

STATE OF MARYLAND INTEGRATED WORKFORCE PLAN

Section II: State Operational Plan

For the Workforce Investment Act and Wagner Peyser Act,
July 1, 2012 through June 30, 2017



Maryland Department of Labor, Licensing and Regulation
April 12, 2013

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Overview of the Workforce System

The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state’s workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.

INTRODUCTION

Maryland’s State Integrated Workforce Plan for the Workforce Investment Act and Wagner-Peyser Act Programs is Governor O’Malley’s blueprint for attaining his vision and goals for education and training through the umbrella of partners in the State’s workforce system.

This integrated plan supports the goals to the right of this paragraph.

Goal 1: Recover jobs lost during the Great Recession

Goal 2: Improve student achievement and school, college and career readiness

Goal 3: Increase the number of Marylanders who receive at least two years of post-secondary education and skills training

ORGANIZATION

Maryland’s employment and training programs comprise a workforce system that serves the citizens and employers of our State.

The Workforce Investment Act Programs and Wagner-Peyser are administered through the Department of Labor, Licensing, & Regulation (DLLR). The Workforce Development and Adult Learning Division of DLLR provide the State support and oversight to the workforce system:

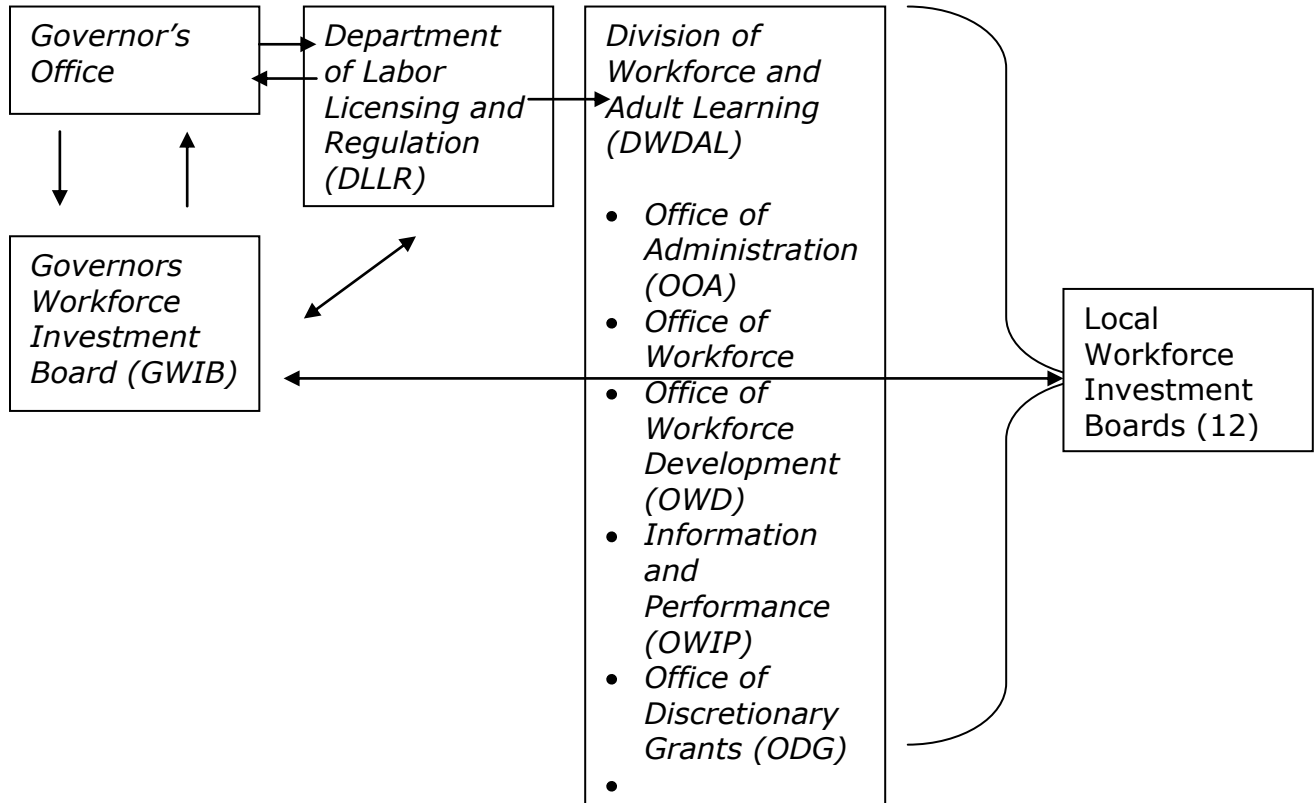
- Oversight of the twelve (12) Local Workforce Investment Areas
- Guidance to Local Workforce Investment Boards on the Development of Local Plans that Support the Governor’s Vision and Goals
- Policies and Procedures that Guide the Overall Workforce System
- Technical Assistance Related to Programming and System Improvements

Maryland has twelve (12) Local Workforce Investment Areas governed by Local Workforce Investment Boards that administer the States’ public workforce system in collaboration with Wagner-Peyser funded staff, DLLR’s central offices and the Governor’s Workforce Investment Board. Other partners such as community colleges provide career and technical education and adult education services across Maryland. Systems for employment services, labor market, and case management tracking and reporting is coordinated across the State through a statewide information and technology resource called the Maryland Workforce Exchange (MWE-VOS).

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The flow of the workforce system and Maryland's partner agencies:



A description of Maryland's partner agencies that support the coordination and alignment of the State's workforce system:

Office of Administration (OOA)

The leadership teams within DWDAL, staff, supervisors, WIA Directors and Labor Exchange Administrators (LEAs) have frequent planning and information sharing meetings to discuss challenges and improvements to existing policies and systems operations. These meetings include the sharing of best practices, the provision of technical assistance, and the establishment of future goals. These combined efforts lead to the environment of continuous improvement and policy alignment. Examples of these meetings include the GWIB Board meeting held quarterly every year as well as quarterly LWIB meetings. The directors of the offices described below report directly to the Assistant Secretary of Workforce Development and Adult Learning and meet monthly to discuss new programs, policies and issues. These discussions lead to effective coordination collaborations that address strategic departmental needs.

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Office of Workforce Information and Performance (OWIP)

OWIP is comprised of five core LMI programs funded by the Bureau of Labor Statistics (BLS), Labor Market Information Services, the MWE-VOS, MWE-VOS Help Desk and WIA Performance Units.

Additionally, OWIP administers the Employment and Training Administration (ETA) Workforce Information Grant (WIG). The deliverables under the WIG include the population and maintenance of the Workforce Information Database, the production of industry and occupational employment projections, and other workforce information and economic products and services.

OWIP's five core LMI programs include:

1. **Quarterly Census of Employment and Wages (QCEW)** -The QCEW program produces a comprehensive tabulation of employment and wage information for workers covered by State unemployment insurance (UI) laws and Federal workers covered by the Unemployment Compensation for Federal Employees (UCFE) program. Data are available on the number of establishments, monthly employment, and quarterly wages, by NAICS industry, by county, and by ownership sector. These data are aggregated to annual levels, to higher industry levels (NAICS industry groups, sectors, and super sectors), and to higher geographic levels;
2. **Current Employment Statistics (CES)** -The CES program is a monthly survey of employers. The survey provides employment, hours and earnings estimates based on payroll records of business establishments in nonagricultural industries. The data from the Current Employment Statistics survey include total employment, number of production or non supervisory workers, average hourly earnings, average weekly hours, average weekly earnings, and average weekly overtime hours in manufacturing industries. Data represent the pay period including the 12th of the month (varies by reporting establishment);
3. **Local Area Unemployment Statistics (LAUS)** -The LAUS program profiles the labor force status of the civilian non institutional population 16 years and over. Estimates of the labor force, employment, unemployment levels and the unemployment rate for the state, selected regions and local jurisdictions are prepared both monthly and annually. These estimates are key indicators of local economic conditions. Federal programs use the data for allocations to States and areas, as well as eligibility determinations for assistance. State and local governments use the estimates for planning and budgetary purposes and to determine the need for local employment and training services. Private industry, researchers, the media, and other individuals use the data to assess localized labor market developments and make comparisons across areas;
4. **Current Employment Statistics (CES)** -The CES program is a monthly survey of employers. The survey provides employment, hours and earnings estimates based on payroll records of business establishments in nonagricultural industries. The data from the Current Employment Statistics survey include total employment, number of production or non supervisory workers, average hourly earnings, average weekly hours, average weekly earnings, and average weekly overtime hours in manufacturing industries. Data represent the pay period including the 12th of the month (varies by reporting establishment); and

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5. **Mass Layoff Statistics (MLS)** - The MLS program uses a standardized, automated approach to identify, describe, and track the effects of major job cutbacks, using data from each State's unemployment insurance database. Establishments which have at least 50 initial claims for unemployment insurance (UI) filed against them during a consecutive 5-week period are contacted by State agencies to determine whether those separations are of at least 31 days duration, and, if so, information is obtained on the total number of persons separated, the reasons for these separations, and recall expectations. Establishments are identified according to industry classification and location, and unemployment insurance claimants are identified by such demographic characteristics as age, race, sex, ethnic group, and place of residence.

Office of Workforce Development (OWD)

The Director of the OWD oversees the state partnership with the network of One Stop Career Centers located across the State. These thirty-five (35) Centers provide comprehensive services to both job seekers and businesses. A wide range of adult and dislocated worker employment and training services is provided to job seekers through core, intensive, and training assistance. Core services are provided primarily by Wagner-Peyser, federally-funded staff, who provides a human element to the MWE-VOS and job search in general.

The One Stop Career Center System is also the primary vehicle for both adults and dislocated workers to access intensive and training services. Intensive services are provided to unemployed or underemployed individuals who are having difficulty securing appropriate employment through core services. Intensive services include but are not limited to: comprehensive and specialized evaluation, individual employment plan development, group and individual counseling, career planning, case management, and short-term pre-vocational services. Additional intensive services may include out-of-area job search, relocation assistance, literacy readiness, internships, and work experience.

The LWIBs in Maryland develop job training programs for implementation in their respective WIAs, oversee the operation of those programs, and determine which companies, educational institutions, and community organizations will receive funding for program operation. The WIA cooperates with local employers and government to select the workforce development programs most beneficial to the region and to tailor programs to meet the local employment training needs.

The One Stop Operations Manager oversees the monitoring responsibilities of Adult, Youth, and Dislocated Workers, including NEG and Trade. This monitoring is conducted annually through the OWD Central Office staff. More frequent monitoring may be warranted for Summer Youth Programs as well as supplementary ARRA-funded programs.

- Dislocated Worker Services (DSU) - Provides centralized oversight of the services to dislocated workers. Responsibilities include grant management, participant data collection and tracking, reporting to the U.S. Department of Labor, monitoring, service provider training, technical assistance and policy interpretation, development for dislocated workers seeking employment and training services, and fiscal controls in conjunction with Fiscal Unit.
- The DSU has undergone significant changes during this past program year. Three (3) staff positions were added to the Unit then fine-tuned in an effort to better serve Marylanders as well as meet demands on services brought about by the economy and changes in laws and regulations.

