-veterans within the target populations listed in Section 2(B)
Third Priority	Eligible spouses who did not meet “first priority” conditions
Fourth Priority	Non-veterans who are not within a target population

During policy development for approval of the board, a limit on the percent of participants who can be served in the fourth priority category will be established. To track compliance with the policy, staff will use a spreadsheet outside of MWE.

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

Incumbent workers are primarily served through career pathways strategies. Individuals who are employed in a particular area may receive training via an ITA for an upgraded skill within the same career pathway so that a wage increase can become available to them. This policy supports the stacking of credentials.

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 skills necessary to retain employment or avert layoffs. In order to create an industry-driven approach to incumbent worker training and upskilling, a local policy will be developed to implement an incumbent worker program.

Additionally, Maryland Business Works (MBW), an incumbent worker training program funded by DLLR and in partnership with the Maryland Department of Commerce was made available during 2016. Businesses that might benefit from the program are referred to the Division of Workforce Development and Adult Learning to apply. MBW training funds can be used to upgrade the skills of current employees while also creating opportunities for new hires in in-demand occupations and skills. Projects are industry-focused and employer-based, targeting small business, particularly at the local level.

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

Professional development is a high priority and is encouraged for all staff. Examples include:

- Staff meetings provide an opportunity to review new TEGs and MPAs.
- Webinars through such venues as Workforce GPS and Geographic Solutions are the most easily accessible form of staff training and are most often used.
- Attendance at local, regional and national conferences such as Raising the Bar, National Association of Workforce Development Boards annual conference, and National Association of Workforce Boards annual conference.
- Contact with DLLR's office of Workforce Development and Adult Education provides the most direct way to clarify any questions regarding compliance.

SECTION 4: ADULT, YOUTH AND DISLOCATED WORKER FUNCTIONS

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

WIOA employment and training activities are primarily provided to job-seeker customers at the comprehensive AJC in Salisbury MD.

Job seeker services are delivered through DLLR's Labor Exchange. Any individual may utilize the resources available there. These include computer, fax and phone access for job-related activities. The use of MWE for job search, job matching, labor market research, and other employment activities are available onsite Monday through Friday 8am-4pm. Individual consultations may be scheduled for resume writing and other assistance.

WIOA-funded training services are delivered by Lower Shore Workforce Alliance staff. Adults and Dislocated Workers are served via a customer flow process that includes orientation, self-directed Labor Market Research, assessment, work readiness exploration, and consultation.

Occupational skills training is provided by institutions approved by and appearing on the eligible training provider list through an Individual Training Account (ITA). ITAs are limited to a total training cost of \$8,900 or two years in duration. The primary provider of training programs in the local area is Wor-Wic Community College located in Salisbury. It is the only approved training provider physically located within the Lower Shore Workforce Development Area. Adult and Dislocated Worker participants who receive occupational skills training research the demand for workers with the skills provided in the course prior to being approved for funding and have a wide range of training programs available to reach their occupational goals. Training services will not be the exclusive role of Title I Adult and Dislocated Worker. In some instances, the services are those that one or more partner agencies may be assisting with or providing. Adults and Dislocated Workers may be co-enrolled across partner programs to leverage resources and expand their options.

Additionally, services are available to Adults and Dislocated Workers either directly through a WIOA partner or through a vast network of community partners. The LWDB seeks to make available as many options as possible to allow a tailored unique experience based on client needs.

The assessment of the type and availability of employment and training activities was conducted through a service mapping exercise performed by the AJC partners. The service matrix is Attachment B.

(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).

Rapid Response is a flexible strategy that is designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. The WDB will meet the requirements of any state rapid response policy and will work collaboratively with DLLR to provide Rapid Response services to worker groups in need of such services.

Rapid Response activities will be a coordinated effort that includes the employer, affected workers, LSWA, and DLLR. On the lower shore, DLLR's LEA initiates contact with employers and collaborates RR

services. The LEA works with employers and employee representative(s) to reduce the disruptions on businesses, affected workers, and communities that are associated by job loss. The WDB is committed to working with both Worker Adjustment and Retraining Notification (WARN) and non-WARN businesses and employees to maximize resources in times of job loss.

Generally, Rapid Response Teams provide customized services onsite at an affected company, accommodate work schedules, and assist companies and workers through the challenging transitions associated with job loss. LSWA will work with the Rapid Response Team to conduct an initial business consultation, deliver an information session for affected employees, and customize additional solutions as appropriate under the Dislocation Services Unit's direction.

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

Youth programs funded by WIOA are provided in the local area by sub-grantee vendors. Providers are selected by Request for Proposal (RFP) method annually. It is the responsibility of each vendor to: engage in participant recruitment, conduct an objective assessment, develop individual service strategies, make available all fourteen program elements, meet performance measures, provide case management and maintain appropriate records. LSWA's youth program vendors are responsible for providing access to all fourteen programs elements required under WIOA; services may be made available directly by the provider or by a partner via referral.

Multiple programs may be funded to ensure that a wide variety of eligible individuals are being served, including targeted populations such as most in need, disabled, English Language Learners and individuals with additional barriers.

All current vendors are in good standing and provide appropriate services as contracted.

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

The secondary education system includes the Boards of Education in all three counties. LSWA has a close working relationship with representatives in all three counties as the In-School Youth program providers funded by LSWA have been the Boards of Education for many years. The previous Youth Council under the Workforce Development Board and the new Youth Sub-Committee of the Board welcome representatives to the regular meetings and value the experience and input from these service providers.

The primary provider of post-secondary education and credentialing programs in the area is Wor-Wic Community College. LSWA and Wor-Wic Community College participate in quarterly meetings to discuss service delivery strategies for WIOA participants related to funding ITAs at the college. This close partnership allows staff to recognize trends, discuss career pathways and portable, stackable credentials and better serves participants by communicating with one another. A representative of Wor-Wic Community College sits on the Workforce Development Board.

These close relationships with the secondary and post-secondary education providers already allow for coordinating strategies, enhancing services, and avoiding duplication of services; coordination of services will continue.

(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 comprehensive center located in Salisbury houses the hub for the local Shore Transit public transportation system, allowing individuals greater ease in accessing the building. Shore Transit offers public transportation via fixed route and origin-to-destination services. Individuals needing assistance with the public transportation system can speak directly with a customer service representative at the ticket counter or by calling 443-260-2300.

LSWA provides supportive services on a case-by-case basis to participants enrolled in training. This includes reimbursement for costs directly associated with the training or with the credential related to training, including but not limited to uniforms, materials, testing/certification fees, drug screening, physical examinations etc. Case managers may approve up to \$500.00 in supportive services; amounts exceeding \$500.00 must be approved by the director.

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

Adult participants are served via Individual Training Account (ITA) for Occupational Skills Training. The ITAs are approved for in-demand occupations.

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

1. 18 years of age or older;
2. U.S. citizen or non-citizen authorized to work in the U.S.;
3. Meet Military Selective Service registration, if applicable.

The local Adult Priority of Service policy (effective 8/2015) will be revised during the September 2017 WDB meeting to more closely align with Maryland Policy Issuance 2016-10. Priority will be given in the following order:

Title I Adult Priority of Service	
First Priority	Veterans and eligible spouses who are also low-income, recipients of public assistance, and/or basic skills deficient
Second Priority	Veterans and non-veterans within the target populations listed in Section 2(B)
Third Priority	Eligible spouses who did not meet “first priority” conditions
Fourth Priority	Non-veterans who are not within a target population

During policy development for approval by the board, a limit on the percent of participants who can be served in the fourth priority category will be established. To track compliance with the policy, staff will use a spreadsheet outside of MWE.

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

To be eligible to receive WIOA services as a dislocated worker, an individual must:

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

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

1. The individual:
 - a. Has been terminated or laid off, or has received a notice of termination or layoff, from employment;
 - b. Is eligible for or has exhausted entitlement to unemployment compensation, or has been employed for a duration sufficient to demonstrate 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's UI law; and
 - c. Is unlikely to return to a previous industry or occupation.
2. The individual:
 - a. 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;
 - b. Is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or
 - c. For purposes of eligibility to receive services other than training services, individualized career services, or support services, is employed at a facility at which the employer has made a general announcement that such facility will close.
3. The individual 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. This includes individuals working as independent contractors or consultants but not technically employees of a firm.
4. The individual is a displaced homemaker, as defined in WIOA §3(16).
5. The individual is the spouse of a member of the Armed Forces on active duty who:
 - a. Has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 - b. Is unemployed or underemployed and experiencing difficulty finding or upgrading employment.

Dislocated Workers are served via Individual Training Account (ITA) for Occupational Skills Training. The ITAs are approved for in-demand occupations.

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

The Workforce Development Board will review guidelines for determining self-sufficiency and develop a policy to define it in the local area. The proposed policy will be presented at the September 2017 WDB meeting.

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

The Dislocated Worker eligibility policy dated 6/11/15 includes the following statement: “To establish that an individual is “unlikely to return to a previous industry or occupation” MWE Labor Market Data should show a decline in that industry.”

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

The policy of this local board is that “an individual who requires additional assistance to complete an educational program or to secure or hold employment” is an individual who lacks occupational skills or goals. The case manager’s review of any work history and long- and short-term goals is included as part of the development of the Individual Service Strategy (ISS) and will be documented on that form.

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

WIOA Section 134(3)(A)(i)(I)(bb) indicates that eligibility for training services includes a determination that the individual “be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.” LSWA staff determines the need for training through interview, evaluation, assessment, and career planning activities. All individuals seeking training services must engage in:

- 1) work search activities seeking employment with their current skills;
- 2) self-assessment questionnaire;
- 3) labor market research;
- 4) O*Net Interest Profiler;
- 5) objective assessment, including review of education and employment history; and
- 6) development of Individual Employment Plan.

These factors are assessed and documented on the Individual Employment Plan form.

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

Youth programs are provided by vendors who are chosen by competitive bid. The proposal must include a description of how each of the elements will be provided and can either be provided directly or by referral. Relevant excerpts from the Program Year 2017 Out-of-School Youth RFP are:

Page 4: *“Access to a Range of Services
All fourteen WIOA youth program elements are required to be made available to enrolled youth as needed or requested. If a program does not directly provide one of the program elements, it must demonstrate the ability to make seamless referrals to appropriate providers of such services. WIOA youth program providers will have primary responsibility for ensuring that each participant receives the full continuum of services. Services accessed by a WIOA youth participant will depend upon the needs and goals identified by the participant and case manager as documented in the participant’s ISS.”*

Page 6: *“Proposed programs must make available the program elements listed on page 7 to all WIOA participants based on the individual’s needs. **Proposals must outline how each***

program element will be provided. Not all program elements will be appropriate for all participants. Sub-contracting of individual elements is allowable.

Page 14: *“Describe how your service delivery model includes all WIOA mandated program requirements (10pts)”*

No vendor will be selected who cannot provide access to all fourteen elements. Additionally, the programmatic monitoring process includes review of the availability of each element.

(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.

During the competitive bid process, proposals are evaluated on their ability to provide services that include 20% expenditures on work experience. No vendor will be selected who cannot provide a program which incorporates appropriate strategies. Relevant excerpts from the Program Year 2017 Out-of-School Youth RFP are:

Page 14: *“Describe in detail how your program will ensure that its participants receive an adequate amount of work experience in order to meet the goals developed in their ISS. Explain how you will ensure that a minimum of 20% of your funding will be expended on work experience activities. (15pts)”*

A Quarterly Fiscal Report is required from each vendor and includes a section for reporting work experience expenditures.