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- Rapid Response - The Rapid Response team (comprised of State and local WIA employees) responds to many requests for assistance across the State. Companies which receive these services range in size from small organizations (such as Hometown America, reducing its staff by four people) to large companies (such as RG Steel, closing in Baltimore County and laying-off over two thousand workers). Moreover, these employers come from a variety of sectors such as public service, for profit companies, and non-profit organizations. Regardless of the size or location of the company, DSU employees disseminate essential information to individuals ranging from how to file for and what to expect from Unemployment, to local resources that are available for individuals seeking reemployment. The Rapid Response team could include members of State Employment Services, LWIBs, UI, DBED, local Community Colleges, and other local and State Government offices as needed.
- Trade Adjustment Assistance (TAA) - TAA Program provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports or production transfers abroad. Workers who qualify for this program may receive a longer time to complete training in occupational skills, basic or remedial education, or training in literacy or English as a second language. Workers receive assistance through: (1) Trade Readjustment Allowances (TRA)- weekly cash payments available for trade-impacted dislocated workers after a worker's unemployment compensation (UC) benefit is exhausted and during the period in which a worker is participating in an approved full-time training program; (2) Reemployment Trade Adjustment Assistance (RTAA) Program includes additional benefits for petitions filed on or after May 18, 2009. RTAA provides assistance to eligible Trade affected workers aged 50 or older who obtain new employment that pays less than their Trade-affected employment.
- Veteran Services Unit (VSU) - operates the Jobs for Veterans State Grant (JVSG) - Provides specialized service to veteran job seekers with outreach and provision of services to those veterans identified as most in need of intensive employment and training Assistance. The grant supports two principal staff positions: Disabled Veterans' Outreach Program Specialists (DVOPs) and Local Veterans' Employment Representatives (LVERs). Both staff positions are integrated into the One Stop Career Funds and are tasked to serve veterans exclusively, other eligible persons, transitioning service members, their spouses and, indirectly, employers.
- The Early Intervention (EI) Program - was designed to provide reemployment assistance to Unemployment Insurance Claimants who were "profiled" as likely to exhaust benefits before finding their next job. Early Intervention Facilitators (EIF) provide services to job seekers at One Stop Career Centers. The goals of the program include shortening the duration of UI and connecting UI claimants to Employment Service programs.
- The Professional Outplacement Assistance Center (POAC) - provides assistance to individuals who are in the professional, executive, technical, managerial, and/or scientific occupations.
- Maryland Re-Entry Initiative (MRI) - is a state-wide initiative to increase the employability of Maryland citizens with criminal backgrounds. The program provides technical assistance to job seekers, staff and employers to increase the number of individuals hired with criminal history barriers to employment. MRI administers the Federal Bonding Program through One Stop Career Centers.

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- Business Services Unit (BSU) - supports the strategic planning and implementation of revitalized or enhanced business engagement activities within the goal of improving program performance through the delivery of enhanced business-focused services stemming from a statewide business engagement strategic plan.

Office of Discretionary Grants (ODG)

The Office of Discretionary Grants is responsible for developing strategies and partnerships that provide a means for securing additional Federal and State funding through the competitive grant process. The ODG has been extremely successful in securing competitive funds to enhance Maryland's programs and services. Grants target dislocated workers, the long-term unemployed, veterans and other targeted populations. Current grants include:

- Re-employment Eligibility Assessment (REA)- The Discretionary Funded REA program is a re-employment approach that combines: in-person unemployment insurance eligibility reviews; labor market information; development of an individual employment plan; and, referral to reemployment services and/or training so that UI Claimants may return to employment as quickly as possible.
- On-the-job Training (OJT) Program – The OJT funding assistance program is a short term wage subsidy program for employers to offset the cost of occupational training of a newly hired worker who would otherwise not be hired due to lack of required skills not readily available through conventional training.
- Base Closure and Re-alignment (BRAC)- As a result of the 2005 BRAC decisions, Maryland gained nearly 30,000 DoD military and civilian jobs associated with defense contractors doing business with the military commands, jobs supporting the installations and those generated in the communities surrounding the bases
- Temporary Aid to Needy Families (TANF)-The primary objective of this initiative was for LWIBs to design and operate programs that would aid in the employment and retention of mandatory Temporary Cash Assistance (TCA) customers. The overarching objective of the TANF Projects has been to empower these customers with in-demand employability skills that would increase their marketability in the job market, thus improving their family stability. Hours per week may consist of Job Skills Training, Employment-Related Education, and Secondary Education, and/or GED Attainment.
- RG Steel (RGS) National Emergency Grant-The RG Steel (RGS) National Emergency Grant provides services to offset the impact of the steel-making company's massive layoff of nearly 2,000 workers. This major Baltimore County employer has supplied good paying jobs to many generations of families in the area. The bankruptcy and subsequent sale of the facility has impacted not just RG Steel workers and their families, but as many as 20 other business that have survived as suppliers and partners to the steel mill.

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GOVERNOR'S WORKFORCE INVESTMENT BOARD

The State Operational Plan must present an overview of the workforce system in the state. The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include items related to the SWIB. How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)

Development of the State Plan

Maryland's State Workforce Board is called the Governor's Workforce Investment Board (GWIB). It serves as the Governor's workforce system advisor under the authority of the Workforce Investment Act of 1998.

Maryland Executive Order 01.01.2004.60 outlines the duties and responsibilities of the State Workforce Investment Board (SWIB) as it relates to how the Board coordinates the development of the State Operational Plan. Specifically, Executive Order 01.01.2004.60 states "The Board shall advise the Governor on the development of a State Plan for Maryland's workforce creation system which sets clear goals and unifies the efforts of the various parts of this system, including education, workforce development, business and economic development, and other services in a coordinated strategy to upgrade and promote the status of Maryland's workforce."

GWIB Members discussed, reviewed and provided comment on the plan prior to its submission to USDOL.

Enhanced Linkages and Collaboration

In Maryland, the Governor's Workforce Investment Board (GWIB), acting on behalf of the Governor, also works to ensure collaboration in an effort to carry out the functions described in *WIA Section 111(d)*. (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)

GWIB works collaboratively with DLLR's DWDAL and provides policy guidance regarding One Stop Career Center operations and programs, as well as key workforce trends and innovations within Maryland.

The Executive Director of GWIB and Deputy Assistant Secretary of DLLR's DWDAL meet monthly to discuss opportunities for enhanced collaboration. Further, the Assistant Secretary attends quarterly meetings of the Board to provide briefings on system funding, performance measures, etc. Similarly GWIB's Executive Director attends quarterly meeting of the Local Workforce Investment Area Directors.

GWIB also facilitates and promotes the cross-agency collaboration within Maryland, so that workforce investments system priorities are fully tied to one another throughout the State. Through the IWC, GWIB works with its system partners to identify potential synergies and enhanced collaboration opportunities. The Workforce Committee is comprised of representatives from the Maryland Department of Aging, DBED, DHCD, MDD, DHR, DJS, DLLR, DCPS, MHEC, and MSDE.

The partners are jointly committed to the following:

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- Promoting the Governor’s vision for workforce development in the State of Maryland;
- Collaborating with each other to develop and guide a workforce development system in Maryland based on the vision, mission and principles established by GWIB;
- Promoting the further integration and coordination of workforce development services through local and/or regional unified planning wherever possible;
- Identifying barriers to coordination and develop policies and procedures which ensure greater coordination of services at all levels;
- Promoting information-sharing and support performance accountability;
- Responding to the needs of our customers and stakeholders; and
- Encouraging staff to fully participate in training for the efficient operation of the workforce development system.

Further, the State Workforce Board represents state agency partners, for the purpose of coordinating workforce development policies in Maryland. As a result, GWIB establishes annual Memoranda of Agreements (MOAs) with key state agencies engaged in workforce development activities. These MOAs detail areas of collaboration between the State Board and the respective agency, with the goals of promoting continuous improvement of statewide workforce activities and advancing workforce development interests within Maryland. Currently, GWIB has MOAs with the State agencies comprising the IWC. Annually, these agencies provide funding income to GWIB in support of mutually agreed upon goals. Additionally, the Board comprises of 50% affiliations from the business sector (see attachment for List of Board Members)

GWIB Board Members

(private sector members are highlighted in yellow)

Hon. Martin O’Malley	Governor
Martin G. Knott, Jr. (Board Chair)	President, Knott Mechanical, Inc.
Ronald R. Peterson (Board Vice-Chair)	President, The Johns Hopkins Health System
John M. Belcher	Chairman and CEO, ARINC Corporation
Frank Chaney	Chaney Enterprises
Adrian P. Chapman	President and COO, Washington Gas
Ted Dallas	Secretary Department of Human Resources
B. Daniel DeMarinis	Director of Strategic Initiatives, The MITRE Corporation
Gino J. Gemignani, Jr.	Sr. Vice President, Whiting-Turner Contracting Company
Donna M. Gwin	Director of Labor Relations, Shoppers Food & Pharmacy
Alvin C. Hathaway, Sr.	Sr. Pastor, Historical Union Baptist Church of Baltimore
Danette Howard	Secretary, Maryland Higher Education Commission
Leonard J. Howie, III	Secretary, Department of Labor, Licensing and Regulation
Hon. Sally Y. Jameson	State Delegate
Hon. Katherine A. Klausmeier	State Senator
Hon. Susan W. Krebs	State Delegate, Maryland House of Delegates
Andrew B. Larson	National Project Coordinator, International Union of Painters and Allied Trade, Job Corps Program
Elliott D. Lasson, Ph.D.	Executive Director, Joblink of Maryland, Inc.
Gloria G. Lawlah	Secretary, Maryland Department of Aging

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Roy G. Layne	Clifford Gunderson, LLP
Bel Leong-Hong	President and CEO, Knowledge Advantage, Inc.
Larry Letow	President, Convergence Technology Consulting
Dawn Lindsay, Ed.D.	President, Anne Arundel Community College
George Littrell, III	Vice President and Financial Advisor, Morgan Stanley Smith Barney, LLC
Lillian Lowery, Ed. D.	State Superintendent of Schools, Maryland State Department of Education
Fred. D. Mason, Jr.	President, Maryland State & D.C. AFL-CIO Unions
Gary D. Maynard	Secretary, Department of Public Safety and Correctional Services
Irving W. McConnell	President and CEO, The McConnel Group, Inc.
Dan McDermott	Executive Director, Upper Shore Workforce Investment Board; President, MD Workforce Investment Network
Dominick E. Murray	Secretary, Department of Business and Economic Development
Stephen W. Neal	President and CEO, K. Neal International Trucks, Inc., K. Neal Idealease
Stephen Pannill	President, Cecil College
Marion W. Pines	Senior Fellow, The John Hopkins University Institute for Policy Studies
Harold Stinger	Chairman and CEO SGT, Inc.
Margaret A. Thomas	President Emeritus, Good Industries of the Cheasapeake, Inc.
Curtis C. Valentine	Executive Director, 50CAn

Commenting Annually on the Measures Taken pursuant to Section 113(b) (4) of the Carl D. Perkins Vocational and Applied Technology Education Act

GWIB has a long-standing relationship with the Maryland State Department of Education (MSDE), the Agency responsible for administering Carl D. Perkins funds and programs. This relationship is institutionalized in an annual MOA between the respective agencies. As a part of the relationship and pursuant to Section 113(b) (4) of the Carl D. Perkins Vocational and Applied Technology Education Act GWIB, through the Governor’s Skills2Compete (S2C) Maryland Initiative has an opportunity to comment quarterly on MSDE’s performance measures developed in support of achieving statewide progress in vocational and technical education.

As a matter of background, Skills2Compete Maryland is the State’s measurable mandate for a more integrated, training-focused, data-driven, and ultimately more accountable workforce and education system. It includes an external public information campaign to encourage more residents to pursue post-secondary credentials. But just as significantly, it includes, as its means for tracking success toward the Governor’s goal, an innovative approach to counting Marylanders’ degree, credential and basic skills attainment across a broad array of public programs.

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The overarching goal of Skills2Compete Maryland is to increase the number of Marylanders that have at least two years post-secondary education leading to a credential or AA degree by 20%.

S2C encapsulates some innovative approaches that other states might consider in their efforts to raise the skills of their residents. S2C:

- Defines a single, measurable statewide post-secondary goal for skill attainment, as publicly articulated and publicized by the Governor;
- Establishes a platform for cross-agency alignment and accountability to the Governor’s goal across the full range of the state’s human capital programs;
- Counts a diversity of skills outcomes as potential markers of success—not just degree completion, but also the attainment of other industry-recognized credentials, as well as transitions of low-skilled individuals onto new career pathways; and
- Includes a system of cross-agency data collection and reporting that allowed the Governor to monitor, in real-time, the Administration’s progress toward the goal.

The following MSDE Carl D. Perkins Vocational and Applied Technology Education Act measures are reviewed and commented on quarterly as a part of the S2C effort:

- Percent of CTE graduates also meeting the entry requirements for USM (dual completers);
- Percent of CTE graduates who had access to an industry certification, licensing exam, or early college credit;
- Number of CTE Concentrators Who Exit From Programs Aligned to an Industry Certification;
- Number of CTE graduates who passed the assessment or earned industry recognition. (Technical Skill Attainment);
- Total number of CTE graduates who attempted to take the industry assessment; Percent of CTE graduates who had access to an industry certification, licensing exam, or early college credit that passed the assessment or earned industry recognition. (Technical Skill Attainment); and
- Percent of CTE graduates who go on to post-secondary training or education; Number of CTE graduates who go on to post-secondary training or education.

Vocational Rehabilitation Representation on SWIB

How the SWIB member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its SWIB; or (2) in cases where the state uses an alternative entity as its SWIB, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b), (WIA Sections 111(b)(1), 111 (e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1), 661.210(c).)

Maryland Executive Order 01.01.2004.60 Section B outlines the State Workforce Investment Board (SWIB) membership composition, using guidance provided in the Workforce Investment Act of 1999 (WIA). Specifically, the Executive Order mandates that “The Board shall consist of the following members: The Governor; The Secretary of Labor, Licensing and Regulation; The Secretary of Business and Economic Development; The Secretary of Higher Education Commission; The Secretary of Human

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Resources; The State Superintendent of Schools; The Secretary of Public Safety and Correctional Services; The Secretary of Aging; Two representatives of the Senate of Maryland, appointed by the President of the Senate; Two representatives of the Maryland House of Delegates, appointed by the Speaker of the House; The President of the Maryland Workforce Development Association; and Members appointed by the Governor to represent private sector business and industry, labor, education, local government, community-based organizations, youth service providers, and other organizations and individuals with interest, experience or expertise in workforce investment activities. However, through the work of GWIB's Untapped Workforce Committee, it was recognized that individuals with disabilities were strongly underrepresented on the Board. As a result, in 2011, Board members voted to establish a permanent seat on the full board for the Secretary of Department of Disabilities.

The Untapped Workforce Committee, a committee of GWIB, was charged with developing a set of recommendations for the development of a marketing plan and budget designed to ensure businesses are aware of the potential human resources that exist in often overlooked populations as a viable source for employees and to align with the Governor's vision for ensuring that there are "no spare Marylanders," and that all citizens are provided with the opportunities to become productive workers.

Additionally, the Director of Employment Policy for the Department of Disabilities serves on the IWC. GWIB also has a seat on the State Rehabilitation Council and serves on its Employment Leadership Team.

Development and continuous improvement of comprehensive State performance measures, including state adjusted levels of performance to assess the effectiveness of the workforce investment activities in the State

In addition to making recommendations to the Governor regarding the designation of the local areas, GWIB in accordance with the Workforce Investment Act of 1998 (WIA), and on behalf of the Governor, performs the biannual recertification process of Maryland's 12 LWIBs. A critical element of the bi-annual recertification entails the LWIBs area to achieve the agreed upon performance criteria based on WIA.

While WIA mandates a bi-annual review and recertification of the LWIBs, GWIB receives quarterly reports from DWDAL's OWIP in an effort to assess successes or deficiency areas within the LWIBs. Where deficiencies exist, GWIB, along with staff from DLLR's DWDAL meet with representatives from the Local Board, and staff, to develop and implement a corrective action plan to remedy challenge areas prior to the recertification period.

Methods for Joint Planning and Coordination

The plan must include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan. (WIA Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).)

The Governor's Office, GWIB, and DLLR provide the major mechanisms for promoting joint planning and coordination, with other state coordinating boards and councils, including DBED, around these goals and strategies. The Governor's Office has direct line authority over these two major workforce development agencies.

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The Governor encourages cross-agency collaboration so that workforce investments are fully tied to other investments. The Governor's Delivery Unit (GDU) is another mechanism the Governor uses to ensure cross-agency collaboration and drive progress in the State. The GDU accomplishes this by:

- Assisting in delineating the Governor's chief tangible deliverables and objectives;
- Driving, monitoring, and reporting on the progress of these key deliverables;
- Identifying the key barriers to achieving the Governor's top deliverables;
- Employing the action necessary to overcome obstacles;
- Pinpointing opportunities for improvement and collaboration;
- Sharing information intra-departmentally between the GDU, StateStat, and the Governor's Priority Office regarding advancement and the best practices utilized to achieve the Governor's priority deliverables;
- Supporting the development of government program and policy reforms/adjustments that further the Governor's principal goals and objectives; and
- Improving government service delivery as a whole.

The Governor's StateStat process represents yet another opportunity to improve coordination and formulate strategies continually by evaluating State performance at the highest levels. The StateStat tenets include accurate and timely intelligence, (shared by all), rapid deployment of resources, effective tactics and strategies, and relentless follow-up and assessment. At bi-weekly meetings, State Managers meet with the Governor and his executive staff to report and respond to inquiries regarding agency performance, progress of inter-agency collaborations, and priority initiatives.

Each week a comprehensive executive briefing is prepared for each agency that highlights areas of concern. Briefings are based on key performance indicators from the customized data templates submitted to the StateStat office by participating agencies. Data is carefully analyzed, performance trends are closely monitored, and strategies to improve performances are developed.

As described later in this plan, GWIB engages a broader network of public and private partners at the state and local level to plan and coordinate workforce development in Maryland. GWIB regularly reviews statewide initiatives to promote joint planning and establishes various task forces to address the most pressing statewide needs.

Additionally, GWIB's IWC consisting of Deputy and Assistant Secretaries from partner State agencies, works diligently to seek avenues for collaboration and to determine the best means of addressing workforce and economic issues while ensuring that responses remain business-driven. The IWC is a platform to exchange resources and to provide feedback on operations and programs.

IWC partner agencies include the Department of Labor, Licensing and Regulation (DLLR), the Department of Business and Economic Development (DBED), the Maryland State Department of Education (MSDE), the Division of Rehabilitative Services (DORS), the Maryland Higher Education Commission (MHEC), the Department of Housing and Community Development (DHCD), the Department of Human Resources (DHR), the Department of Juveniles Services (DJS), the Maryland Department of Aging (MDoA), the Department of Health and Mental Hygiene (DHMH), and the Department of Public Safety and Correctional Services (DPSCS).

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GWIB's IWC meets on a regular basis and is committed to sharing information and developing strategies to maximize the resources of the State's workforce system. Communication from the IWC is shared at all levels. The Workgroup's members share information with their respective agency secretaries and staff members to disseminate to other interested parties. Communication is strategically directed to the State Board, as well as the Local Workforce Investment Boards (LWIBs).

The goals of the IWC are to:

- Support and facilitate workforce development goals.
- Create a workforce system that is responsive to consumers and employers.
- Address workforce development needs of the State and provide the best possible services.
- Serve as a convener, coordinator, and/or connecting entity for the workforce development system.
- Execute the vision of GWIB's Executive Committee.
- Provide linkages to other workgroups.
- Educate GWIB members about workforce development issues.
- Elevate emerging issues to the appropriate level.
- Recommend solutions for workforce development issues and concerns.

Finally, the LWIBs engage in strategic collaboration through their participation in the Workforce Investment Network for Maryland (WIN). WIN is a coalition of the State's twelve (12) LWIA Directors that works closely with DLLR and GWIB to support a locally-driven, yet comprehensive workforce investment system. Together, they facilitate the creation of a strong workforce by connecting skilled workers with businesses that desire qualified employees.

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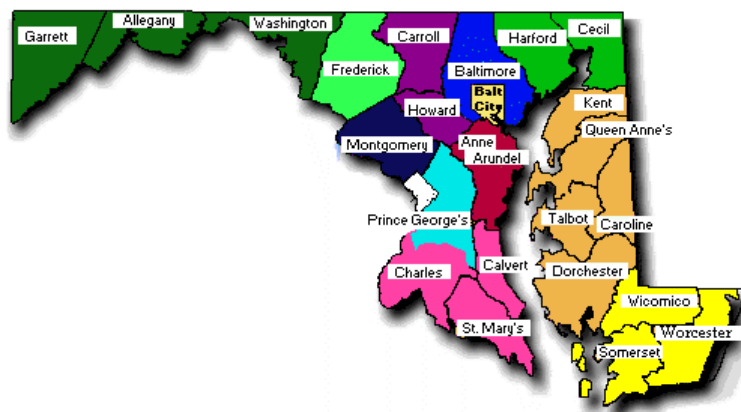
LOCAL WORKFORCE INVESTMENT AREAS

The State Operational Plan must also describe the WIA title I local workforce investment areas in the state, including: An identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270.) The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c).) States may also discuss other types of regional structures here.

Maryland has twelve (12) local workforce investment regions. A map of the designated local workforce investment areas is included below. Maryland does not anticipate any local area re-designations. All 12 service delivery areas were created by the Job Training Partnership Act (JTPA) requested designation as local workforce investment areas. In accordance with Section 116 (a) (2) (A), the state board acknowledged the automatic designation of four service delivery areas with populations at or above 500,000, including Baltimore City, Baltimore County, Montgomery County and Prince George's County, and the remainder were discretionary. The State Board and the Governor considered the following information at the time of original and subsequent designation:

- Geographic areas served by local educational agencies and intermediate educational agencies;
- Geographic areas served by post-secondary educational institutions and vocational education schools;
- The extent to which such areas are consistent with labor market areas; The distance that individuals need to travel to receive services provided in such local areas; and
- The resources of such local areas available to effectively administer workforce activities.

There has been no significant change in geographic or economic factors since the original and subsequent designation



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Local Workforce Areas

Anne Arundel
Baltimore City
Baltimore County
Frederick

Mid-Maryland
Lower Shore
Montgomery
Prince Georges

Southern Maryland
Susquehanna
Upper Shore
Western Maryland

There are no intra-state or inter-state plans from multiple regions in Maryland.

Operating Systems and Policies Supporting Workforce Strategies

The State Operational Plan must describe:

- *State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A)).*
- *State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A)).*
- *How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8)).*
- *How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A)).*
- *Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8)).*
- *State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)*
- *State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150).*

STATE OPERATING SYSTEMS

State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A).)

The MWE is the state's operating system that is the foundation, support and common link aligning Maryland's Workforce System to include labor market information, data systems and communications systems. With funding from various grants the Maryland Workforce Exchange has improved the state's ability to serve both jobseekers and businesses through an innovative, technology based approach that provides a common portal of comprehensive workforce services and online applications for a variety of integrated programs. These programs include the state's total workforce programs, Wagner-Peyser, WIA, Trade and Veterans Programs.

The Maryland Workforce Exchange empowers workforce partners with a vehicle of opportunity to improve local systems through accessing, integrated data and services from various partner agencies managing individual cases within the MWE system. Businesses and employers have access to the portal as a customer service tool to search for qualified candidates, job description tools, labor market information, salary data and information on employment events.

Based upon feedback from the Local Workforce Investment Areas and businesses registered in the Maryland Workforce Exchange; the MWE will continue provide convenient access to a variety of services through technology; eliminating both the individual's stress and business' need of reaching brick-and-mortar locations, saving travel expense and time. The MWE is consistently updated with the changing

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and growing needs of both jobseeker and business customers. As the MWE is enhanced to better meet the needs of Maryland's customers, the ability to register and establish preliminary eligibility, obtain primary services, create customer profiles, post resumes, access training provider lists and search thousands of employment opportunities using key word searches and filters; resource tools as well as access the portal more expeditiously from the office, home, school, library and various locations where internet access is available will be made more accessible through .

DLLR is also currently in the process of a rebranding initiative to link the 12 One stops across the state. The state is adopting elements of the American Job Center branding initiative at the state level and encouraging One-Stop Career Centers and Workforce Investment Boards to incorporate the new branding elements into online and hard-copy materials, where practical.

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STATE POLICIES

State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)

The State of Maryland is focusing on coordinating state policies that can support the expansion of career pathway opportunities for all youth and adults in Maryland including youth and adults facing barriers to employment.

These efforts build on and leverage state WIA policies that promote flexible training options including bridge programs and the expanded use of technology. Maryland is working on innovative solutions that hinge on the idea of public-private partnerships and help address critical skills gaps and shortages that face local and regional economies.

In recognition of the need to develop, improve and expand upon Maryland's existing policy framework, the Governor's Workforce Investment Board (GWIB), at the direction of the Chair, the Secretary of the Department of Labor, Licensing and Regulation, and with the consent of its Executive Committee and its membership will establish a Policy Committee, as a sub-committee of the full board. The Committee's mission is to provide advice, counsel and recommendations to the full Board related to Maryland's most critical workforce policy and priorities.