Additionally, both the programmatic and fiscal monitoring processes include review for compliance with the 20% work experience requirement.

(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.

Steps Taken:

LSWA carefully planned youth services for program year 2015. With the implementation of WIOA and the significant shift in focus to out-of-school youth (OSY), it was difficult to meet the 75% out-of-school youth funding requirement in the first year. A two-year transition period was needed to meet the goal of providing youth services primarily to out-of-school participants. Note that the first year was program year 2015 (7/1/15-6/30/16) and the second year is program year 2016 (7/1/16-6/30/17).

TEGL 23-14 reminded state and local areas that existing in school youth (ISY) must still be served but not be exited prematurely. In order to meet this requirement, LSWA’s youth vendors were encouraged to complete participation by finding other resources for their students, exiting students that are ready to continue on their own, and/or providing services to the extent possible to prepare the student for appropriate exit.

TEGL 23-14 also stated that local areas could, in certain circumstances, spend less than 75% of funds on OSY in the first year, therefore local PY15 funds were awarded to vendors under the following percentages: 66.8% OSY and 33.2% ISY. Although the OSY distribution did not reach 75%, it was a

significant increase from 39% in the previous year.

Program year 2016 funds were allocated at 75% OSY and 25% ISY.

Future Plan:

The WDB plans to allocate funds at 75% to OSY and vote each year regarding ISY funding. The board has the discretion to increase OSY funding each program year.

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

Youth programs are contracted in whole to vendors. All vendors are given training and have direct contact with the LSWA Youth Program Coordinator for technical assistance at any time.

Vendor's Program Requirements:

Outreach, Recruitment and Retention

Outreach and recruitment includes, but is not limited to, identifying potentially eligible youth, working with parents and guardians to secure necessary documentation, and working closely with other governmental and community organizations and school systems to identify and recruit OSY. Once enrolled, continued engagement and retention of participants is vital to individual and program success.

Intake, Eligibility Determination and Certification

Providers will be responsible for reasonably determining WIOA eligibility of youth applicants recruited into the program, determining the youth's suitability for program services, and collecting and verifying all necessary eligibility source documents. WIOA requires all youth to meet certain eligibility criteria and be determined eligible prior to enrollment and receipt of WIOA funded services. Providers will schedule certification appointments for candidates with designated LSWA staff. At that time, LSWA staff will determine eligibility and collect required documents. No provider will serve potential participants with WIOA funds granted from this agency before they are certified by a LSWA staff member.

Objective Assessment

Providers must conduct an objective assessment of the academic level, skill levels, and service needs of each participant, which will include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, mental health services, and development needs. The goal is to accurately evaluate each youth in order to develop an appropriate service strategy to meet their individual needs.

Individual Service Strategy (ISS)

Providers should use the results of the youth participant's objective assessment to develop the ISS for the youth participant. The ISS is an age appropriate, individualized, written plan of short and long-term goals that include career pathways, education and employment goals, involvement in WIOA youth program elements, support services, incentives, and stipends. For all youth, the ISS will identify the timeframe in which each youth will be expected to complete all activities related to each of the goals specified in the ISS. The ISS will clearly connect the services to be provided to the outcomes to be achieved between WIOA enrollment and exit. The form for the written ISS will be provided by LSWA. The ISS must be completed and submitted to LSWA within thirty days of certification and must be reviewed and resubmitted every ninety days during active participation.

Case Management

Case Management is the infrastructure for delivering effective services that will facilitate the positive growth and development of youth and the achievement of performance goals. The process extends from recruitment through follow-up. The case manager motivates participants and coordinates services and information to prepare youth for post-secondary education opportunities, academic and occupational training or employment and training opportunities as appropriate.

Access to a Range of Services

All fourteen WIOA youth program elements are required to be made available to enrolled youth as needed or requested. If a program does not directly provide one of the program elements, it must demonstrate the ability to make seamless referrals to appropriate providers of such services. WIOA youth program providers will have primary responsibility for ensuring that each participant receives the full continuum of services. Services accessed by a WIOA youth participant will depend upon the needs and goals identified by the participant and case manager as documented in the participant's ISS.

Follow-up Services

Providers are required to deliver at least 12 months of follow-up services to participants who have completed program services as well as participants who may have dropped out of the program but need additional services. Providers are encouraged to consider the needs and barriers of the individual in determining the appropriate levels and types of follow-up services.

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

In order to facilitate awareness of available services, the local area partners plan to create an AJC resource guide based on the service matrix previously created for and included with the partner MOU. The guide will be available for all frontline staff and will provide information about services provided by each partner, allowing for an "at-a-glance" list of services, including basic and individualized career services. This guide will provide the key benefits of 1) education within the system and 2) greater ability to provide referrals; thereby improving service to customers.

Additional strategies for coordination and delivery of career services will be discussed during monthly partner meetings; additional processes may be developed at that time.

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

Case Managers are responsible for providing follow-up services to WIOA participants for 4 quarters following exit by contacting the participant and entering services and/or outcomes into the Maryland Workforce Exchange. The WDB does not have a written policy regarding follow up; therefore one will be presented for approval at the September 2017 WDB meeting.

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 (AJC) delivery system, to improve service delivery and avoid duplication of services.

Wagner-Peyser staff at the AJC offers employment services through DLLR's Maryland Workforce Exchange office. Wagner-Peyser has been co-located in the AJC since 2002. The local Labor Exchange Administrator is the current one-stop operator, leads the AJC Leadership Committee and the Lower Shore Business Services Team, and actively participates as a voting member of the Workforce Development Board.

Wagner –Peyser services provided at the American Job Center include:

Job Applicant Services

- Provide applicant services including job matching, referral to job openings, one on one job search and career exploration conferences and follow-up
- Supportive services including career assessment, labor market information, reemployment services, job search workshops, résumé builder
- résumé reviews, resource area which provides computers, copiers and fax machines, job search resource literature, federal bonding

Online Services

- The Maryland Workforce Exchange (MWE) is online available 24/7 for job/training services, and for business services. For job and training seekers, job openings, virtual recruiter, labor market information, training providers, occupational skills and interest assessments, and more. For businesses recruitment, labor market information, labor law information, equal employment opportunity information, government resources, and businesses incentives, labor relations and more.

Business Services

- Provide business services to include talent recruitment, networking activities, provision of labor market information, tax credit information, labor law information, pre-screening applicant skills, facilitating online testing of applicants, online advertising of recruitments, applicant interview space including full workstations
- Maryland Business Works which provides training funds to increase incumbent workers' productivity, upgrading skills, and creating opportunities for expanding businesses' existing workforce
- Talent acquisition of transitioning ex-offenders

Unemployment Insurance Services

- Provide basic instruction on how to apply for unemployment insurance online or by telephone for an initial claim. Job Seeker and business services are provided to unemployment insurance claimants as their agent.

Partner Services

- Ongoing partner cross training on the Maryland Workforce Exchange. Job Seeker and business services are provided to our partner customers. Partners are trained on MWE Activity History/Service Plan page to allow them to follow up on their customers' activity history and service plan with DLLR.

Trade Act of 1974, Title II, Chapter 2, as amended

- Advise each worker who applies for unemployment insurance of all the benefits available under Trade and the procedures and deadlines for applying for such benefits
- Facilitate the early filing of petitions for any workers that are likely to be eligible for benefits under the Trade Act
- Advise each adversely affected worker to apply for training before, or at the same time, the worker applies for trade readjustment allowances
- Perform outreach to affected workers, intake of, and orientation for adversely affected workers and adversely affected incumbent workers covered by a certification
- Employment and case management services (To include: Trade application in the Maryland Workforce Exchange, individual employment plan, labor market information, follow up activities, bench marks, etc.)
- Rapid Response activities

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

Unemployment Insurance (UI) programs provide income support benefits to eligible individuals. These benefits allow unemployed workers to engage in work search activities for suitable work, and the workforce system is a key source of services to support the reemployment of claimants. In order to ensure that UI claimants receive “meaningful assistance” in the AJC, Wagner-Peyser provides basic instruction on how to apply for unemployment insurance online or by telephone for an initial claim. Job Seeker and business services are provided to unemployment insurance claimants as their agent.

Additionally, Wagner-Peyser staff regularly administers two separate workshops for Unemployment Insurance recipients.

- 1) The Reemployment Services and Eligibility Assessment (RESEA) Program was developed by the US Department of Labor in an effort to reduce the number of weeks that UI claimants receive benefits, by assisting them in quickly returning to the workforce. The RESEA Program is designed to help claimants to identify potential barriers to employment and assesses work search progress. It also includes an eligibility review, which in turn helps the DLLR Division of Unemployment Insurance to identify claimants that may be out of compliance with basic UI laws and policies regarding ability and availability to work, school attendance, and active work search.
- 2) The Reemployment Opportunities Workshop (ROW) Program is a full-day workshop offered to certain UI claimants to shorten the duration of UI benefits received through reemployment efforts.

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

Telamon Corporation administers the National Farmworker Jobs Program (NFJP), providing employment and training services and housing assistance for migrant and seasonal farmworkers under Title I. Wagner-Peyser staff works closely with Telamon to outreach to migrant seasonal farmworkers on location. Staff and collateral materials are made available at the outreach activities to assist with employment services. When possible, the Mobile One-Stop is included which allows immediate access

to Maryland Workforce Exchange (MWE) and other resources.

Title III MSFW services through Wagner-Peyser are:

- Ensure that the services provided to [Migrant Seasonal Farmworkers \(MSFWs\)](#) are "qualitatively equivalent and quantitatively proportionate" to the services provided to other jobseekers. This means that MSFWs should receive all workforce development services, benefits and protections on an equitable and non-discriminatory basis (i.e. career guidance, testing, job development, training, and job referral). Ensuring equitable services for farmworkers. Managing the Employment Service (ES) and Employment-related Law Complaint System ([Complaint System](#))
- Implementing and sustaining a Farmworker Outreach Program
- Providing Farmworkers notification of available ES services and workers' rights
- Facilitating the Agricultural Job Order Clearance Process
- Sustaining the Monitor Advocate System
- Collecting information about farmworker needs, characteristics, and concerns to improve the provision of services to farmworkers;
- Collaborating with a broad range of stakeholders, including community- and employer-based organizations;
- Ensuring that farmworkers are serviced equitably through the One-Stop Career Service Centers (American Job Centers);
- Producing annual service assessments and analyses to promote a better understanding of services to farmworkers and to highlight special efforts and accomplishments by states in serving them; and,
- Ensuring that all legal protections are afforded to farmworkers and that their complaints are promptly resolved.

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.

Local WIOA Title II Adult Education and Family Literacy Act Providers:

Adult Education of Worcester County Public Schools, 410-632-5071

Worcester County Public Schools Adult Education Program provides adult education, literacy activities and employment programming to the adult learners of their community. Across the county, there are 10 sites, which house 19 different classes. The following services are provided to adult learners:

- Intake, assessment and referral based on an individual student's needs and academic ability.
- Instruction through one or a combination of English as a Second Language, Adult Basic Education and Adult Secondary Education Classes.
- Workforce and career development services including: resume, cover letter, mock interviews, job fairs, Mobile Unit One visits, Maryland Workforce Exchange and American Job Center referrals and visits.

Adult Education, Somerset County Public Schools, 410-632-3328

Somerset County Public Schools, Adult Education Program provides adult education, literacy activities and employment programming to the adult learners of their community. The following services are provided to adult learners:

- Intake, assessment and referral based on an individual student's needs and academic ability.
- Instruction through one or a combination of English as a Second Language, Adult Basic Education and Adult Secondary Education Classes.
- Workforce and career development services including: resume, cover letter, mock interviews, job fairs, Mobile Unit One visits, Maryland Workforce Exchange and American Job Center referrals and visits.
- Transportation services for job fairs, educational opportunities and career development experiences.

Adult Education, Wor-Wic Community College, 443-260-1703

Adult Education Program provides adult education, literacy activities and employment programming to the adult learners of their community. The following services are provided to adult learners:

- Intake, assessment and referral based on an individual student’s needs and academic ability.
- Instruction through one or a combination of English as a Second Language, Adult Basic Education and Adult Secondary Education Classes.
- Workforce and career development services including: resume, cover letter, mock interviews, job fairs, Mobile Unit One visits, Maryland Workforce Exchange and American Job Center referrals and visits.
- Provide National External Diploma Program (NEDP) services

In addition to the partner MOU and RSA, LSWA traditionally enters into a separate MOU with all three providers outlining how service delivery will be collaborated. The current MOU identifies key staff of all three adult education providers and outlines the services and resources of each provider. On a quarterly basis, the providers distribute current enrollment numbers of those seeking: employment, workforce skills, and training. Due to the current procurement process for providers, a renewal of this MOU is expected to occur after July 1, 2017.

The Workforce Development Board will comply with instructions issued by the Division of Workforce Development’s Office of Adult Education and Literacy Services regarding reviewing local applications submitted under Title II. Understanding that the review process is to ensure that the proposed Adult Education services are aligned with the local workforce plan, the proposals were forwarded to board members for comment. Due to the time constraints of the review period and with the approval of the WDB, the Steering Committee will provide the required response for each proposal, indicating either that it 1) aligns or 2) does not align with the conditionally approved local plan.

(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;**

Currently, all three AEPs and the AJC use the same assessments: CASAS Reading Life and Work Series and CASAS Math Life Skills Series. With all agencies using the same assessment, alignment is complete.

- **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));**

Title I and Title II staff will supply the name and contact information for the point of contact responsible for sharing scores. AEPs will share and accept assessment scores after a signed release of records document is provided. This document must be signed by both the student and the requesting agency. For the AEP, only the Coordinator or Intake Assessment Specialist can make this request and exchange. Appropriate policies regarding protection of Personally Identifiable Information will be followed.

- **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;**

Intake Assessment Specialists for AEPs administer the appropriate CASAS pre and post-test. This aligns with both DLLR's Adult Education policy and the local educational agency policy. CASAS pre-testing is administered during the managed enrollment/orientation schedule. Students are then post-tested based on DLLR guidelines.

LSWA's Deputy Director is responsible for oversight of testing at the AJC. Staff who are approved to conduct CASAS eTests at the AJC must first complete the required certification process through the testing organization.

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

Adult Education providers in the tri-county area use the Comprehensive Adult Student Assessment Systems (CASAS). The assessment used for Adult, Dislocated and Youth participants under WIOA was recently updated to align with the test used by Adult Education so that the same test type is now being given by both partners.

All three AEPs and the AJC utilize the same pre and post-test: CASAS Reading and Math. When an adult learner from co-enrolls with the AJC, the AEP will provide pre and/or post-testing scores upon receipt of a release of records.

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

CASAS eTests are currently available in the AJC and can be utilized by partners; staff members receiving the required test administrator certification share a copy with the LSWA Deputy Director before providing assessments. No AJC staff member may administer an assessment without completing the required certification process through the testing organization.

In compliance with DLLR's and CASAS Test Assessment Policy, only CASAS Certified staff may administer the CASAS pre and post-tests. For AEPs, the Intake Assessment Specialist is the responsible staff for administration. CASAS Certification of staff can be found in DLLR's Adult Education and Literacy Services database and in the appropriate adult education offices. In both agencies, all teaching staff maintains their CASAS Certifications to keep abreast of assessment policy and CASAS competencies.

(D) 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 Workforce Development Board is in compliance with the requirement that an Adult Education representative serve on the board. In general, non-business members of the Workforce Development Board are appointed for four-year terms. Since there are three Adult Education providers in the area, only one director will be a voting member of the board at a time with rotation of representatives every two years. The appointed adult education representative will provide an update at each WDB meeting. Through outreach to the other directors in the region, the representative will be able to speak for all three programs.

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

Adult Education services for Wicomico County are available at the American Job Center. Classroom space is used in the AJC for English Language Literacy courses and Adult Secondary Education classes during hours as determined necessary for the population. Adult education program participants complete goal setting excersises as part of their intake. Goals include employment and post-secondary education. Based on the goals identified, participants are referred to the Maryland Workforce Exchange for registration and the open computer lab for assistance with keyboarding and other necessary computer skills. If a participant identifies barriers, referrals are made to Telemon, Department of Social Services and other agencies that specialize in local resources.

Adult education program participants are served in the location that is most convenient to that individual. Due to the location of the AJC, Worcester and Somerset do not provide classes in the AJC. To ensure access to providers in the other counties, AJC staff provides contact information to individuals inquiring about Adult Education who identify themselves as residents of another county.

Worcester County Adult Education office: 410-632-5071; Somerset County Adult Education: 410-632-3328. Information for all three providers is also available on the One Stop Job Market Mobile Unit.

SECTION 7: VOCATIONAL REHABILITATION FUNCTIONS

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

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 disabilities, determine an individual's eligibility for services in accordance with the Division's Order of Selection criteria;
- Develop an Individualized Employment Plan;
- Provide guidance and counseling, physical restoration, and training to financially eligible persons with disabilities;
- Provide follow-up services to enhance job retention;
- Provide other services as may be available and appropriate;
- Provide Pre-Employment Transitioning Services for students with disabilities, as defined by WIOA;
- Provide Supported Employment Services for youth and adults with disabilities as defined by WIOA;
- Provide independent living 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 crossing 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.

DORS staff maintains an office within the AJC in Salisbury, participates in the AJC Leadership Group and Business Services Team, and regularly attends Workforce Development Board meetings as a member.

(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 American Job Center, the goal is to have a universal referral form, which will enable individuals to select the services they feel they need. In addition, the goal is to ensure that all information and services are 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.

Temporary Assistance For Needy Families (TANF) in the state of Maryland is provided through the Temporary Cash Assistance (TCA) benefit by local Departments of Social Services (DSS). There are three local Departments of Social Services in the Local Workforce Development Area: Somerset County DSS in Princess Anne, Wicomico County DSS in Salisbury, and Worcester County DSS in Snow Hill.

Phase One of the state's phased approach toward TCA/WIOA Partnerships includes the Lower Shore. Phase One occurs January 1 through December 31, 2017.

Implementation and Planning

- The partner Memoranda of Understanding has been approved and executed. It is effective January 1, 2017-December 31, 2018.
- The Resource Sharing Agreement is planned to be finalized by July 1, 2017.
- The One Stop Operator will be procured and selected by July 1, 2017.
- As described in Section 2(A), all partners will participate in monthly meetings beginning in the Spring 2017 with the goal of greater alignment. Additionally, staff cross training will be scheduled and an AJC resource guide for staff will be developed.

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

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

While there are three counties in the Local Workforce Development Area, the Comprehensive One-Stop is located in Wicomico County. Wicomico County Department of Social Services is co-located at the AJC and has been since 2002. The AJC utilizes a visitor management system called EasyLobby to check in each person entering the location. During Program Year 2015 (7/1/15-6/30/16) the number of check-ins for the Department of Social Services at the AJC totaled 9,063 visits, demonstrating a high traffic usage of the AJC by TANF participants.

Wicomico DSS staff may provide intake to a resident of any county in Maryland.

DSS staff in all three counties participate in the AJC Leadership Group and regularly attend Workforce Development Board meetings. Currently, the Director of Wicomico County DSS serves as a member.

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

Wicomico County funds and staffs a drop-in daycare at the American Job Center which provides child care for all AJC customers participating in any on-site activity.

Somerset County provides in-kind space at the Princess Anne location for the affiliate AJC site. Also in this partnership, DLLR provides equipment and staff oversight and LSWA provides wages for two part time employees.

During the development of the Resource Sharing Agreement, the AJC partners will be discussing funding to staff the new One Stop Operator and common support needs. Additional leveraged and in-kind contributions may be identified at that time.

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

Cross training and technical assistance strategies amongst all partners, including TANF, have been discussed during the development of this local plan and will be a priority for the AJC Leadership Group. Partners will be asked to provide information regarding agency policies and procedures. This collective information will be provided to the new One Stop Operator to assist with the development and maintenance of appropriate training for staff. Additionally, an AJC resource guide will be developed for front line staff.

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

As a part of the cross-training outlined above, an understanding of the performance measures for each partner will be established. Strategies will be developed to align WIOA activities with TANF performance measures.

DSS staff will ensure customers are enrolled in meaningful and countable activities. All TCA recipients will be engaged in activity/activities during the application process. Customers must remain in a countable activity until they become employed or no longer receive TCA. All customer activities and job placements are entered and tracked in WORKS. Compliance is monitored weekly.

– **Access to business services and employer initiatives;**

TANF staff actively participates on the Business Services Team. In addition, Wicomico DSS's Regional Job Developer has created a weekly newsletter which shares employment and training opportunities with internal and external partners.

– **Contribute and provide baseline outcomes data to the WIOA system.**

Maryland Workforce Exchange (MWE) is the current WIOA tracking database. TANF does not use MWE for case management/tracking; therefore the LSWA Workforce Director will request read-only access to MWE for DSS staff. This access would allow case managers to track and monitor customers who enroll in WIOA activities and review employment placements.

Data sharing has been and continues to be a challenge in working across funding sources/programs. In working on enhancing the AJC and continuing efforts to enhance the alignment of the local workforce development system, solutions to data sharing concerns and processes will be sought.

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

The Wicomico County DSS Director serves on the LWDB. In general, non-business members of the Workforce Development Board are appointed for four-year terms. Since there are three departments in the local area, only one director will be a voting member of the board at a time with rotation of representatives every two years.

SECTION 9: JOBS FOR VETERANS STATE GRANTS FUNCTIONS

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

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

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

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

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:

First Priority	Veterans and eligible spouses who are also low-income, recipients of public assistance, and/or basic skills deficient
Second Priority	Veterans and non-veterans within the target populations listed in Section 2(B)
Third Priority	Eligible spouses who did not meet “first priority” conditions
Fourth Priority	Non-veterans who are not within a target population

Customer Service Flow for Veterans

AJC staff provides core services and initial assessments to veterans.

Front desk staff may ask whether a customer is a veteran. Information can also be gathered during intake. Customers who self-attest to veteran status shall receive priority of service from this point forward. If a customer self-attests to veteran status, AJC staff complete DLLR’s SBE Checklist to determine whether the veteran qualifies as having one or more Significant Barrier to Employment (SBE). When the Personalized Needs Assessment is completed, veterans choose from the following options:

1. If the customer qualifies as SBE, and requires intensive services to overcome a barrier to employment, AJC staff assists in setting up an appointment for him/her to meet with Disabled Veteran Outreach Program (DVOP) Specialist.
2. If the customer does not require intensive services, he/she is then referred to Basic Career

Services resources, WIOA Title I resources, an AJC Job Service Specialist, or other resource as determined appropriate based on the Personalized Needs Assessment.

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.