At the direction of the Chair of the State Board, the Committee shall work collaboratively with the Department of Labor, Licensing and Regulation to:

- (1) Review and develop statewide policies affecting provision of workforce development services;
- (2) Review and provide input on WIA Waiver Requests for recommendation to the State Board and submission to the Department of Labor;
- (3) Review and provide input on other guidance provided to local workforce investment areas;
- (4) Provide input and review of the WIA State Strategic Plan, Annual Report, and other plans and reports as deemed necessary by the Chair of the State Board;
- (5) Identify emerging workforce issues and recommend actions that contribute to the continuous improvement of the statewide workforce development system and alignment of the workforce system partners; and
- (6) Provide for cross-system collaboration in developing policy issue papers for the State Board's consideration.

Timeline:

May 2013: Seek approval for establishment of a Policy Committee during the GWIB Executive Committee Conference Call;

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June 2013: Seek approval for the establishment of a Policy Committee during the June 2013 GWIB Board Meeting;

July 2013: Appoint Board Members to the Policy Committee.

August 2013 ~ June 2014: Review existing state workforce policies and identify policy area deficiencies; update existing policies and draft new policies as directed by the Department of Labor; submit new policies to Policy Committee for review and approval, before submission to the full Board.

Policies are being considered to incentivize and encourage local areas to provide training services in demand sectors of the economy and formalizing a statewide definition for creating bridge programs that combine occupational training with academic instruction. In addition, Maryland will continue working to create policy that provides an integrated approach to workforce services through technology.

Also, policies will be established to support the goals and outcomes listed on pages 21 and 22 in this Plan. As new processes and procedures are developed to align programs, policies will support the implementation of change.

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PROGRAM ALIGNMENT

How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)

Maryland is using a few major strategies to align jobseeker and employer services across economic development, workforce development and education programs.

The public workforce system is administered by the state via allocations to the twelve (12) local workforce investment areas and their boards and the One-Stop Career Center system along with partners such as community colleges providing career and technical education and adult education services.

Maryland Career Pathways and Adult Education will guide the coordination and integration of education and workforce operating systems to support career pathways in key sectors. This will include the promotion of regional partnerships and development of regional sector partnerships starting with manufacturing that includes apprenticeship programs within each of the targeted sectors and identifies their relevance to major career pathways.

In addition, Maryland Energy Sector Partnership has helped to identify and establish labor relationships and opportunities to promote apprenticeship in the energy sector and will continue strategizing and promoting these in projects throughout the state.

DLLR supports the coordination and alignment of the State's workforce programs through strategic policy development, coordinated resource sharing and cooperative agreements. DLLR works closely with the state's twelve (12) workforce investment areas and GWIB to support a locally-driven, yet comprehensive workforce investment system. Together, we facilitate the creation of a strong workforce by connecting skilled workers with businesses that desire qualified employees.

The Division of Workforce Development and Adult Learning (DWDAL) within DLLR has implemented operational protocols, programs, and promising practices to support the coordination and alignment of the State's workforce system.

Maryland is committed to the implementation of procedures that promote systems improvement, lean operation principals, and the expansion of established best practices and/or processes, including those already being implemented around the State. Additional challenges we will address include:

- Implementation of policies and guidance that supports collaboration and coordination
- Current state processes and procedures for issuance and monitoring of policies
- Implementation of NEG and other discretionary grants
- Comprehensive re-employment strategies for engaging dislocated workers
- Customer access to services
 - Varying intake processes that cause certain areas to take up to three weeks for a customer to be seen by a case manager, but our data shows that for areas like Mid-Maryland, the time is significantly less
- Disparity in marketing and messaging methodology and materials

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- Local and State procurement process and wait times for execution of contracts in services
- System branding and market penetration
- Business awareness and utilization of the system

The following list of goals and outcomes which support the Governor’s vision in the State Strategy section of this plan are anticipated from these efforts:

Goals/Outcomes	Strategies for Accomplishing the Goals/Outcomes
Improve awareness and utilization of the one stop system	<ul style="list-style-type: none"> • DWDAL has initiated a statewide branding initiative • Engage a consultant to help frame messaging and brand promise • Conducting evaluation of existing market penetration and awareness of One-Stop system • Construct an informed branding and outreach strategy that creates awareness of Maryland’s Standards of Excellence (brand) and delivery system (one stops)
Leverage existing resources and minimize costs	<ul style="list-style-type: none"> • Integration of technology and data sharing with UI • Stronger partner integration and coordination of services • Enhancing usability and functionality of MWE • Realization of streamlined (lean) service delivery model through Universal Design Wagner Peyser, WIA and partners) • Building on investments in existing state I-Best (Maryland’s MI-Best) models to develop career pathways • Reduced staff costs; due to improved customer flow and access
Increase access and utilization of services for hard to serve populations	<ul style="list-style-type: none"> • Integration of career pathway models in competitive grant applications • Strengthen collaboration with state agencies, CBO’s and faith based organizations serving these populations • Implement continuous improvement plans for service delivery • Provide technical assistance and best practice resources • Negotiation of local performance measures utilizing regression models
Standardize/improve customer intake processes to reduce the amount of time it takes for a customer to engage in services thereby reducing the time an individual remains unemployed	<ul style="list-style-type: none"> • Creation of metrics, process maps and models • Implementation of Universal design practices • Implementation of enhanced technologies that increase data sharing and access • Readily identifying and engaging unemployed individuals in intensive re-employment strategies
Proactively engage customers who are receiving UI in a real time re-employment strategy	<ul style="list-style-type: none"> • Collaborative workgroup efforts of UI/workforce to improve data access • Enhanced technologies to improve outreach and communication • Engage unemployed individuals in intensive re-employment strategies • Leveraging existing REA, EUC and EI efforts
Engage Universal Design processes into each of the	<ul style="list-style-type: none"> • Engage technical assistance consultant to facilitate the effort • Establish a working group of partners to evaluate needs and

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Goals/Outcomes	Strategies for Accomplishing the Goals/Outcomes
service delivery elements of the one stop to ensure value added processes at all points of engagement.	<p>challenges at various phases of service delivery</p> <ul style="list-style-type: none"> • Examine outputs and impact of UD implementation as a best practice • Create process maps, flow charts and metrics to evaluate customer flow and to create efficiencies • Integrate lean operations process methodologies • Develop standards, protocols, procedures and policies for efficient customer flow models
Increase employment outcomes for job seekers	<ul style="list-style-type: none"> • Leveraging the technical assistance from the EBE grant • Enhanced business engagement through the development of comprehensive business services teams and strategies which align businesses, trade associations, trade unions, chambers, community colleges and other community based organizations with resources dedicated to business outreach. • The creation of a coordinate intra-agency approach
Improve access to labor market for employers Increase utilization of services by employers	<ul style="list-style-type: none"> • UI integration technology improvements will increase MWE access, build awareness and create efficiencies in customer flow. It also provides employers increased access to the available labor market. • Career Pathway’s provides access to an untapped, underutilized labor pool of hard to serve individuals, which increases the availability of skilled labor to address workforce shortages.
Develop standards, policies and procedures to ensure the sustainability of these best practice efforts throughout the state	<ul style="list-style-type: none"> • Develop throughout the lifecycle of the initial year of project implementation and evaluation; tweaked as necessary • Engage work group to help influence development • Create metrics for Standards of Excellence based upon evidenced efficiencies, improved outcomes and the third party evaluator feedback • Provide technical assistance, and financial incentive to Workforce areas developing and/or meeting the Standards of Excellence

With the leadership of the GWIB and the Governor’s office, Maryland is positioning itself to make certain that current investments help to shape our goal for broader change and continuous improvement in the operations of the public workforce system. This will ultimately allow us to deliver a comprehensive and robust approach to preparing workers of today and tomorrow for new opportunities and Maryland employers for the human resource tools they need to compete in an ever changing global economy.

In order to manage these efforts, Maryland and its local workforce partners have agreed on the development and implementation of proven best practices and strategies towards system’s improvement which include:

1. Enhanced Dislocated Worker Strategies
2. Career Pathways
3. Business Services
4. Universal Design
5. Industry Partnerships / Sector Strategies

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Enhanced Dislocated Worker Strategies

Maryland will deploy several multi-faceted initiatives targeted at enhancing the dislocated worker re-employment strategies of the State. These include the development of a layoff aversion plan; collaboration with UI modernization efforts; Expanded implementation of existing and REA program efforts. These efforts will be initiated as part of the FY 14 budget. The initial year will include program planning and development with anticipated implementation occurring in FY15.

○ **Layoff Aversion**

Maryland has a need to design a solution that can aid the workforce system in more effectively and proactively responding to the needs of employers and job seekers in efforts to avert or minimize the impact of planned layoffs. DLLR is taking the lead in initiating collaborative efforts, under the joint leadership of state economic development and workforce development to identify and retain companies, save existing jobs and create new jobs by:

- reaching out to identify companies at risk using an early warning check list & assessment
- providing layoff aversion assistance to businesses to retain jobs before they're forced to layoff
- giving early notice referrals of potential non-WARN and WARN companies for assistance

In order to address the needs of businesses experiencing these indicators we are working to identify and develop strategies to address the most critical needs and build a delivery mechanism to provide technical assistance and consulting in key business areas, i.e:

- business outreach, new market development, sales and marketing
- financial management, accounting, cash flow, database management
- strategic planning, leadership, supervisory skills
- process improvement, quality control, new product design or improvement
- worker skills training and funding

This process will also require a closer working relationship between DLLR and Maryland's Department of Business & Economic Development (DBED) as these activities are germane to DBED's mission. DBED brings other assets to the partnership including relationships with business consultants, a history of managing loan programs, relationships with lenders and field staff with extensive experience in working with local businesses to improve their bottom line.

DLLR will convene a strategic workgroup that will develop the unified plan for the delivery of layoff aversion services; ensure the full engagement of DLLR, DBED and other strategic partners, i.e. lenders, consultants and leverage the resources and funding of each. Local area staff for DBED and DLLR will be cross trained in the delivery of these services. The workgroup will begin June 2013 and will be charged with creating the unified plan for layoff aversion.

There are many benefits to a more unified and strategic approach to lay off aversion. Key among them are the following:

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- Creates a statewide, unified early warning network
- Increases the number of “eyes on the street” to identify potentially at-risk businesses
- Allows for earlier engagement of at-risk companies providing increased time (and opportunity) to turn them around
- Enables the develop of toolkits, dashboards and an overarching methodology to provide the effective technical assistance possible to address the most critical business need

Targeted Re-Employment Projects

Maryland has found success in the delivery of targeted re-employment projects that focus either on the particular industry, occupations, or populations that have been affected by layoff. The implementation of programs like POAC (Professional Outplacement Assistance Center) and the Job Match Re-employment initiative focus both on mid-high level professionals affected by layoff and those individuals affected by certain industry related layoffs.

The Professional Outplacement Assistance Center (POAC) provides assistance to individuals who are in the professional, executive, technical, managerial, or scientific occupations. POAC operated from a facility in Columbia, MD, that featured a state-of-the-art computer lab with internet access, a variety of written publications and resource materials, individualized career guidance, an audio-visual library, free faxing, copying, and telephone services in a modern office building. In March 2012, the POAC center was relocated to the Laurel Regional Workforce Center in Laurel, MD.

Increase Capacity of One-Stops

Workforce Investment Areas facing significant layoffs may submit application to DLLR for Rapid Response funds. A detailed budget and project plan are required and will be reviewed and negotiated with State Dislocated Worker Unit personnel prior to release of funds. These funds will leverage the existing infrastructure of the WIA’s one stop and staff while building the additional needed capacity to serve the increased affected worker population.

UI modernization

DLLR’s Division of Unemployment Insurance is undergoing an expansive UI modernization project involving the development of a new IT reporting system. DWDAL’s role in supporting this effort is critical to the combined reporting and data sharing necessary to improve the coordination of services to dislocated worker populations. The timeline for the implementation and completion of the project is 2012 – 2017.

REA Program Efforts

Maryland received funds to offer additional reemployment services to claimants. The goals of the REA Initiative are to enhance the rapid reemployment of unemployed workers, eliminate potential overpayments, and realize cost savings for the Unemployment Insurance (UI) trust fund. Maryland received an extension of its original grant award and as a result has expanded its program outreach model to 10 of our 12 workforce investment areas.