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

- 1) The individual:
 - a. Has been terminated or laid off, or has received a notice of termination or layoff, from employment;
 - b. Is eligible for or has exhausted entitlement to unemployment compensation, or has been employed for a duration sufficient to demonstrate 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's UI law; and
 - c. Is unlikely to return to a previous industry or occupation.
- 2) The individual:
 - a. 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;
 - b. Is employed at a facility at which the employer has made a general announcement that

- such facility will close within 180 days; or
- c. For purposes of eligibility to receive services other than training services, individualized career services, or support services, is employed at a facility at which the employer has made a general announcement that such facility will close.
- 3) The individual 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. This includes individuals working as independent contractors or consultants but not technically employees of a firm.
- 4) The individual is a displaced homemaker, as defined in WIOA §3(16).
- 5) The individual is the spouse of a member of the Armed Forces on active duty who:
 - a. Has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 - b. Is unemployed or underemployed and experiencing difficulty finding or upgrading employment.

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

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

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

Staffing

JVSG funds are provided to fund two staff positions through DLLR:

- 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

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 other designated representative.

(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 Lower Shore has one Local Veterans Employment Representative (LVER) located within the Comprehensive One-Stop and who serves the tri-county area. The LVER actively participates in the Lower Shore Business Services Team by attending meetings, sharing information and resources, and updating the group on local veteran's employment activities. Lower Shore Business Services Team meetings are the primary means of sharing information about serving employers in the area; the LVER is an integral part of the group.

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 Tri-County Council for the Lower Eastern Shore of Maryland (TCC) serves as the grant recipient, fiscal agent and administrative entity for local WIOA funds.

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

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 Center. The only funding that is being utilized in the American Job Center is Federal funding, there is no state, local or private funding in place.

The allocation formula(s), implemented by the Governor, is a driving factor in the sustainability of the American Job Center(s) in that the formula allocates funding based on local economic conditions.

LSWA will evaluate the sustainability of the AJC (s) on an annual basis and determine if adjustments need to be made. The evaluation will include an analysis of factors including but not limited to: reduction in days of services, reduction in lease costs, reallocation of costs among One Stop Partners and collocation with other entities to reduce costs, closing satellite locations and soliciting funds from state, local or private sources.

(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.

Competitive Process

Tri-County Council procurement procedures comply with Federal and Maryland regulations. In general, the amount of sub-grant awards exceeds \$25,000 and is therefore procured by Request for Proposal (RFP) method.

Risk assessment

Risk assessment procedures include:

- Conduct onsite visit (fiscal and program staff); complete internal questionnaire during visit;
- Review independent audit reports and check the Federal Audit Clearinghouse for each potential vendor;
- Check epls.gov for suspension and/or debarment;
- A risk report is written, and a risk matrix completed.

The risk matrix is Attachment B.

(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.

New primary indicators of performance began July 1, 2016. Local negotiations were completed in September 2016.

WIOA Performance Metrics	Negotiated Goals for PY2016 and PY2017
Adult	
<i>Employment Rate 2nd Quarter after exit</i>	72%
<i>Employment Rate 4th Quarter after exit</i>	70%
<i>Median Earnings 2nd Quarter after exit</i>	\$5,000
<i>Credential Attainment within 4 Quarters after exit</i>	57%
Dislocated Worker	
<i>Employment Rate 2nd Quarter after exit</i>	80%
<i>Employment Rate 4th Quarter after exit</i>	75%
<i>Median Earnings 2nd Quarter after exit</i>	\$5,000
<i>Credential Attainment within 4 Quarters after exit</i>	55%
Youth	
<i>Employment or Placement Rate 2nd Quarter after exit</i>	60%
<i>Employment or Placement Rate 4th Quarter after exit</i>	60%
<i>Credential Attainment within 4 Quarters after exit</i>	60%
Wagner-Peyser	
<i>Employment Rate 2nd Quarter after exit</i>	55%
<i>Employment Rate 4th Quarter after exit</i>	55%
<i>Median Earnings 2nd Quarter after exit</i>	\$4,500

Additional details regarding performance are outlined in Section 3(E).

(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 Workforce Development Board will begin by reviewing membership and existing goals. This review will occur during 2017. After identification of any changes needed, the board will decide on a plan of action to continue its capacity as a high-performing board.

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

The director's approval of an individual's ITA is based on several factors:

- 1) The applicant must meet all eligibility requirements of the WIOA program (either Adult or Dislocated Worker eligibility as described in WIOA Title I, Chapter 3).
- 2) All required steps of the application process must be completed.
- 3) The request for training must be in an occupation with proven job openings and the training must be listed on the ETPL.
- 4) The training must not exceed \$8,900 in cost or two years in duration.

The current ITA policy will be reviewed. In the event that changes are needed, a revised policy will be presented at the September 2017 WDB meeting.

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

Training services are provided by ITA; no "contract for services" method is currently in use. As described in Sections 4(F), 4(G), and 10(F), ITAs are approved for in-demand occupations and for courses which appear on the ETPL.

In order to ensure informed consumer choice, the Workforce Services flyer will be revised to include clearer language regarding the ETPL as well as how to research the performance and cost information regarding providers. This information will also be incorporated into Workforce Services Orientation no later than July 1, 2017.

(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.

Three workgroup meetings were held with attendance by representatives of the core partners (the local board, Wagner-Peyser, Division of Rehabilitation Services, Department of Social Services and Adult Education) from all three counties. Working drafts were shared with additional partners throughout the writing process for assistance in editing. A thirty day public comment period was provided by listing announcements in the local paper directing individuals to lswa.org for the document. Instructions for submitting comments were included.

(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.

Self-registration: All jobseekers register in MWE prior to receiving employment or training services.

Case Management: Wagner-Peyser, TAA, and Title I Adult, Dislocated Worker and Youth case management is required to be recorded in MWE.

Read-only Access: WIOA partners not using MWE as their primary data management system would benefit from read-only access to MWE. Until such time that the state agencies can execute an

agreement on a single data system, the fact that all partners do not use one system will continue to be a barrier to full collaboration.

(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-

LSWA staff conducts programmatic monitoring of sub-grantees. At his time, only Youth programs are sub-granted.

- **The roles and responsibility of staff in facilitating this procedure;**

The Youth Program Coordinator schedules and conducts program monitoring.

The Staff Accountant schedules and conducts fiscal monitoring.

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

Program monitoring: Youth programs are formally monitored once per program year, however additional informal reviews are conducted as needed.

Fiscal monitoring: 1) on-site visit to prepare risk assessment; 2) monitoring and review throughout the grant of requisitions for reimbursement; 3) close-out site visit for end of grant review of accounting practices and review source documentation.

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

Each requisition for payment is reviewed for allowance of the expenditures by the Youth Program Coordinator before the request for payment is submitted. The Workforce Director reviews the expenditures a second time before approving the request for submission to the fiscal department for payment.

Once submitted to the fiscal department, the Staff Accountant reviews requisition and backup documentation for the allowance of the expenditures and approves the request for payment.

- **Procedures for determining compliance with other provisions of the Act and regulations and other applicable laws and regulations, including the method of monitoring to be used for sub-grantees and contractors;**

Compliance with WIOA, Department of Labor Training and Employment Guidance Letters, and Maryland Policy Issuances is reviewed during the programmatic monitoring visit.

Fiscal monitoring of sub-grantee programs relies on regulations provided in 2 CFR 200.

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

A written report is submitted to the vendor, usually within thirty days of the visit. Findings are

taken seriously and corrective action parameters given for resolution. Required steps and a timeline are provided in the report.

Fiscal monitoring findings are forwarded in writing to program staff for resolution.

– **Provisions of technical assistance as necessary and appropriate; and**

Technical assistance is available upon request or upon determination by LSWA staff that the vendor is in need of assistance.

– **Specific local policies developed by the Local Board for oversight of the American Job Center system, youth activities and employment and training activities under Title I of WIOA.**

The following policies will be reviewed and/or developed for approval at the September 2017 WDB Meeting.

Selective Service Registration	Revision
Dislocated Worker Eligibility	Revision
ITA Policy	Revision
Priority of Service	Revision
Youth/ additional barrier	Revision
Youth/ income exception	Revision
Supportive Service	Revision
Credential Stacking	Revision
Measurable Skills Gain Documentation	New
Follow Up	New
On-the-Job Training	New
Customized Training	New
Incumbent Workers	New
Informed Customer Choice	New

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

Tri-County Council maintains the following policy regarding personally identifiable information (PII):

CONFIDENTIAL DATA AND INFORMATION

Overview

The Tri-County Council in the normal course of its business activities necessarily collects and maintains a variety of information and data that require the highest level of confidentiality and security. The purpose of this policy is to establish principles and guidelines on the access, maintenance and handling of such sensitive materials.

Policy

TCC requires all confidential data and information shall be used, maintained and handled by employees in a manner which protects the integrity of the data and information as well as the

privacy of those associated with it. Confidential, sensitive and proprietary information shall be protected from unauthorized access and disclosure by employees consistent with the principles of sound business practice and as required by law.

Procedure

Confidential data and information are defined as sensitive and proprietary information related to accounts, agencies, clients, customers, employees, grantors, interns, partners, passengers, sponsors, vendors, volunteers and business operations. They include but are not limited to:

- Personnel records, payroll records and information regarding an employee's salary, length of service, performance or other related personnel information;*
- Personally identifiable information such as social security numbers, professional license numbers, employment history, names of spouses, children, parents, guardians, beneficiaries, marital status, physical description, education, financial matters, medical or employment history and other non-public personal information;*
- Medical information and information designated as Protected Health Information under the Health Insurance Portability and Accountability Act (HIPAA);*
- Budgetary, business, departmental, financial, grant and program information;*
- Agreements, contracts, correspondence, email, internal audits and reports, invoices, memoranda, minutes, strategic or planning reports and information, voice mail;*
- Computer system passwords and security codes, access and key controls and ID badges;*
- Litigation or other formal charges or complaints;*
- Records and documents pending or in the process of investigation.*

Responsibilities

- All confidential information and data gathered and maintained by TCC employees, including interns and volunteers, are considered TCC information and must be used, maintained and handled by authorized personnel only and in a manner that appropriately safeguards and secures the data.*
- All confidential information in electronic media must reside and be stored on the drive located on TCC's network servers and designated by Technical Services as secure for that information, not on local workstations, personal computers, laptops, flash drives, etc. The TCC Systems Policy, the TCC Systems Desktop, Laptop and PDA Policy and the TCC Cellphone, PDA's and Recording Devices Policy are specifically incorporated into this policy.*
- All confidential information in print or paper media must be stored in file cabinets that are secured and locked.*
- Confidential information may only be accessed and used by authorized personnel. Authorized personnel shall take all necessary precautions to assure that proper administrative, technical and physical safeguards are established and followed to provide the highest possible level of security.*

Effective Date: April 21, 2015

(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-

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

LSWA's complaint procedure is attached (Attachment C).

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

Complaints will be investigated and appropriate action taken.

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

Tri-County Council, Lower Shore Workforce Alliance and the Workforce Development Board will follow all applicable Federal, State and Local laws and regulations regarding violations of requirements under WIOA Title I.

(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 Workforce Development Board will provide reasonable accommodations to qualified individuals with disabilities unless providing the accommodation would cause undue hardship. Sections 3(G) and 10 (N) further describe available resources.

(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 building is fully accessible as it was renovated in 2012 with accessibility as a priority. LSWA will request a review by Division of Rehabilitation (DORS) staff of the AJC, assistive technology, procedures and staff knowledge. Assistive technology available prior to the review:

3. Software
 - a. JAWS – speech program for visually impaired
 - b. Zoom Tech Site Program – for low vision persons
 - c. Duxbury – Braille writer program for the blind
4. Hardware
 - a. CCTV – enlarges print on printed materials
 - b. Braille Blazer Printer – prints word processing documents into Braille

- c. Infogrip – large mouse for persons with limited hand function
- d. Intellikeys- large letter keyboard
- e. Rubbermaid – foot rest
- f. Dell – large letter keyboard
- g. Orcca Cover Keyboard – limited upper body function, mouth stick
- h. R & D Ergonomic – carpal tunnel syndrome or limited hand function

Revisions may be made after the review for suitability and effectiveness.

(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.

LSWA has requested that DORS assist in reviewing suitability of AJC accessibility, assistive technology, procedures, staff knowledge, and service delivery.

During the review of AJC, LSWA will request that DORS make suggestions for ensuring methods of communications with individuals with disabilities are as effective as communications with others.

(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.

To ensure that AJC services are accessible to all individuals including those with limited English proficiency (LEP), the following steps have been taken:

- The LSWA Operations Coordinator and AJC Facility Coordinator attended LEP training hosted by DLLR on March 4, 2016 regarding compliance with meaningful access requirements. Staff will continue to participate in training made available through DLLR.
- Telamon Corporation, a strong partner co-located in the Comprehensive One-Stop, employs a number of multi-lingual staff who are available to assist non-english speakers with their needs in the AJC. Interpretation is generally available in Spanish and Haitian-Creole. Telamon staff also routinely translates printed collateral.
- Posters for Language Line Solutions are visible in the AJC reception area.

(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 29 CFR 200.

TCC has a written procurement policy which conforms with Federal and State regulations. The policy includes rules for small (\$0-\$24,999) and large (\$25,000+) procurements.

The full policy is Attachment D.

(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.

TCC has an implemented procurement policy and procedure based on the appropriate federal regulations and guidelines. The policy and procedures are audited annually for compliance with both the federal regulations and the organization's adherence to the policy and procedures.

TCC is currently reviewing internal documents, processes and procedures related to procurement and property management and expects to issue a new revised compliant policy no later than September 31, 2017.

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

Each member of the Workforce Development Board is made aware of and signs an acknowledgment of the following policy:

Workforce Development Board – Conflict of Interest

A member of the Workforce Development Board (WDB) cannot participate in any board proceeding in which the result would provide direct or indirect benefit of the board member or his or her family. When a board member has a personal or legal status that may be in conflict with the interests of the Lower Shore Workforce Alliance, the WDB Chairperson may ask the board member to leave the room during the discussion and subsequent vote.

Examples of conflict of interest are:

- Misuse of the prestige of their office for their own economic benefit.
- Misuse of confidential information acquired in their official position for their economic benefit or that of another.
- Representation of any party for a contingent fee or gift before the WDB.
- Participation as an agent on behalf of the WDB in any matter which, to their knowledge, would have a direct financial impact on them, their spouses or dependent children, or any entity with which they are affiliated, as distinguished from financial impact on the public generally.
- Holding or acquiring of any substantial interest in an entity that has or is negotiating a contract with the WDB.
- Employment by an entity that has or is negotiating a contract under discussion with the WDB.
- Solicitation of any gifts or acceptance of any gifts of a value greater than \$25 from any person or firm that has or is negotiating a contract with the WDB. For purposes of this section, "gift" includes the transfer of anything of economic value, regardless of form, without adequate and lawful consideration.

When the board is involved in awarding a contract, a board member declares when he or she has a possible conflict of interest and abstains from voting. The minutes reflect this abstention and the reason for it. If a question arises concerning the existence of a conflict of interest, the matter may be referred to the legal counsel for the Tri-County Council for the Lower Eastern Shore of Maryland for a decision.

(T) A description of the Local Board or fiscal agent's accounting procedures, including the procedures used in preparing reports to the State. In addition to the requirement that all financial transactions be

conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following in the accounting procedures. This description must address how the fiscal system-

- **tracks funding types, funding amounts, obligations, expenditures and assets.**
- **permits the tracking of program income, stand-in costs, and leveraged funds.**
- **is adequate to prepare financial reports required by the State**

TCC's Administration department's financial division utilizes QuickBooks Enterprise for its accounting software. Each division within TCC has its own isolated set of books to ensure that there is no co-mingling of funds or expenses between grants and divisions. Within LSWA's books individual grant income and expense is tracked separately by the use of classes. The class structure and chart of account structure are designed to properly track incomes, expenditures, assets and liabilities according to federal accounting principles and in a manner to properly generate the reports required by the state. TCC contracts annually with an independent certified public accounting firm to complete our financial statement audit. Said auditors' methodology is in compliance with federal regulations and is GAAP compliant.

TCC is currently reviewing internal documents, processes and procedures and expects to issue a new revised compliant policy no later than September 31, 2017.

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

Tri-County Council staff engaged in the management of WIOA funds are listed by title.

Tri-County Council

- TCC Executive Director
- TCC Administrative Services Director
- Senior Accountant
- Staff Accountant
- Payroll Specialist

LSWA

- Director
- Deputy Director
- Operations Coordinator
- Youth Program Coordinator

(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.

TCC uses QuickBooks accounting system. Chart of Account setup and expense/procurement policies ensure that all expenses are tracked in a granular manner according to their type. I.e. all phone expenses are entered into Chart of Account 005 Phone. Each grant has its own Class. A Class is a way to group income and expenses together. This allows for the tracking of income and expenses by grant and ensures that income and expenses are not co-mingled between grants/programs inappropriately. Some costs are allocated to the grants from Cost Pools using a documented, and recently federally audited by Department of Labor (DOL), Cost Pool Allocation Plan.

(W) Provide a brief description of the following-

– **Fiscal reporting system**

TCC uses Intuit QuickBooks for accounting of all grant funds. Additional reporting information is kept electronically in structured spreadsheets using Microsoft Excel 2010. All systems and information are secured directly by login access limitations or by file system access controls.

– **Obligation control system**

Obligations are recorded as expenses are incurred. This allows for the appropriate level of control over expenses and requisitioning of funds.

– **ITA payment system**

ITA's are signed by the participant, the Workforce Director and the training institution. Payment related to the ITA is made by check directly to the training institution after receipt of an invoice.

– **Chart of account system**

The chart of account structure is designed to properly track incomes, expenditures, assets and liabilities according to federal accounting principles and in a manner to properly generate the reports required by the state.

– **Accounts payable system**

Invoices received require a statement sheet to be submitted with the invoice before payment is made. Statement sheets serve as the department's request for the Finance Department to process payment; the form must reflect the class, amount, funding stream and include the designated department signature along with the invoice. Checks are created using Quickbooks; the Executive Department is responsible for review and signature.

– **Staff payroll system**

Electronic timesheets are submitted by the employee and approved by the supervisor. TCC's Payroll Specialist electronically transfers the timesheets to the third-party payroll administrator. The Payroll Specialist reviews each individual paycheck for accuracy and approves payment. Paychecks or direct deposit payments are created and delivered to the Payroll Specialist for distribution.

– **Participant payroll system**

Participants do not currently participate in activities requiring TCC payroll payments.

– **Participant stipend payment system**

Participants do not currently receive stipends. However, supportive services are provided by reimbursement directly to the individual with a verifiable receipt for payment and approval by

the Workforce Director.

(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.

TCC will follow federal regulations related to cash management requirements. TCC will requisition cash from Maryland Department of Labor, Licensing and Regulation on at least a monthly basis to ascertain that sufficient cash is on hand to meet immediate needs for grants administered. The review and processing of requesting cash on a routine basis will also allow TCC to time cash receipts and disbursements to minimize the time between receipt of funds and disbursement. The Senior Accountant will be in charge of cash management.

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

- **Identification of different cost pools.**
- **Procedures used for distribution of funds from each cost pool.**
- **Description of funds included in each cost pool.**

There are currently two cost pools.

1. Adult/Dislocated Worker Cost Pool, allocated to Adult and Dislocated Worker funding
2. WIOA Cost Pool, allocated to Adult, Dislocated Worker, and Youth funding

The allocation percentages determined for each cost pool are based on participant counts.

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

TCC/LSWA uses an audited Cost Allocation Plan that takes non-grant specific expenses inside the programs and allocates them using two cost pools. TCC uses an Indirect Cost Rate (ICR) approved by its cognizant agency to charge support service costs from the TCC administration department for HR, Finance/Accounting, IT and Risk Management services administration.

- **Description of cost allocation plans for American Job Centers.**

The cost allocation plan for the AJC will be finalized during a combination of 1) the development of the partner RSA and MOU and 2) the process for one-stop operator procurement.

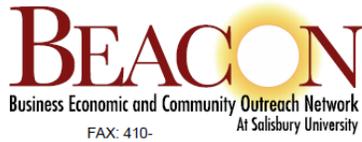
(Z) A description of the Local Board's (or fiscal agent's) procedure for collecting debts involving WIOA funds.

Grant award agreements have the following language that allows for the collection of debts if/when needed:

- *Disallowed costs: Disallowed costs are those charges to a grant which the grantor agency or its representative determines to be unallowable in accordance with the applicable Federal Cost Principals or other conditions contained in the grant.*
- *In the event a final audit has been performed prior to the closeout of the grant, the grantor shall retain the right to recover an appropriate amount after fully considering the recommendation on disallowed costs from the final audit.*

TCC has attorneys on retainer to obtain judgments and perform collections in the event these services are necessary.

ATTACHMENT A: BEACON ANALYSIS



PERDUE HALL, SUITE 100
1101 CAMDEN AVENUE
SALISBURY, MD 21801-6860 USA
OFFICE: (+1) 410-546-6001
E-MAIL: BEACON@SALISBURY.EDU
546-6002
TTY: 410-543-6083
TOLL FREE: 1-888-543-0148

April 12, 2017

Becca Webster
Workforce Director
Lower Shore Workforce Alliance (LSWA)
31901 Tri-County Way Suite 215, Salisbury, Maryland 21804

Dear Ms. Webster,

Please find attached a document containing validated data, information, and our analysis of the key workforce development trends for the Lower Eastern Shore of Maryland. As you know, the Business Economic and Community Outreach Network (BEACON) of the Franklin P. Perdue School of Business at Salisbury University has been conducting demographic, business, economic, and workforce development research on the nine counties of the Eastern Shore of Maryland since 1989.

The data, information and trend analysis we provided for this project can be used to inform the strategic planning process of the Lower Shore Workforce Alliance (LSWA). Our work included:

- Validating and adding to the data and information provided to us by LSWA;
- Analyzing the regional economic conditions including existing and emerging in-demand industry sectors and occupations;
- Analyzing the employment needs of businesses in key industry sectors and occupations
- Analyzing the knowledge and skills needed to meet the employment needs of the businesses in the Local Area, including employment needs in in-demand industry sectors and occupations;
- Analyzing the workforce in the Local Area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the Local Area, including individuals with barriers to employment.

To complete this assignment, members of the BEACON team used current research from:

The Census Bureau;
Maryland Department of Labor, Licensing and Regulation;
Maryland Department of Planning;
Maryland Workforce Exchange;
The Comprehensive Economic Development Strategy (CEDS) for the Lower Shore;
The ShoreTRENDS data sets, and
Proprietary regional data and research from BEACON.

Please do not hesitate to call BEACON at 410-546-6001 if you have any questions.