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REA program staff is co-located in local workforce areas and are integrated with the staff providing direct service delivery to all one stop customers. This integration helps with the communication and referral of services based upon the identified needs of the customer.

Career Pathways

The Workforce Investment Act (WIA) of 1998 visualized the type of integrated adult education/workforce systems found in a Career Pathways model. DWDAL considers this systems approach to be critical to the delivery of adult education and workforce development programming, with a proven capacity for raising skill levels and increasing industry-recognized credential attainment. Additionally, this Career Pathways systems approach is imperative to full implementation of Governor O'Malley's Skills2Compete initiative. By definition, Career Pathways are aligned with high-demand industry needs and employer- identified skill requirements. Career Pathways provide an effective approach to meet business needs for a skilled workforce and build a truly integrated workforce development system.

Maryland was one of nine (9) states and two (2) tribal areas asked by the US Department of Labor to participate in a Career Pathways Local Implementation Planning Grant. This one year planning grant was for a total of \$60,000 with the grant period to begin July 1, 2010, but was extended to September 30, 2011. We were asked to identify one local Workforce Investment Board Area to design a plan and implementation strategy for Career Pathways The Upper Shore WIB was selected for the following reasons: 1) their history of innovation; 2) the rural nature of the region; 3) Chesapeake College only recently became the grant recipient for all adult education programs in all 5 counties the College serves; and 4) the unique partnership between the WIB and the College.

With the no cost extension of the Career Pathways Local Implementation Planning Grant, DLLR's Division of Workforce Development and Adult Learning was able to host the Maryland Career Pathways Summit held on September 23, 2011. The Summit was attended by 250 people representing adult education providers, community college representatives, local Workforce Investment Board Directors and Chairs, local Department of Social Services Directors, and other within the workforce system from across the state.

The purpose of the Summit was to create statewide awareness of the National Career Pathways movement and an understanding of the six (6) key elements in the development of Career Pathways in Maryland; describe critical components and required partnerships to the implementation of the Career Pathways approach; discuss Best Practices and provide an opportunity for discussion on the challenges and benefits of the implementation of Career Pathways.

In August 2012 DLLR hosted a two-day Maryland's Career Pathways Institute. Eight local workforce investment areas were selected to attend through a competitive application process: Anne Arundel County, Baltimore City/Baltimore County, Upper Shore, Lower Shore, Montgomery County, Prince George's County, Southern Maryland, and Susquehanna regions.

Over 100 attendees were represented at the Institute including national and local Subject Matter Experts and 86 local team members.

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The goal of the Institute was to provide guidance and direction to local teams in developing a plan for a Career Pathways System. DWDAL drew from its experience with the United States Department of Labor's sponsored Career Pathways Planning Grant and led teams through a process designed to consider the six elements essential to the development and implementation of state and local career pathways systems. The six (6) key elements are:

- Building Cross-Agency Partnerships and Clarify Roles
- Identify Sector or Industry and Engage Employers
- Design Education and Training Programs
- Identify Funding Needs and Sources
- Align Policies and Programs
- Measure System Change and Performance

During the course of the two days, the 8 teams, including representatives from the Workforce Investment Boards, Community College Continuing Education and Credit bearing programs, Adult Education, Department of Social Services and business representatives met to discuss the elements within the local context and began drafting their local Career Pathways planning document. Teams were supported by a facilitator and a note taker and were provided with time to work together as a team in the development of their plans. Subject matter experts from around the country met with teams to provide context and experiential input to the planning process. DLLR plans to provide implementation funding to the most highly rated plans submitted through a competitive Request for Career Pathways Plan (RCCP) process.

In 2011 DLLR committed resources to establish a State Business Services Unit. A myriad of existing and emerging needs made the development of this unit necessary for the development of systemic approaches to coordinated service delivery. DLLR applied for and received a two-year grant in the amount of \$75,000 to participate in the Expanding Business Engagement (EBE) - Technical Assistance Initiative (Initiative) which is supporting the strategic planning and implementation of revitalized and enhanced business engagement activities within the state.

The objectives of Maryland's strategy for business services supports new policy development; performance metrics; and service delivery strategies that help the workforce system meet the needs of its business customers across the state's workforce investment system.

Improved outcomes that lead to:

- Increasing the number of repeat employer customers accessing One-Stop Career Center services;
- Expanding the array of business-valued services offered through the One-Stop Career Center delivery system;
- Increasing the number of employers accessing services for the first time through the One-Stop Career Center delivery system;
- Increasing the percentage of individuals enrolled in training activities enter training-related employment;

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- Increasing the ratio of placements to referrals for job openings posted by employers;
- Reducing the average number of days to fill job openings;
- Increasing the satisfaction of employers using One-Stop Career Center services;
- Enable states to share their knowledge of and provide technical expertise on business engagement strategies, policies, and programs that lead to improved program outcomes with other states.

Systemic improvements to be derived from the implementation of this strategy include: (1) address gaps in the current system; (2) promote standardization across Maryland's workforce system; and (3) provide local areas a system for measuring improvement in the area of business outreach services.

Universal Design

Universal design provides the framework that will enable Maryland to establish policies, procedures and best practice guides to ensuring our system is poised to meet the diverse needs of our business and career seeking customers, including individuals experiencing barriers to employment. Universal design is a proactive approach to establishing simple, flexible, and efficient programs and services. Maryland's systems change efforts will be focused on the needs of the job seeker and businesses from the outset of planning, rather than as an output.

The GWIB introduced the concept of universal design to our workforce system in 2009 and pilot efforts have been underway in several of our local workforce investment areas. Maryland seeks to expand on the success of these system integration efforts by establishing and incentivizing operational best practices. Universal design for the workforce development system is defined as the design of environments, products, and communication practices as well as the delivery of programs, services, and activities to meet the needs of all customers of the workforce development system. This includes development of local policies, administrative practices, and service programming designed to meet the needs of the widest possible range of customers. Maryland will work with its 12 local workforce investment areas to adopt this approach, structure policies, operational practices, services, and physical environments that result in improved outcomes for both business and career seeker customers. Processes will evaluate efficiencies of current marketing and outreach; orientation; assessment; service coordination; service delivery; and business services.

The implementation of these strategies is just the next stage in the evolution of Maryland's workforce system. For example, current statewide initiatives (e.g., workforce system branding, process alignment/lean operations, and technology integration) will provide DWDAL a number of opportunities to leverage the collective efforts of education, workforce and economic development in new and innovative ways. More specifically, Maryland will be focused on the design and delivery of employment and training services that generate long-term improvements in the performance of the public workforce system, with regards to job seeker outcomes, employer customers and cost-effectiveness.

Industry Partnerships / Sector Strategies

Maryland will leverage the work of the GWIB's Center for Industry Initiative and seek State funding support from the Governor to support the implementation of Sector Strategies. The Industry Initiative

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Process Guide (Guide), developed by the GWIB staff, will be used as a working template to develop, implement and sustain a demand-driven, industry sector approach for assessing and addressing industry workforce needs and issues. The industry initiative process, developed by GWIB, is a sequence of activities and people involved in defining workforce demand, opportunities and concerns for workforce development, and the necessary actions to meet current and future demand.

Maryland will work with GWIB in the review of existing labor market information to determine the Industries of focus for this initiative. Preliminary discussions and review of the existing data supports the implementation of strategies in Healthcare, Cyber Security and Manufacturing. Maryland's business engagement strategies will be used to identify and gain support from identified businesses to guide these initiatives. We will leverage the existing investment in our One Stop career centers and encourage collaboration. Funding will be made available through competitive bid processes allowing areas to submit competitive proposals for funding awards. Integrated into the development of submitted proposals must be strategies that support access to jobs for hard to serve populations and career pathway strategies allowing for the attainment of stackable credentials leading to employment.

These initiatives are intertwined and the discussions requiring business engagement will be combined into comprehensive approaches in the refinement of Maryland's service delivery system. The next 5 years will prove to be challenging and exciting for workforce as we reposition ourselves to gain the relevance and recognition our system has struggled to maintain.

Leadership Team Collaboration

The leadership teams within DWDAL, staff, supervisors, WIA Directors and Labor Exchange Administrators (LEAs) have frequent planning and information sharing meetings to discuss challenges and improvements to existing policies and systems operations. These meetings include the sharing of best practices, the provision of technical assistance, and the establishment of future goals. This ongoing communication and dialog helps align services and respond quickly to making improvements in processes and procedures that support the vision and goals of the Governor through the exemplary service to job seekers and employers.

Also, strategic and information sharing meetings are held monthly with the Directors that report to the Assistance Secretary of Workforce Development Adult Learning. These meetings include discussions regarding new programs, policies, and issues.

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RAPID RESPONSE

How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)

Maryland has also developed cross-program strategies to meet the needs of dislocated workers and employers who need skilled workers. A partnership including the Offices of Workforce Development's Dislocated Services Unit, Unemployment Compensation Trade (TRA), and Local Rapid Response Coordinators have streamlined processes for delivering services to dislocated workers. The state facilitates leveraging WIA, Rapid Response, Dislocated Worker, National Emergency Grant, and Trade Adjustment Assistance (TAA) funds.

All available services and/or referrals to appropriate services are provided to job seekers on an "as needed" basis throughout the One Stop Career Centers in the state. State staff and Local Workforce Investment staff is integrated in all locations to further enhance services to customers. Veterans' Representatives Local Veterans Employment Representative (LVERs) and Disabled Veterans Outreach Program representatives (DVOPs) work specifically to facilitate priority services to veterans.

The state level Rapid Response Program comprised of state and local representatives act collaboratively. The state coordinator initiates services in response to WARN notices or information otherwise obtained regarding mass layoffs by forwarding it to the local area coordinator. Rapid Response staff members are co-located in One Stop Career Centers throughout the state within the 12 LWIAs. Once notified by the state level coordinator the local Rapid Response Coordinator, assigns staff to participate in all services planned in response to the layoff, in particular, to provide on-site services as needed. LWIA staff provides the employer with descriptive information on all services available and also recommends appropriate services. On-site services can consist of any customized service or combination of services desired by the specific employer experiencing the layoff. Services are delivered through a seamless service design that directs universal customer flow through a tiered triage approach regardless of "program eligibility". All customers receive an orientation to the "system" concept and are processed through an intake registration procedure. Customers are screened for program eligibility and referral to additional services. An initial assessment sorts individuals into job ready and not job ready categories. Customers' needs are identified and met utilizing "Core, Intensive and Training" level strategies. Service options consist of self-directed and staff-facilitated self-help at Core level, staff assisted services at Intensive level, and enhanced assistance and case management at Training level.

Services are organized into two divisions, one for employer services and the other for jobs seekers and incumbent workers. Functional work groups designed around service clusters such as: employer focus; outreach; intake and orientation; assessment; job search and job development; screening, referral and placement; counseling; eligibility determination and program enrollment are provided as needed to center customers. Self-directed activities are available in each center's resource area, with staff assistance available for facilitated self-help. The Maryland Workforce system offers job seekers on-line access to basic labor exchange and other services that can be accessed on-site or from any remote Internet connected location. Trained center staff facilitates customer movement between and among tiered levels of services for those individuals requiring more intensive and/or training services provided through specific funding streams.

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Program specific services are coordinated through case management to ensure all customers receive appropriate services that may be beneficial to them. In order to ensure that all programs are represented in the One-Stop Career Center system, electronic linkage via the Maryland Workforce Exchange (MWE) is provided for access to programs that are unable to participate in co-location in One Stop Career Centers at this time. Referral of customers between partners will be accomplished through a formal referral method outlined in the Memorandum of Understanding (MOU) signed by each partner.

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DATA COLLECTION AND REPORTING PROCESSES

Systems employment services, labor market information and case management tracking and reporting is coordinated across the State through a statewide information and technology resource called the Maryland Workforce Exchange which includes Virtual One-Stop (MWE-VOS).

The Maryland Workforce Exchange (MWE) is a comprehensive portal that provides integrated services via the Internet for individuals, employers, training providers, workforce staff, and one-stop partners.