Sincerely,

Dr. Memo Diriker

ATTACHMENT B: SERVICE MATRIX		Title I - Adult/Dislocated	Title I - Youth	Job Corps	Title I - MSFW	Adult Education	Wagner-Peyser	DORS	Older Americans – MAC, Inc	Trade Act	Veterans' Employment and	Community Services Block	Unemployment Insurance	TANF	Other
HOW SERVICES ARE PROVIDED	Eligibility screening	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Formal process for referrals to other programs				X	X	X			X	X	X	X		
	Group orientation to services	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Intake	X	X	X	X	X	X	X		X	X	X		X	
	Outreach to educate public about available services	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Partner program eligibility information available	X	X		X	X	X		X	X	X	X	X	X	
	Printed collateral available	X	X	X	X	X	X			X	X	X	X		
	Priority of service policy	X			X	X		X	X		X	X			
	Some online services available					X	X			X	X	X	X	X	
	Standardized performance goals	X	X	X	X	X	X	X		X	X	X	X	X	
	Use MWE to track services	X	X				X			X	X		X		
SERVICES	Assessment- Comprehensive	X	X		X	X	X	X	X	X	X	X	X		
	Assessment- Educational	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Assessment- Occupational Skills	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Career Counseling	X	X	X	X	X	X	X	X	X	X	X	X	X	

ATTACHMENT B: SERVICE MATRIX		Title I - Adult/Dislocated	Title I - Youth	Job Corps	Title I - MSFW	Adult Education	Wagner-Peyser	DORS	Older Americans – MAC Inc	Trade Act	Veterans' Employment and	Community Services Block	Unemployment Insurance	TANF	Other
SERVICES PROVIDED	Career Exploration (other than LMI)	X	X		X	X	X	X		X	X	X	X	X	
	Career Planning	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Case Management	X	X		X	X	X		X	X	X	X		X	
	Computer Skills				X	X			X			X			
	Development of Employment Plan	X	X		X	X	X	X	X	X	X	X	X	X	
	Disability services							X				X			
	ESOL/Language Learning		X		X	X						X			
	Financial Aid Information	X	X		X	X	X	X		X	X				
	Financial Literacy Workshops				X	X						X		X	
	GED		X		X	X		X	X			X			
	Job Fairs					X	X		X	X	X		X		
	Job Matching/Placement				X	X	X	X	X	X	X	X		X	
	Job Search Assistance				X	X	X	X	X	X	X	X	X	X	
	Labor Market Information	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Mock Interview				X	X	X	X	X	X	X	X	X	X	
Occupational Skills Training	X	X		X			X	X	X	X	X				

ATTACHMENT B: SERVICE MATRIX		Title I - Adult/Dislocated	Title I - Youth	Job Corps	Title I - MSFW	Adult Education	Wagner-Peyser	DORS	Older Americans – MAC, Inc	Trade Act	Veterans' Employment and	Community Services Block	Unemployment Insurance	TANF	Other	
SERVICES	Paid or Unpaid Work Experience		X		X	X		X	X			X		X		
	Pre-GED		X		X	X						X				
	Resume Review/Writing Skills		X		X	X	X		X	X	X	X	X	X		
	Tutoring/Study skills		X		X	X						X				
	UI Claims Information and Assistance						X			X			X			
BUSINESS SERVICES	Applicant Pre-Screening				X	X	X	X		X	X	X	X			
	Convene Industry Sector Groups						X				X					
	Customized Training programs	X			X			X	X							
	Employment Pre-Screening				X		X	X		X	X	X	X			
	Human Resources Services					X	X		X	X	X	X	X			
	Industry Analysis					X	X			X	X		X			
	Individualized Job Fairs						X		X	X	X		X			
	Job Orders					X	X			X	X		X			
	Job Placement				X	X	X	X	X	X	X	X	X	X		
	Labor Law Info					X	X		X	X	X		X			

ATTACHMENT B: SERVICE MATRIX		Title I - Adult/Dislocated	Title I - Youth	Job Corps	Title I - MSFW	Adult Education	Wagner-Peyser	DORS	Older Americans – MAC, Inc	Trade Act	Veterans' Employment and	Community Services Block	Unemployment Insurance	TANF	Other
BUSINESS	Marketing Employment Opportunities				X				X			X			
	On-the-job training	X	X		X			X	X			X		X	
	Recruitment				X		X				X	X			
	Referral to Economic Development partners	X				X	X		X	X	X				
	Referrals to other resources	X			X	X	X	X	X	X	X	X		X	
	Tax Incentive resources						X	X	X	X	X				
BARRIER REMOVAL	Use of Facilities, internet, phone	X	X		X	X	X		X	X	X	X		X	
	Child Care- assistance locating	X	X		X	X						X		X	
	Child Care- direct assistance		X		X	X						X		X	
	Electric/energy or other household bills- assistance identifying sources of assistance	X	X		X	X			X			X		X	
	Electric/energy or other household bills- direct assistance		X		X							X		X	
	Housing/rental assistance- identifying available resources	X	X		X	X			X			X		X	
	Housing/rental assistance- direct assistance				X							X		X	

ATTACHMENT B: SERVICE MATRIX		Title I - Adult/Dislocated	Title I - Youth	Job Corps	Title I - MSFW	Adult Education	Wagner-Peyser	DORS	Older Americans – MAC Inc	Trade Act	Veterans' Employment and	Community Services Block	Unemployment Insurance	TANF	Other
BARRIER	Medical services- Assistance paying bills				X									X	
	Medical services- Referral to	X	X		X	X			X			X		X	
	Provision of clothing for interview or job		X		X			X	X					X	
	Transportation- Identifying Options	X	X		X	X		X	X			X		X	
	Transportation- Paying for		X		X	X		X						X	
TARGETED POPULATIONS	No Specific Targeted Population					X						X		X	
	Displaced Homemakers	X				X			X						
	Eligible migrant and seasonal farmworkers		X		X	X	X		X						
	Ex-offenders	X	X			X	X		X		X		X		
	Homeless individuals	X	X	X		X	X		X	X	X		X		
	Individuals facing substantial cultural barriers	X	X			X	X		X	X	X		X		
	Individuals who are English language learners	X	X			X	X		X						
	Individuals who are long-term unemployed	X	X			X	X		X	X	X		X		
T A	Individuals who are unemployed	X	X	X		X	X		X	X	X		X		

ATTACHMENT B: SERVICE MATRIX

	Title I - Adult/Dislocated	Title I - Youth	Job Corps	Title I - MSFW	Adult Education	Wagner-Peyser	DORS	Older Americans – MAC, Inc	Trade Act	Veterans' Employment and	Community Services Block	Unemployment Insurance	TANF	Other
Individuals who have a low level of literacy	X	X	X		X	X		X	X	X		X		
Individuals with disabilities, including youth	X	X	X		X	X	X		X	X		X		
Individuals within two years of exhausting lifetime eligibility under Part A of the Social Security Act	X	X			X	X			X	X		X		
Individuals without a high school diploma	X	X	X		X	X		X	X	X		X		
Low-income individuals, including those receiving public assistance	X	X	X		X			X						
Native Americans, Alaska Natives, and Native Hawaiians	X	X			X	X		X	X	X		X		
Older individuals	X				X			X						
Single parents, including single pregnant women and non-custodial parents	X	X	X		X									
Veterans	X				X	X		X	X	X		X		
Youth who are in or have aged out of the foster care system	X	X	X		X									

ATTACHMENT C: DISCRIMINATION COMPLAINT PROCEDURES

I. Overview

These complaint procedures were developed to provide methods for attempting the resolution of complaints arising as a result of the Local Workforce Development Area's (LWDA) operation of WIOA Title I-funded programs, which allege violations of WIOA. The Lower Shore Workforce Development Board (WDB) will be notified of any complaints received by the Lower Shore Workforce Alliance (LSWA).

A. Availability of Lower Shore Workforce Alliance Complaint Procedures

Participants in programs funded by the Lower Shore Workforce Alliance with WIOA funds, subcontractors, or sub-recipients of the Lower Shore Workforce Alliance which receive WIOA funds, or other interested persons may file complaints using these procedures. Notice about the availability of these procedures will be given to:

1. Participants, upon enrollment into or first contact with their program;
2. Sub-recipients and subcontractors, prior to the signing of grant agreements or contracts; and
3. Other interested parties, upon their request to the Lower Shore Workforce Alliance;
4. Documentation of the receipt of the complaint procedures information will be maintained in the appropriate file(s) of the Lower Shore Workforce Alliance

B. Types of Complaints

Complaints which may be processed using these procedures (i.e., complaints alleging violations of the WIA or its implementing regulation) will be classified by the Lower Shore Workforce Alliance as one of two types, upon review of the complaints content. Each type of complaint will be handled in a different fashion, pursuant to Section 667.600 of the WIA regulations. The two types of complaints are:

1. Type I Complaints - These are complaints which allege discrimination on the basis of any of the following:
 - race
 - sex
 - color
 - national origin
 - religious belief
 - age
 - political affiliation
 - citizenship
 - gender
 - disability
 - participation in WIOA programs
2. Type II Complaints - These are complaints, which do not allege any form of illegal discrimination.

I. Procedures

A. Type I Complaint Procedure (alleging discrimination on the basis of race, sex, color, national origin, religious belief, age, political affiliation, citizenship, gender, disability, participation in a WIOA program.

1. Filing the Complaint

- a. The Lower Shore Workforce Alliance encourages all persons with complaints to first discuss their concerns with the persons who have caused those concerns. However, if after discussing the problem the individual still wishes to formally pursue resolution of his/her complaint, he/she may choose one of the following options:
 - i. Pursue resolution through the Directorate of Civil Rights
 - ii. Pursue resolution through the Lower Shore Workforce Alliance and/or its sub-recipients
 - iii. Concurrently pursue the complaint through the Directorate of Civil Rights and the Lower Shore Workforce Alliance and/or its sub-recipients.
- b. All complaints alleging discrimination on any of the basis listed above must be filed within 180 days of the event which triggered the complaint.
- c. Complaints filed with the Lower Shore Workforce Alliance Council must be documented on

the form, which is Attachment #1 to these procedures.

2. Resolving the Complaint

- a. Directorate of Civil Rights (DCR) Investigation – A complainant may file a Type I complaint with the DCR at any time. There is no waiting time or lower level hearings, which must precede this filing. Details on the steps which the complainant must follow in filing a complaint with the DCR will be provided to the complainant when requested.
- b. Lower Shore Workforce Alliance/Sub-recipient Procedures - If a complainant wishes to first seek a resolution of his/her complaint through the Lower Shore Workforce Alliance, those who are participants in Lower Shore Workforce Alliance sub-recipient programs must file their complaint in accordance with the procedures established by the sub-recipient. Representatives of sub-recipients or other interested persons have the option of either filing their complaint with the sub-recipient (e.g. for interested persons) or with the Lower Shore Workforce Alliance.
 - i. Sub-recipient procedural guidelines – Sub-recipients of the Lower Shore Workforce Alliance must immediately notify the Lower Shore Workforce Alliance of all complaints received in writing which allege discrimination on the basis of race, sex, color, national origin, religious belief, age, political affiliation, citizenship, gender, disability, participation in a program or participation in a WIOA program. The Lower Shore Workforce Alliance then will immediately notify the Department of Labor, Licensing and Regulation and the Directorate Civil Rights of the complaint's existence and content. A form is available for this notification. Sub-recipients are permitted 30 days to attempt a resolution of the complaint using the procedures developed by the sub-recipient. If after 30 days from the date of filing the complaint, the complainant has not achieved a satisfactory resolution of his/her complaint, he/she may file the complaint with the Lower Shore Workforce Alliance. The form included as Attachment #1 should be used to document the complaint.
 - ii. Lower Shore Workforce Alliance Procedures - Upon receipt of a written Type I complaint, the Lower Shore Workforce Alliance will convene a hearing to which the complainant and other person(s) involved in the complaint are invited. The Lower Shore Workforce Alliance will hold this hearing within 15 days of the receipt of the complaint and will identify a person who is not involved in the complaint to preside as the hearing officer. The hearing officer will issue a written description of his/her judgment regarding the complaint, including his/her recommendation for resolving the complaint within 30 days of the date that the complaint was first filed (either at the sub-recipient level or with the Lower Shore Workforce Alliance).
- c. Concurrent procedure - Complainants may choose to file their discrimination complaint with both the Lower Shore Workforce Alliance/Sub-recipient and the Directorate of Civil Rights at the same time. In that case, the procedures described above under a and b should be followed concurrently.

B. Type II Complaint Procedure (not alleging any form of illegal discrimination)

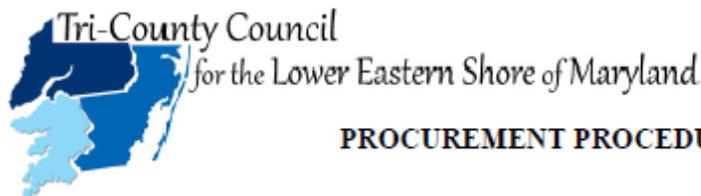
1. Filing the Complaint

The Lower Shore Workforce Alliance strongly encourages all persons with complaints to first discuss their concerns with the persons who have caused these concerns. However, if after discussing the problem, the individual still wishes to formally pursue resolution of his/her complaint, he/she must adhere to the following guidelines.

- a. Complainants who are participants in the Lower Shore Workforce Alliance sub-recipient programs must file their complaint in accordance with the procedures established by the sub-recipient. Representatives of sub-recipients or other interested persons have the option

to either filing their complaint with the sub-recipient (e.g. for “interested persons”) or with the Lower Shore Workforce Alliance.

- b. All complaints not alleging discrimination must be filed within one year of the event, which triggered the complaint.
 - c. Complaints filed with the Lower Shore Workforce Alliance must be documented on the available form, which is attachment #1 to these procedures.
2. Resolving the Complaint
- a. Sub-recipient procedural guidelines – Sub-recipients are not limited by time in their handling of non-discrimination complaints. The existing complaint procedures adopted by the sub-recipient should be followed.
If after exhaustion of the sub-recipient’s procedure a complainant is dissatisfied with the proposed solution to his/her complaints, he/she may file the complaint with the Lower Shore Workforce Alliance. A form is available to document the complaint.
 - b. Lower Shore Workforce Alliance Procedures - Upon receipt of a written complaint not alleging discrimination, the Lower Shore Workforce Alliance will convene a hearing to which the complainant and other persons involved in the complaint will be invited. Written notices (invitations to attend) about the hearing will include the date, time and location of the hearing. The Lower Shore Workforce Alliance will hold the hearing within 30 days of the date on which it received the written complaint (on the available form) and will identify a person who is not involved in the complaint to preside as the hearing officer.
At the hearing, an opportunity will be provided for all parties (persons) involved in the complaint to present evidence. An audio tape of the complete hearing will be made and maintained for possible review by the Department of Labor, Licensing and Regulation. A written decision on the complaint, arising from the hearing, will be issued to all persons at the hearing within 60 days of the date on which the Lower Shore Workforce Alliance received the complaint.
 - c. Additional procedures - If a complainant does not receive a decision by the Lower Shore Workforce Alliance within 60 days from the date he/she filed the complaint with the Lower Shore Workforce Alliance or received a decision satisfactory to the complainant the complainant (only) has the right to request a review by the Department of Labor, Licensing and Regulation. A request for this review must be made within 10 days from the date on which the complainant should have received a decision (60 days after filing with the Lower Shore Workforce Alliance). Details on how to file a request for Department of Labor, Licensing and Regulation review will be provided in the written decision rendered by the Lower Shore Workforce Alliance.
- C. Other Complaint Procedures
- Complaints arising from action taken by the grantee with investigation or monitoring reports of sub-grantees, contractors and other sub-recipients will follow the course of Type II Complaints as stated in the attached procedures.
- All employers of participants under the WIOA program will be requested to have a complaint procedure relating to the terms and conditions of employment available to participants.



PROCUREMENT PROCEDURES

I. Introduction

The Tri-County Council for the Lower Eastern Shore of Maryland (TCC) makes purchases that will sometimes require certain measures to be taken depending on the grant that the goods or services will be purchased with. In those cases it is mandatory that the Procurement Procedures are followed in concert with the grantees rules and regulations. For example, Shore Transit must comply with all MTA/FTA guidance (see Section VI) for any purchase involving funds provided by MTA/FTA. Other divisions of TCC must comply with the guidelines of the state and federal agencies that provide funding for the purchase. It is our considered opinion the most restrictive guidelines are the MTA/FTA, therefore this policy is written to that standard which will satisfy the other agencies' requirements.

All TCC procurements will comply with Federal and Maryland state law and the rules and regulations of our supported counties.

II. Purchasing Agent

The Purchasing Agent (Finance Department) is responsible for the following:

1. Reviews Requisitions
2. Confers with vendors to obtain product or service information such as price, availability and delivery schedule
3. Selects products for purchase by testing, observing or examining items
4. Estimates values according to knowledge of market price
5. Determines method of procurement such as direct purchase or bid
6. Prepares purchase orders or bid requests
7. Reviews bid proposals and negotiates contracts within budgetary limitations and scope of authority
8. Maintains procurement records such as items or services purchased costs, delivery, product quality or performance and inventories
9. Discusses defective or unacceptable goods or services with inspection or quality control personnel, users, vendors and others to determine source of trouble and takes corrective action
10. Approves invoices for payment
11. Expedites delivery of goods to users
12. Will maintain a blue procurement folder for each purchase.

III. Purchase Orders

Purchase Orders may be needed for certain procurements. Only authorized personnel will be able to call and obtain a purchase order number from the Purchasing Agent (Finance Department).

IV. Purchases

1. Small Purchases (\$0-\$25,000)

A. \$0-\$1,000

- 1) Department Directors and their designated agents, may make purchases where the cost does not exceed \$1,000 directly without going through the Purchasing Agent. It will be understood that the department making the purchase of goods or services is responsible for making sure that the price is fair and reasonable through price comparisons. If office furniture or equipment, which falls under this price range, is purchased then the Purchasing Agent needs to be notified so that it is inventoried properly.

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

- 1) Purchases within this range will need at least three (3) quotes which can be obtained through listed catalog prices, telephone quotes, internet or written requests for quotations (no advertising or posting required). It will be the departments who wish to make the purchase to obtain the three (3) quotes, if they need assistance that department will need to contact the Purchasing Agent. Copies of the quotes and any other information will need to be sent to the Purchasing Agent so that it can be filed and inventoried. Purchase Orders may be needed for certain procurements within this range.

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

- 1) Purchases within this range will need to be made through a more formal request for quotation. This can be written, published or oral. This process will need to go through the Purchasing Agent entirely. Purchase Orders will be necessary with any procurement within this price range.

2. Large Procurements (\$25,000+)

Procurements exceeding \$25,000 must be procured through the Purchasing Agent through one of the following methods. The type of method is determined by the type of project.

A. Invitation for Bid (IFB)

- 1) IFB, also known as the Bid Request or Sealed Bid Method, is the method of procurement used when price is the primary factor in selection a contractor. An IFB is typically used for construction projects and other capital projects that have clear-cut specifications. Sealed bids are publicly solicited; the reasonable bidder with the lowest price is awarded a fixed priced contract. (IAW The Maryland LOTS Manual, March 2012)

B. Request for Proposal (RFP)

- 1) A RFP, also referred to as the Competitive Proposal method, is the method of procurement used when factors other than price are important in the selection of the chosen contractor. A RFP is typically used to procure management, operations, maintenance, planning, software and other consulting services.
- 2) In determining which proposal is most advantageous, grantees may award (if consistent with State Law) to the proposer whose proposals offer the greatest business value to the agency based upon an analysis of a tradeoff of qualitative technical factors and price/cost to derive which proposal represents the "best value" to the procuring agency. "Best Value" is a selection process in which proposals contain both price and qualitative considerations. Qualitative considerations may include technical design, technical approach, quality of proposed personnel and/or management plan. The award selection is based upon consideration of a combination of technical and price factors to determine (or derive) the offer deemed most advantageous and of the greatest value selection method as the basis for award, however, the solicitation must contain language which establishes that an award will be made on a "Best Value" basis. (IAW The Maryland LOTS Manual, March 2012)
- 3) RFP's will need to be advertised, in newspapers, internet listings, magazines, etc. The RFP will need to run in papers at least one day, preferably Sunday or Wednesday. The RFP will need to remain open for a minimum of 30 days.

C. Architectural & Engineering Services (A & E)

- 1) This Federally-defined method is used only for the procurement of services that require performance by a registered or licensed architect or engineer. Under this method, professional services are publicly solicited and qualifications of offerors are evaluated without regard to price. Once the most qualified offeror is identified, the sub grantee engages in price negotiations with that offeror. Failing agreement on an acceptable price, negotiations with the next most qualified offeror are conducted until a contract award can be made to the most qualified offeror with an acceptable price. (The Maryland LOTS Manual, March 2012)

D. Competitive Negotiation

- 1) This State-defined method is used when the item or service to be procured is not such that to a complete, adequate and realistic specification can be developed or when the item or service does not lend itself to a firm, fixed-price contract. Proposals are publicly solicited from a minimum of two qualified sources to permit reasonable competition and the award is made to the responsible offeror whose proposal will be most advantageous to the project. (The Maryland LOTS Manual, March 2012)

E. Noncompetitive Negotiation

- 1) If procurement is not feasible under any of the above procedures, then you may negotiate with a single source if the item is only available from a single vendor, the urgency for the item will not permit a delay characteristic of competitive solicitation or after solicitation of a number of sources, competition is determined to be inadequate. Noncompetitive negotiation is also referred to as Sole Source procurement. (The Maryland LOTS Manual, March 2012)

3. Sole Source Justification

Sole Source Justification is used when only one (1) vendor is available for a specific good or service. Verification that only one supplier is available for the item or service is required. (See Attachment 1 for MTA/FTA Sole Source procedures.)

V. Bid Protests

1. Tri-County Council Administration & Lower Shore Workforce Alliance (LSWA) Division

Any award decision may be appealed by submitting an appeal letter to the TCC or LSWA within ten (10) calendar days after notification of the adverse award decision. Appeals will:

- a. Be in writing, dated and signed.
- b. State the reason for disputing the award.
- c. Include the desired remedy.
- d. Be acknowledged in writing by the TCC or LSWA.

An Appeals Committee will hear appeals within (30) calendar days after TCC or LSWA's receipt of the appeal letter. The Appeals Committee will include three or more persons appointed by the Chair of the awarding Board. No person may hear an appeal if they have a conflict of interest which may affect their judgment.

ATTACHMENT D: TRI-COUNTY COUNCIL PROCUREMENT PROCEDURES

The Appeals Committee will issue a written decision within fifteen (15) calendar days after hearing the appeal and subsequent closure of the record. Appeal hearings will be informal and open. A decision of the Appeals Committee will be binding unless reversed by vote of the TCC or LSWA, or by the State of Maryland.