The MWE system integrates and offers connectivity that improves customer satisfaction, staff efficiency, and overall performance. Workforce programs are not only aligned at the core and intensive services level but at the reporting level with easy access to comprehensive reporting to provide program management with valuable information that can be used for improving service delivery and enhancing performance. The MWE is Maryland's solution to integrating and connecting its workforce system and its partners. This system will be enhanced over the coming years supporting more integrated state longitudinal data systems through enhancements to the MWE-VOS system.

STATE PERFORMANCE ACCOUNTABILITY SYSTEMS

How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)

The Division of Workforce Development conducts an on-site monitoring visit of its sub recipients at least once a year. Additional technical assistance visits are provided where necessary.

Financial on-site visits are conducted to ensure that the expenditures are allowable, allocable and reasonable. In addition, tests are conducted to ensure compliance with WIA regulations, and State and local policies and procedures. Programmatic on-site visits are conducted to evaluate the status of programs and to review compliance elements as prescribed under WIA regulations. Participant files are reviewed using a monitoring checklist and information from the WIA management information system Maryland Workforce Exchange (MWE-VOS). While monitoring for compliance is important, equally important is the continuous assessment of service quality and customer satisfaction. Maryland will continue to enhance monitoring methods that include reviews of both compliance and service quality, and the provision of technical assistance in order to take a more comprehensive approach to system improvement.

The Maryland Workforce Exchange (MWE) is utilized to manage and validate operational activities. The MWE is an internet-accessible participant reporting and data collection system that all case managers will use to report to collect, verify, and manage participant data from each of the local and regional teams.

The system's case management capabilities will allow staff to determine program eligibility, track services, and report results to Federal funding sources. MWE is the official data source for all performance and program management data for WIA and LX programs. The state has directed considerable funds and resources in this system's development to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified by US DOL. Performance Accountability System and Related Performance Issues.

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A WIA policy update system called Workforce Investment Field Instruction (WIFI) is used to communicate state interpretation of Federal policies where states are given discretion and flexibility. Any published policy that affects performance includes a section designed specifically to describe how data is to be entered to ensure that performance is reported properly. The Maryland Workforce Exchange operating manuals, webinars and resources currently guide the procedures used to manage the performance reporting of our programs. Additionally, each local Workforce Investment Area has operational policies that guide their work effort and are reflective of their specific needs as allowable in the law. The WIFI policy updates will be monitored by State staff and modified as needed.

Policies that impact the workforce system will be discussed and reviewed by the Governor's Workforce Investment Board's Interagency Workforce Committee which is comprised of the State agency partners. Annually, these agencies provide funding income to GWIB in support of mutually agreed upon goals. This coordinated process helps avoid duplication of workforce programs and activities.

At the state level, many policies are in the process of being developed and updated by GWIB. These include procedures to include input into the State Plan, Conflict of Interest policies that affect intrastate agencies, appeals processes for local government, Universal Access, and disability related policies. The process will be facilitated by the GWIB convening a policy workgroup to manage the development of the policies. The workgroup members will include representatives from the GWIB, the office of the assistant secretary and local workforce boards. We envision a period of 2 months to evaluate policies that need to be developed, 2-4 months to identify best practices; the development of draft policies over a period of 2-4 months and then a period for feedback and rewriting the policies (at least 2 months). The whole process will take 12-14 months to complete

Performance measures are a regular component of our technical assistance and training activities throughout the year. In addition to specific performance measure training conferences held as needed, staff participate in roundtables and provide locally customized training upon request.

Local staff is provided with quarterly performance reports and data that help them to monitor and continuously improve their participant reporting and performance outcomes. In addition to locally customized reports that coincide with the U.S. DOL's quarterly performance reporting formats, the Office of Workforce Information and Performance (OWIP) staff computes program-year-to-date performance outcomes so that local boards can monitor their progress toward meeting their negotiated performance goals. State administrative State staff works closely with the local and regional teams to monitor and enhance performance throughout the year. Regularly scheduled training sessions will be held to provide the local and regional teams with basic and specific training on the performance indicators, data entry, and data element validation.

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WAGE RECORDS

State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

Maryland uses several common data systems and reporting processes to meet requirements. Wage records are used to determine employment, retention, and average earnings. Maryland Unemployment Insurance (UI) wage records are the primary data source. While the majority of wages will come from the state's UI system, certain types of employers and employees are excluded by Federal UI law or are not covered under state law. USDOL allows record sharing and/or automated record matching with other employment and administrative data sources to determine employment and earnings for these workers.

Additional wage record sources include the following: Wage Record Interchange System (WRIS), Office of Personnel Management (OPM), US Postal Service (USPS), Department of Defense (DOD), Railroad Retirement System, state and local government employment records, judicial and public school employment records, New Hires Registry, and state Department of Revenue or Tax. OPM, USPS, and DOD are all part of the Federal Employment Data Exchange System (FEDES), of which Maryland is the lead state. The majority of wages come from either state UI wage records, WRIS, or FEDES.

There are other participant wages that cannot be obtained through any of the methods above or are difficult to obtain due to state confidentiality laws. For these individuals, supplemental sources of data may be used by LWIAs to determine employment and retention. Allowable sources include case management notes, automated labor exchange system administrative records, surveys of participants, and contact with employers. All supplemental data and methods must be documented and are subject to audit. Employment identified using supplemental data will not be part of the average earnings measure audit.

In addition to the statewide WIA Title I Performance Report, each LWIA is provided with quarterly local performance results, as well as dashboards. Though wage-record data are used for these local reports, the wage data are always aggregated; individuals are not identified. Though wage-record data are used for these local reports, the wage data are always aggregated; individuals are not identified.

Business Engagement

SERVICES TO EMPLOYERS

The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system.

In PY2012, DLLR's State Business Services Unit (BSU) was established and charged with promoting the State of Maryland's "workforce brand" currently under development. The BSU will provide training and technical assistance to both local workforce investment teams and business service representatives to support regardless of affiliation on workforce related state and federal guidance and information (TEGLs, TENS, etc.), supporting a new regional strategy approach built upon the following:

1. Sector convening to clarify and articulate the education and training pathways into high demand and emerging occupations;
2. Identifying systemic opportunities for improved service delivery so that more youth and adults access and complete the programs; and
3. Connecting both youth and adults with educational and training opportunities to acquire skills and earn credentials required for success in the state's labor market.

We know through our research that by focusing our efforts in these three areas, we anticipate having a positive impact on Maryland's workforce skills gaps and economy by improving access to employment and viable career pathways.

In an effort to further support these efforts the state is working on identifying "capacity" which is a significant priority. By convening functional best practices work groups regionally, across career centers and across state and local agencies we will continue to work to ensure that all partners have state of the art information and are developing and sharing practices that benefit job seeker, business, partners and community customers of our systems. Currently the state convenes all career center business services staff quarterly.

Our future overarching goal(s) is to begin technical assistance and training for all workforce system stakeholders at every level to include:

- Convene One Stop Career Center staff, business service representatives and training providers to ensure continuous education and efficient management of internal and external customer relationships;
- Develop a "Business Services Workforce Development Work group" comprised by state agencies and local providers to provide cross agency education regarding programs and resources;
- Develop a "Workforce Development Best Practices Workgroup" for capturing best practices in local career centers specifically highlighting "first contact" staff: front desk, resource areas, veteran services, case management and even librarians (access points) to develop solution oriented strategies for dealing with escalating pressures in these volatile service areas; and

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- Explore the “Technical Assistance Travel Team” concept to respond to job seeker customer requests for workshop diversification; we will explore a pilot “lending” staff who lead career center specific workshops (not core service workshops) to other centers or regions to present these diverse workshops.

DLLR applied for and received a \$70,000 grant from USDOL to enhance efforts for expanding business engagement and employment outcomes for job seekers. The strategic goals and objectives detailed in this grant align with the overarching goals of the Governor’s office and GWIB in improving access and usability of the workforce system by businesses and economic development partners.

Expanding Business Engagement Project Planning Goals:

1. Form a state level workgroup for coordinating initiatives to improve Business Outreach and Job Referrals. The state workgroup will include representatives of state and local partners, and will be responsible for: interagency coordination; sharing best practices; developing a comprehensive list of state resources that are useful for business outreach; and, tracking performance of this unit. The focus of the workgroup will be on workforce, related economic development programs, services, and partnerships. The BSTAA will also provide access and referrals to other government programs that serve business;
2. Develop and expand State partnerships for business services and assist LWIAs create sub-workgroups. Develop a new policy on State coordinated business services. This new focus will build on this process by developing and expanding the partnerships. The exact involvement of the local teams will be determined locally. However, additional partners (if not already present) may include local representatives of economic development councils, chambers of commerce, SHRM, community and technical colleges, the Division of Vocational Rehabilitation, and local government. As with the State Level workgroup, the local teams will focus on workforce and related economic development programs and services. Local teams will also provide access and referrals to other government programs that serve business;
3. Improve MWE-VOS Products Integrate upgrades that will allow for improved customer relationship management tracking for business service representatives. Incorporate additional operator access levels that will allow partner access to relevant information regarding services delivered/needed;
4. Incorporate “Brand” into activities using implementation plan for Brand throughout the State
5. Develop technical assistance and training modules for Business Services Representatives (State & Local) on “Promising Practices” in Workforce Development services to employers; and, Develop standard “Outreach” strategies, techniques, and templates for materials to be made available in FMIS internal order system;
6. Work with Director, One Stop Operations Manager, Veteran Services Programs Manager, and Special Projects Programs Manager to develop specialized technical assistance for “promoting Veteran Services to employers,” Tax Credits, and other incentives. Delivering training to LVERs and Business Services Representatives (State/Local); to include written scripts on Tax Credits, strategies and techniques for serving Business;

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7. Create a uniform terminology for the Field Business Services Team, and those associated so that a consistency industry vernacular is shared by all involved;
8. Create a Business Services Advisory Team comprised of strategic representatives from the business community that can help inform, and direct the efforts of the workgroup; and,
9. Utilizing sector strategies to make training and career pathways more transparent to practitioners, businesses and ultimately to job and training seekers.

Services to State Targeted Populations

The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will: Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment. (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-.640, 29 CFR part 37).

TARGETED POPULATIONS

Maryland's workforce system faces a number of challenges, and like no other time before, these same challenges provide a wealth of opportunity. While Maryland has done its best to provide workforce solutions that benefit our State, there is more work to do to better serve our economy's under-employed, dislocated workers, low-income individuals (including public assistance recipients), homeless individuals, older workers, individuals training for non-traditional employment, and individuals with multiple challenges to employment, including those with disabilities. DLLR and our Local Area partners believe this has been due to the lack of a systemic and coordinated statewide approach to service delivery. In order to overcome this and other barriers to effective service delivery, DLLR must work with our Local Workforce Investment Boards (LWIBs) to implement and execute cross-jurisdictional best practices, business engagements, and multi-program integration activities. As Maryland seeks meaningful systemic program enhancements and innovative strategies to improve its service delivery, coordination and collaboration with our local delivery system in the development of processes and procedures that will result in system reform is critical in allowing us to address several key service delivery challenges holistically and comprehensively.

The full range of employment and training programs are provided to all job-seeking customers, with attention given to special populations. Dislocated workers benefit from Early Intervention and Rapid Response services, as such staff members are trained to accommodate the circumstances of individuals with significant barriers to employment.

Several State partner agencies have implemented "special populations" committees. DLLR is represented on many of these committees to maximize resources, coordinate services, and improve the service provided to special populations served by these agencies.

Examples of the existing committees and task forces are listed below:

- Department of Aging's Workforce Development Committee
- Department of Education's State Advisory Committee on Adult Education
- Department of Human Resources' Maryland Homeless Policy Academy
- Inter Agency Transition Council for Youth with Disabilities

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- Maryland Advisory Council for the Deaf and Hard of Hearing
- Maryland Technology Assistance Program Advisory Council
- Maryland Out of School Time Network
- State Coordinating Committee for Human Services Transportation

The purpose of these work groups/task forces is to maximize resources, coordinate services, and improve the service provided to special populations served by these agencies. The work groups/task forces are ongoing with the agendas being driven by current issues.

Meetings are held on a monthly or quarterly basis. Requests made to DLLR at these taskforces are presented to the Office of the Assistant Secretary of Workforce and Adult Learning for consideration, and appropriate follow up is taken. DLLR meets with Statestat and the Governors' Office on a monthly basis to discuss issues related to performance, management, and the alignment of cross-agency priorities and programs. These meetings serve as a common platform supporting the process of continually evaluating State performance at the highest levels, identifying opportunities to improve coordination and formulate strategies that make our state government more accountable and more efficient.

Maryland's workforce investment areas are working to implement universal strategies towards outcome driven services. This approach requires the evaluation of the design and delivery of services in the workforce development system. This approach lets One-Stop Career Centers and partner agencies better meet the needs of a wide variety of customers. The goal is to address the needs of the businesses in the community, as well as the needs of career seekers from diverse backgrounds and with numerous potential barriers to employment. At its most basic level, this means creating services and programs that are inherently accessible to the greatest number of customers, without the need for separate or disparate basic services. This requires:

- Coordinated service delivery between all partners in the One-Stop
- Creation of customer flow processes and targeted information sharing
- Systemic operating guidelines and core values; improved customer service and evaluation metrics; enhanced resources and technologies to better capture information
- Targeted business services outreach informed by increased knowledge of skilled labor pool accessing one stop services

Steps to bring the service design to the point of universal access include:

- Establishment of a systems change workgroup led by leadership at DLLR, GWIB and the local workforce investment areas to evaluate and make recommendations for systemic improvements in one-stop service design
- Establishment of statewide business engagement workgroup led by employers, economic development staff and business services staff to evaluate and make recommendation for changes to the delivery of business services.
- The evaluation of:
 - Workforce Investment Act services for adults including those low-income individuals receiving public assistance, dislocated workers, displaced homemakers, and youth.
 - Trade Adjustment Act services for trade-impacted workers
 - Services for Migrant and Seasonal Farm Workers and Agricultural Employers
 - Services for individuals with limited English-speaking proficiency

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- Services for employers including access to federal bonding
- Services for individuals with disabilities including participating in multi-agency planning

In order to ensure effective implementation and integration targeted, and to expand the capacity of existing services to include customers perceived to have multiple barriers to successful outcomes Maryland will implement/initiate staff training; the addition of resources and technical assistance to workforce areas with added expertise in areas service delivery to hard to serve populations; and the development and evaluation of policy and its impact on service delivery.

DLLR will work in collaboration with GWIB and the local workforce investment areas to provide program goals, policies, and multiple service strategies in an effort to produce a comprehensive, coordinated, and customer-focused One-Stop System. A comprehensive and coordinated One-Stop System will further require the implementation of:

- Local planning requirements that include a comprehensive analysis of the workforce needs of each region, strategies to address those needs, and an MOU that defines the local partnership roles in the One-Stop Center.
- Policies that encourage the integration of multiple programs that serve dislocated workers, including the WIA formula and National Emergency Grant funds, the Trade Adjustment Act.
- Inter-agency collaboration efforts and program policies that support a comprehensive youth development concept, and effective use of all youth resources.

Maryland is committed to ensuring the availability of a broad range of services and products that provide universal accessibility for all Marylanders.

Maryland's target populations include:

- Unemployment Compensation Claimants
- Dislocated Workers
- Low-income Individuals including Public and Food Assistance Recipients
- Ex-offenders
- Migrant and Seasonal Farm Workers
- Veterans
- Individuals with limited English-speaking proficiency
- Individuals with disabilities
- Youth

Below is information about each of these target populations.

Unemployment Compensation Claimants

The delivery of reemployment services involves a coordinated approach, involving Unemployment Insurance (UI), Wagner-Peyser, and Workforce Investment Act (WIA) funded staff. Early Intervention (EI), Maryland's Worker Profiling program, includes the following steps:

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- Every UI claimant receives a list of One Stop services and locations included in a UI booklet and a statement regarding their monetary eligibility.
- The first-pay list of claimants is used to extend written invitations to One Stop orientations. Claimants may access any of the available One Stop services following their orientation.
- A mailer was developed to describe the Maryland Workforce Exchange and its resources, a description of the services available through the One Stop delivery system, and the locations of all the comprehensive One Stop centers and satellite sites. This insert is mailed to all claimants with their Notice of Available Continued Claims.
- Every profiled claimant is ranked statistically indicating the probability of his/her exhausting UI benefits prior to reemployment.
- EI workshop scheduling and initial program contacts are made according to statistical ranking; those with the highest rank are identified first for enhanced services.
- Each identified profiled candidate is contacted regarding participation in a job finding and career enhancing workshop that is at least 10 hours (days) in duration and includes four basic topics:
 1. Know yourself, your job skills, and what you bring to the marketplace. Learn to identify your skills and consider the transferability of those skills.
 2. Know the marketplace, what skills are currently in demand, and how to locate potential job openings, including openings in new industries or skill sectors.
 3. Know how to secure a job, including contacting potential employers, responding to job opening announcements, and networking for reemployment. Learn how to successfully complete applications and résumés, improve your interviewing skills, and handle yourself in an interview.
 4. Know what is available in the community to assist you in your job search, with emphasis on the opportunities offered within a One Stop Career Center and working with Workforce Investment Act program providers.
- Each workshop participant is assisted in developing a re-employment plan.
- Each workshop participant will know, at the end of the workshop, that successful employment is the ultimate goal, and that all One Stop staffers are available to assist with their job search.
- Each workshop completer receives targeted and specific job search assistance, beginning in the workshop, with emphasis on appropriate and necessary labor market information. Self-assessment instruments, access to supportive services and partner agencies, and individual and group counseling (career guidance) are available. Job matching services, one-on-one conferences and follow-up activities, and meetings are used as tools to help customers obtain rapid reemployment.
- Each workshop participant is contacted for follow-up assistance and additional services.
- To further support the re-employment strategy, videos and concentrated “mini” workshops are used to provide additional assistance in areas of identified need. The Early Intervention Model has shown that job-ready profiled claimants generally have a significant need in three primary areas: interviewing, résumé writing, and effectively completing job applications. Workshops are available that address interviewing skills, application preparation, résumé writing, and job searches on the Internet.

Participants access services and attend workshops at the One Stop Career Center. They also receive referrals to upcoming job fairs and employer recruitment events and link with other One Stop partners. Partners may participate in the EI workshops or provide information on-site or through their websites. Participants who need additional training to obtain employment are assisted through WIA programs.

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With increasing numbers of individuals with limited English proficiency (LEP) filing UI claims, Maryland is responding to the need for Spanish-language workshops. Workshop materials have been translated into Spanish and Spanish-speaking workshop facilitators provide Spanish-language workshops in the areas with the largest numbers of LEP claimants. Spanish-language services are available in the rest of the State as well.

Dislocated Workers

Maryland has a renewed dedication in the deployment of rapid response efforts through the planned implementation of layoff aversion strategies for companies that are facing the threat of downsizing or closure. The Rapid Response team of the Dislocated Services Unit works to disseminate timely information to Dislocated Workers. The team's goal is to provide One Stop service information to the workers as soon as possible to assist them in their re-employment and training needs.

Low-income individuals (including recipients of public assistance)

The State of Maryland Department of Labor, Licensing and Regulation (DLLR), Division of Workforce Development and Adult Learning (DWDAL) in partnership with the Maryland Department of Human Resources (DHR) has collaboratively developed Job Readiness, Placement and Retention Employment Programs aimed at benefiting Temporary Assistance To Needy Families (TANF) customers via a collaboration between DLLR's Local Workforce Investment Areas (LWIAs) and DHR's Local Departments of Social Services (LDSS).

The primary objective of this initiative was for Local Workforce Investment Boards (LWIBs) to design and operate programs that would aid in the employment and retention of mandatory Temporary Cash Assistance (TCA) customers referred by the LDSS. The overarching objective of the TANF Projects was to empower these customers with in-demand employability skills that would increase their marketability in the job market, thus improving their family stability. Customers would, in turn, be tooled to secure full-time, unsubsidized employment that is meaningful, gainful, and provides livable, self-supporting wages that promote independence and self-sufficiency while simultaneously impacting the economic growth and development of Maryland businesses.

A secondary yet equally important objective was for customers currently receiving TCA to meet designated Federal Work Participation requirements. The intent was that mandatory daily interface along with the rigors of program participation would ensure that TCA customers were routinely engaged, and therefore countable in the Federally-mandated 40-hour per week work activity goals for DHR of Universal Engagement and Work Participation. Countable Work Participation consisted of a 24-hour combination of the following approved work activities: Unsubsidized Employment, Subsidized Private/Public Sector Employment, Supervised Work Experience, Supervised Community Service, On-the-Job Training, Targeted Independent Job Search, Job Readiness, Substance Abuse Treatment, and/or Vocational Education. The remaining 16 hours per week consisted of Job Skills Training, Employment-Related Education, and Secondary Education, and/or GED Attainment.

Of the twelve (12) Workforce Investment Areas operating in the State, eleven (11) originally accepted the challenge to design, develop, and implement new projects or expand, enhance, and improve existing projects with our partners at DHR in an effort to essentially reduce the State's TANF rolls. Funding

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priority was given to those LWIAs that did not have an existing TANF Project at the inception of the award. Likewise, project designs and proposed services had been comprehensive in nature, innovative, and non-duplicative of current services that had been offered to the target population(s).

Project designs had consistently enabled DLLR and DHR to achieve their collective goals by providing quality work programs expertly crafted by the leading authorities in Workforce Development from DLLR's Workforce Investment Boards as well as the TANF specialists across the State. Our staff knowledge coupled with the Eligibility Determination expertise of our friends in the LDSS had created a "marriage made in heaven," producing groundbreaking placement and retention results that Maryland had never seen. Our collective goal had been to ultimately reduce the number of dependent customers on Public Assistance while successfully developing well-equipped, career-minded independent employees who consistently generated an income substantive enough to support themselves and their families without governmental assistance. Target populations have included TCA Applicants/Recipients, Retention Customers, Diversion Customers, Foster Care Youth, Summer Employment Youth, and Non-Custodial Parents of TCA Customers.

DLLR and DHR continue to work together to identify funding opportunities and to enhance the service delivery to the TCA population. PY2011 marked the fourth and final year of the grant-funded initiative. Over the four years, this collaboration served nine hundred ninety-six (996) participants, with 37% reporting employment and 11% reporting wage gains and/or employment retention after 90 days (14% with retention at 90 days).

In the November of 2012, DLLR in conjunction with Department of Human Resources met to discuss the alignment of workforce resources and programs between LDSS and LWIA offices, for both youth and adults in our combined populations. In order to get a sense of local level activities, a survey was sent out to LWIAs early December 2012.

Results of the survey indicate:

1. The level of current service delivery between LWIA and LDSS to provide workforce services for the DSS population varies by local area. Some local areas provide service in some areas, delivery is through private vendors, while other areas provide the service inhouse.
 - For Example, BCDSS awards a significant grant (\$ 1 million) each year to MOED in support of the city's annual Youthworks summer jobs program. The funds (TANF) are targeted to support the wages of youth receiving or living in families receiving public assistance and youth aging out of foster care in 6 week summer work experiences.
 - WMC received funding from their three DSS partners to operate small summer work experience programs in each county.
2. Regarding percentage of youth in summer jobs that converted to permanent employment in 2012, one of the areas reported that all the youth in the program returned to school while another reported that the youth would continue with their internships through the 2013 Youth works program.
3. The range of services to youth range from:

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- working with youth who are aging out of the foster care system. The goal through the year round model is to integrate work experiences with related work readiness training, academics, occupational skills training, and/or leadership development.
 - referrals (by DSS) of youth, both foster care and non-foster care to the Youth Program Coordinator for workforce services.
 - Referrals to youth SWN programs
4. TANF services range from:
 - MOED administering a work experience program called the Employment Continuum for TANF recipients. Individuals are referred by DSS and enrolled in job readiness / work experience preparation and are then placed in career track work and learn experiences at private, nonprofit and government sites. MOED has a contract with DSS to deliver these services and is expected to meet / exceed ore- determined outcomes including work participation rates, job placement and retention.
 - Contracts with the Local DSS Office to deliver work-based training activities, job retention services, and job placement services designed to enhance the employability of work eligible Temporary Cash Assistance recipients, APEP individuals and Transitioning foster care youth.
 5. Sectors/industries for employment are identified through LMIA data
 6. Best Practices include:
 - MOED has maintained a long and productive partnership with our local DSS for 2 decades or more. Commitment to the shared mission of helping move city residents from welfare to work and creating opportunities for vulnerable youth to connect to work at an early age have underscored the relationships we have fostered over the years. Open lines of communication and a willingness to negotiate and modify activities and services to best benefit the participants have been essential.
 7. Barriers include
 - DSS contract with vendor and not the One Stop

Over the past several years, DHR workforce development funding and programming has been negotiated on the local level, between LDSS and LWIA offices. Based on the results of the survey and meetings with DHR, DHR and DLLR will work collaboratively over the next year to create a more comprehensive Statewide package of workforce services for DHR's population, in collaboration with Maryland's local workforce development system.