2. Shore Transit Division

All protests relating to solicitations, selections, and/or awards made by the TCC on behalf of Shore Transit must be filed in writing with the TCC procurement officer within seven (7) days of the notice of solicitation, notice of selection and/or notice of award. The date of notification shall be the date posted to the TCC procurement website: <http://www.tcclesmd.org/departments/procurement.aspx>. Oral protests will not be considered. Protests will only be considered valid if the protester is an "interested party". An "interested party" is a party that is an actual or prospective bidder or proposer.

The protest reviewing authority or designee(s) of the TCC shall be designated prior to the release of any solicitations and shall review the protest with a thorough evaluation of the issues raised and respond to the protester within seven (7) days of the receipt of such protest. A certified letter shall be sent to the protester from either the Executive Director of the TCC or the attorney for the TCC stating a concurrence or denial of the protest with supporting explanations. The certified letter to the protester shall constitute the final decision of TCC.

Review appeal authority is TCC Executive Board, not MTA. MTA will not/cannot hear or judge appeals. If protester does not agree with TCC findings, they are directed to court.

Shore Transit Division of the TCC is a sub-recipient of funding from the Federal Transit Administration (FTA) through the Maryland Transit Administration. Shore Transit Division of the TCC adheres to the contracting guidance for recipients of Federal funding awarded by the FTA as found in FTA Circular 4220.1F.

VI. Maryland Transit Administration (MTA) and Federal Transit Administration (FTA) Guidelines

1. When items are purchased using MTA/FTA funds, TCC will follow guidelines set forth using MTA's Locally Operating Transit System (LOTS) Program Manual procurement guidelines and FTA (Federal Transit Administration) Circular C 4220.1F. This circular can be found in the Finance Department on the bookshelf labeled as "FTA Circular C 4220.1F". The TCC Finance Department shall be responsible for ensuring current and complete copies of all FTA/MTA guidelines are available in the Finance Department.
2. In the event of any conflict between FTA Circular C4220.F1 and MTA's LOTS Manual procurement guidelines and/or TCC procurement procedures, the FTA

ATTACHMENT D: TRI-COUNTY COUNCIL PROCUREMENT PROCEDURES

Circular shall prevail and be followed. In the event a TCC procurement does not address a federally or required aspect of procurement, TCC will follow the applicable state guideline and /or Federal requirement. Attachments 1 through 3 reference further TCC procurement procedures complying with MTA/FTA procurement requirements.

3. TCC shall comply with all FTA/MTA Disadvantaged Business Enterprise (DBE) requirements and shall maintain an annual DBE participation program (copy incorporated herein by reference). TCC shall make a good faith effort to review and establish DBE goals for any MTA/FTA procurement exceeding \$25,000. The FTA requires that each bidder supply a copy of their approval or certification from the FTA concerning their DBE (Disadvantaged Business Enterprises) goals. Each bidder will be required to complete the Disadvantaged Business Certificate and submit it with the bid. Each solicitation will have the following clause:

“This contract is subject to the requirements of Title 49, Code of Federal Regulations, Part 26, Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs. The national goal for participation of DBE’s is 10%. The agency’s overall goal for DBE participation is ____.”

4. TCC will individually review each procurement over \$25,000 to determine DBE subcontracting opportunities, if any, and will supply MTA with information on TCC DBE goal determination.
 - The list of subcontractors will be obtained and a careful evaluation will be done to select the most important subcontractors that will do work that will be considered large portions of the contract.
 - Those selected subcontractors portions of the contract will then be broken out in order to obtain a percentage of the entire project. See Attachment 2 for the form that TCC will use.
5. FTA requires that certain clauses be included in RFP’s that are being paid for with FTA grant monies. Those clauses are kept in binder in the Finance Department. The binder is labeled “FTA Clauses”. The checklist to figure out which clauses should be included in the RFP’s can be found in Attachment 2.
6. All MTA/FTA procurements will be approved in advance by letter of concurrence. Shore Transit will research the purchase, complete required documentation and request the concurrence by letter with attachments. TCC Executive Director will sign out the request letter after review by the Shore Transit Director and TCC Finance.

Attachment 1: MTA/FTA Sole Source Justification

The Director of Finance or another TCC Executive Director selected reviewer will examine any request to use a sole source vendor to insure the use of the proposed vendor truly meets the MTA LOTS Manual and FTA Regulatory requirements. Any use of a sole source vendor for MTA/FTA funds must be approved in advance by the MTA Regional Planner.

Because of the rural nature of the Lower Eastern Shore, it may be necessary to go to a national vendor search to find competitive vendors with the needed goods and services. The lack of a local vendor is not grounds for a sole source purchase. To purchase compatible equipment from a previous vendor is not grounds for a sole source purchase.

ATTACHMENT D: TRI-COUNTY COUNCIL PROCUREMENT PROCEDURES

Attachment 2: Federal Form for Procurement

Jurisdiction: _____

Type of Procurement: _____

CHECKLIST: Federally Required and Other Modal Clauses												
Clause	Types of Procurement											
	Professional Services/ A/E	Operations/ Management	Rolling Stock Purchase	Construction	Material Supplies	Professional Services/ A/E	Operations/ Management	Rolling Stock Purchase	Construction	Material Supplies		
No Federal Government Obligations to Third Parties (by Use of a Disclaimer)	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
False Statements or Claims Civil and Criminal Fraud	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Access to Third Party Contract Records	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Change to Federal Requirements	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Termination	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Civil Rights (Title VI, EEO, ADA)	>\$10,000	<input type="checkbox"/>	>\$10,000	<input type="checkbox"/>	>\$10,000	<input type="checkbox"/>	>\$10,000	<input type="checkbox"/>	>\$10,000	<input type="checkbox"/>	>\$10,000	<input type="checkbox"/>
Disadvantaged Business Enterprise (DBEs)	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Incorporation of FTA Terms	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Suspension and Debarment	>\$25,000	<input type="checkbox"/>	>\$25,000	<input type="checkbox"/>	>\$25,000	<input type="checkbox"/>	>\$25,000	<input type="checkbox"/>	>\$25,000	<input type="checkbox"/>	>\$25,000	<input type="checkbox"/>
Buy America		<input type="checkbox"/>		<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>
Resolution of Disputes, Breaches, or Other Litigation	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>
Lobbying	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>
Clean Air	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>
Clean Water	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>	>\$100,000	<input type="checkbox"/>
Cargo Preference		<input type="checkbox"/>		<input type="checkbox"/>	Property transported by ocean vessel	<input type="checkbox"/>	Property transported by ocean vessel	<input type="checkbox"/>	Property transported by ocean vessel	<input type="checkbox"/>	Property transported by ocean vessel	<input type="checkbox"/>
Fly America	Involves foreign transport by air	<input type="checkbox"/>	Involves foreign transport by air	<input type="checkbox"/>	Involves foreign transport by air	<input type="checkbox"/>	Involves foreign transport by air	<input type="checkbox"/>	Involves foreign transport by air	<input type="checkbox"/>	Involves foreign transport by air	<input type="checkbox"/>
Davis-Bacon Act		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	>\$2,000 (incl ferry vessels)	<input type="checkbox"/>		<input type="checkbox"/>
Contract Work Hours and Safety Standards Act		<input type="checkbox"/>	>\$2,500 (except transportation services)	<input type="checkbox"/>	>\$2,500	<input type="checkbox"/>	>\$2,000 (including ferry vessels)	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Copeland Anti-Kickback Act		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	>\$2,000 (including ferry vessels)	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Bonding		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	\$100,000	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Seismic Safety	A/E for New Buildings & Additions	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	New Buildings & Additions	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Transit Employee Protective Arrangements		<input type="checkbox"/>	Transit Operations	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Charter Service Operations		<input type="checkbox"/>	All	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
School Bus Operations		<input type="checkbox"/>	All	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Drug Use and Testing		<input type="checkbox"/>	Transit Operations	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Alcohol Misuse and Testing		<input type="checkbox"/>	Transit Operations	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Patent Rights	Research & Development	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Rights in Data and Copyright Requirements	Research & Development	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Energy Conservation	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Recycled Products <small>Contracts for items designated by EPA, when procuring 3.013.089/it</small>		<input type="checkbox"/>	*	<input type="checkbox"/>		<input type="checkbox"/>	*	<input type="checkbox"/>	*	<input type="checkbox"/>	*	<input type="checkbox"/>
Conformance with ITS National Architecture	ITS Projects	<input type="checkbox"/>	ITS Projects	<input type="checkbox"/>	ITS Projects	<input type="checkbox"/>	ITS Projects	<input type="checkbox"/>	ITS Projects	<input type="checkbox"/>	ITS Projects	<input type="checkbox"/>
ADA Access	A & E	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>	All	<input type="checkbox"/>
Notification of Federal Participation for States	Limited to States	<input type="checkbox"/>	Limited to States	<input type="checkbox"/>	Limited to States	<input type="checkbox"/>	Limited to States	<input type="checkbox"/>	Limited to States	<input type="checkbox"/>	Limited to States	<input type="checkbox"/>

From Appendix D PTA C4220.1F dated 11/01/2008

Attachment 3: Procedures for Handling Change Orders

This document states the reasoning and guidelines of TCC's handling of Change Orders to contracts that have been awarded as the result of a RFP or IFB. Contracts awarded with FTA/MTA funds must be especially concerned with the following.

1. The Change Order must be allowable or justified under the project scope of work or a justification must be presented showing the why the work should be completed.
2. A fair and reasonable cost analysis must be conducted prior to making any Change Order
3. The following process must be followed to insure the Change Order has been formally reviewed by the key players and approved.

Any problems with the project that might require a modification of the construction plan or a modification of the project to increase the usefulness of the facility being built or modified, the service being procured or the equipment being purchased will be presented as early as possible in the project to the managing body for the project. This body should as a minimum include a TCC designated decision maker, the contract holder (General Contractor) and sub-contractors, the architectural, engineering and design team.

The project managing body will review the proposed change and insure it complies with the following.

1. The change is needed and adds to the value or usefulness of the end product or service.
2. The Change must be allowable in the scope of work, or is justified as a needed addition to the project.

If the group authorizes the Change Order, the General Contractor, contract holder or managing entity for the project will conduct a fair and reasonable cost analysis to determine the change is being made at the lowest price.

The Change must be documented with a formal Change Order that includes:

1. The signatures of the members of the project management board
2. Documentation of the reasoning for making the change
3. A reference to the area of the project specifications or contract that justifies the change
4. Information on the cost analysis performed
5. The selected contractor with cost and scope of the work

All Change Orders, supporting documents and project management board meeting minutes will be filed and maintained for the life of the project plus five (5) years.

Effective Date: 7/30/2014

CONTACT INFORMATION

Chief Local Elected Official(s):

Merrill W. Lockfaw, Jr. Chair, Tri-County Council for the Lower Eastern Shore of Maryland
Worcester County Commissioner
One West Market Street, Room 1103
Snow Hill, MD 21863
410-632-1194
mlockfaw@co.worcester.md.us

Workforce Development Board Chair:

Walt Maizel Workforce Development Board Chair
c/o Lower Shore Workforce Alliance
31901 Tri-County Way, Suite 215
Salisbury MD 21801
410-341-3835
wmaizel@gmail.com

Workforce Director:

Becca Webster Workforce Director, Lower Shore Workforce Alliance
31901 Tri-County Way, Suite 215
Salisbury MD 21804
410-341-3835
rwebster@lswa.org