Ex-offenders

DLLR, in partnership with the Department of Public Safety and Correctional Services, has created a new Offender Initiative to increase employment opportunities for previously incarcerated individuals and to provide qualified, well-trained employees to businesses. The focus is on forming effective partnerships, increasing skills training opportunities within the correctional system, and coordinating discharge plans with existing services/programs within the community. The Initiative will strengthen coordination between the prison systems, the One Stop System, and community resources to facilitate a smoother transition from incarceration to gainful and meaningful employment. A key element will be to provide opportunities for occupational licensure, professional certification, and apprenticeship for skilled trades for individuals while they are still incarcerated. The Coordinator for the Initiative works

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with agencies, correctional facilities, and One Stop Centers. Two Case Managers are located in the jurisdictions with the largest number of offenders reentering the community.

Migrant and Seasonal Farmworkers (MSFW)

The Migrant Seasonal Farm worker Program under the Department of Labor, Licensing and Regulation, Division of Workforce Development & Adult Learning (DLLR) Office of Workforce Development (OWD) continues to work with agricultural employers to identify their needs, assist in the recruitment of qualified U.S. workers, provide technical assistance for compliance with Employment Services regulation and Federal/State employment laws, and serve as a resource and support system to employers on employment related issues. Three staff members are dedicated to providing services to migrant and seasonal farmworkers and the employers who utilize these workers.

Maryland's outreach activities to the agricultural community are consistent with federal Wagner-Peyser regulations. Specific outreach strategies and other services for agricultural employers, as well as equitable services for migrant and seasonal farm worker are as follows:

- Marketing of the One Stop system to provide information to agricultural employer groups; Outreach will be conducted via distribution of flyers and brochures; hosting of information sessions and technical assistance forums. Coordinated partner referrals and networking with affiliated groups and organizations
- DWDAL encourages workers to utilize all One Stop services;
- Consistent communication and coordination between programs to provide agricultural employers and workers access to upgrade training One Stop partner agencies provide information about the MSFW programs provided through W-P (as well as through the WIA §167 service provider) and are trained to identify individuals who fall into this group; and
- Continuous quality improvement efforts are made to assure that Maryland exceeds the requirements for the five equity indicators that are applicable.

Veterans

Maryland maintains a continued emphasis on transitioning Veterans, their spouses, and other eligible persons to the workforce. Special emphasis is directed toward servicing those who are economically or educationally disadvantaged, including homeless veterans and those with barriers to employment.

Priority of Service is provided to veterans, and eligible spouses of veterans, through staff within DLLR's One-Stop Career Centers and they receive priority of service on finding employment, training, and placement services under new or existing qualified job training programs.

This means that veterans are entitled to precedence over others for services. For instance, a veteran would receive access to a service earlier in time than others or, if the resource is limited, would receive access to the service instead of or before others.

Once a veteran has identified himself to the Career Center staff, he or she is referred to the Local Veterans Employment Representative (LVER) and/or the Disabled Veterans Outreach Program (DVOP)

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representative. Statewide there are seventeen (17) LVERs and twenty-two (22) DVOPs, many of whom are themselves veterans. Staff manages the process of how veterans make use of their priority services including:

- finding a job;
- enrolling in training or applying for educational assistance (credential attainment) *VRAP/Gold Card Services; and
- Connecting to resources/information on immediate needs such as housing/food/mental health services.

Once enrolled at the Career Center, LVERs and/or DVOPs work with the veteran to get them to one of the many orientation session they conduct, and also register the veteran with the Maryland Workforce Exchange (MWE). Within the MWE is the Mil2FedsJobs portal, which is designed to help transitioning military personnel find jobs for which their service experience and training would make them a qualified and attractive candidate. The portal uses military occupations to identify matches in public sector industries.

Each local workforce investment area in Maryland has been allocated dedicated staff to work with its veterans' population. These staff members are funded through the USDOL VETS DVOP or the LVER. DLLR has been working closely with the Director of Veterans' Employment and Training Service (VETS) to enhance collaboration and identify strategies that will support the integration of this program into the One Stop system. The following efforts have been taken to ensure the strategic development of this project:

- WIA Directors attended the Veterans' conference to become more familiar with program and priority of service requirements, and to discuss integration strategies with a facilitator from the National Veterans' Training Institute.
- Local areas have been encouraged to include Veterans' staff in One Stop workgroups and organizational teams. Local Veterans Employment Representatives, whose responsibilities include working with employers on behalf of veterans, are receiving integrated Business Services training, as well as becoming an integral part of each One Stop's Business Services Team.
- The Promoting Opportunities for Veterans (PROVET) program assists veterans trained in healthcare occupations in acquiring appropriate credentials and transitioning into civilian jobs.
- Maryland continues to look at employment and training opportunities that have previously been underutilized by veterans, including apprenticeships and on-the-job training.
- Maryland's Homeless Veterans Reintegration Programs and Veterans' Workforce Investment Program continues to foster partnerships at the federal, state, and local levels to enhance employment and training opportunities for special veterans' populations. These populations include homeless individuals, ex-offenders, or those who have significant barriers to employment.

Outreach programs to employers aid to accomplish the goals of employment, as well as programs such as Work Opportunity Tax Credit (WOTC) and Veterans Investment Workforce Program (VIWP), to name a couple examples. Emphasis has been placed on offering "Priority of Service" (POS) to Veterans who come into the One Stop Career Centers. Posters (11"x17") are prominently displayed at the entrance of the Centers publicizing this focus, and flyers have been developed and distributed to the Centers.

The Military 2 Federal Jobs (Mil2Fed Jobs) web-based tool is up and running that provides a crosswalk between the military occupational codes and federal occupational series. Dislocated BRAC service

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members and veterans as well as moving qualified transitioning service members and veterans are assisted by this tool.

Individuals with limited English proficiency

An enlightened interest in Maryland's Immigrant Population and contributions to the state's economy has resulted in the establishment of the Maryland Council for New Americans. Workforce is one area of focus for the Council, whose purpose is to "review and recommend new policies and practices to expedite immigrant integration into the economic and civic life of the state." These populations, including Migrant Seasonal Farm workers (MSFW), are provided with formal complaint agency referral, information on English and heritage proficiency classes, and naturalization/citizenship information.

DLLR's New American's coordinator is dedicated to working with individuals with limited English-speaking proficiency, along with many multilingual staff throughout the State. Meetings have been held with all multilingual staff to share resources and to promote awareness and understanding of departmental programs that address the needs of individuals with limited English-speaking proficiency.

Individuals with Disabilities

Maryland is committed to the enhancement of services targeted to meeting the employment and training Needs of Individuals with Disabilities. This effort is centered on improving employment opportunities and workforce success of people with disabilities. In partnership with local boards, state agencies and community based organizations, DLLR will work towards the development of long-term objectives designed to ensure that services are universally accessible so that the needs for accommodation will be kept at a minimum. Strategies to support planning that will facilitate progress in this area include:

- Local focus groups to generate feedback on service use;
- Development of a multi-agency Assistive Technology workgroup that reviews and make recommendations for one stop center access improvements.
- Regular reviews of use of available assistive technology.

Maryland's youth and disabilities services coordinator works to ensure the effective development of policy that will support the enhanced use of workforce products and services by people with disabilities

Youth

Maryland is examining efficient and strategic ways to maximize its limited youth funding to educate and empower Maryland's youth and youth service providers with tools and resources designed to guide career exploration. Using technology and social media DLLR seeks to provide exposure to careers that youth may have never considered or heard of. This self-efficacy will inform their efforts towards constructing goals for a career path and education to accomplish those goals.

DLLR's planned implementation of an on-line mentoring portal will provide a powerful opportunity for youth, guidance counselors and parents that may otherwise lack access to career development

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resources. Having an expanded view of career options and the resources to help guide decisions is linked to a strengthening of self-confidence and future goal setting, which have been shown to provide youth with positive decision-making skills to avoid risky behaviors, including drug and alcohol use.

A key objective of this initiative is to help youth identify and promote their personal strengths and assets providing them with the resources to explore and discover more about themselves and their career identity, to deliver support and guidance from on-line mentors who open share their career experiences, and to furnish tools to aid in their journey

Each LWIB is required to develop a local area strategy for providing comprehensive services to youth that support USDOL's vision for youth service programs. The strategy must adhere to WIA youth program requirements and must be written into the LWIA plan. DWDAL reviews, approves, and monitors the plans and youth strategies.

LWIBs, in collaboration with the chief local elected official, have established youth councils within each local board. These youth councils are responsible for the development and oversight of all youth programs and services. LWIBs are required to develop partnerships with Job Corps by providing space for staff in the local One Stops, inviting them to serve on youth councils, promoting youth programs that collaborate with Job Corps, and developing a referral process of eligible youth to Job Corps programs. Partnerships between key youth-focused agencies are enhanced through the local youth council. Local management boards and faith-based and community organizations provide important resources, particularly in the area of supportive services such as counseling, childcare, transportation, and housing.

Our local areas workforce areas work diligently to create appropriate programming for the targeted youth in their areas. In addition to operating the WIA Youth Programs, the LWIAs have additional youth services dependent upon their funding and resources. For example, some local areas have summer jobs programs, youth-focused job fairs, scholarships, youth centers, youth employability programs and workshops, and partnerships with other agencies and organizations to serve specific populations (i.e. foster care youth, youth with disabilities, Job Corps).

In Maryland, one of our strategies to promote innovation is the Youth Accountability Workgroup, a group comprised of all the local area Youth Coordinators as well as relevant DLLR DWDAL staff including the Disability & Youth Coordinator, Program Monitors, and Performance Specialists. The Workgroup meets bimonthly (in person and via conference call/webinar) to receive technical assistance, training and guidance. In addition, one of the primary goals of this Workgroup is to create a community of practice to share best practices and encourage local areas to implement strategies that make sense in their areas. For example:

- In Anne Arundel County, they have a youth-focused One Stop Career Center, specifically designed and targeted for the youth in Anne Arundel County.
- Baltimore City's performance team provides their youth vendors with a weekly performance report, so that the vendors know exactly how they are doing regarding the common measures.
- Baltimore County has strong written policies and procedures, thus providing their vendors with clear cut guidance about how to operate a youth program.
- In Frederick County, they have a close relationship with Vocational Rehabilitation (DORS) in which they operate a summer jobs program for DORS youth with disabilities.

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- The Lower Shore launched a youth only portion of their website called Teens2Careers (<http://teens2careers.org/>), dedicated to youth, parents and educators.
- In Mid-Maryland, they created a year round internship program with County government agencies for youth.
- One of Montgomery County's youth vendors provides workforce programming and services for youth with disabilities only.
- Prince George's County created a highly successful youth summer jobs program called KEYS that placed several youth in internships with high level companies and county agencies.
- Southern Maryland has youth staff co-located in a few high schools to ensure the highest level of service for in-school youth.
- Susquehanna has a highly engaged Youth Council that includes local employers and youth.
- The Upper Shore created a comprehensive manual that outlines every aspect of operating a youth program.
- Western Maryland implemented a successful incentive program that provides youth with driver education assistance contingent upon compliance and performance in their youth programs.

In addition, Maryland strives to develop strategic partnerships with other State agencies and organizations to serve youth with the most need. Several of our LWIAs have strong partnerships with DORS to serve youth with disabilities, specifically operating summer jobs programs for DORS youth with disabilities. Similarly, several LWIAs work closely with their local Department of Social Services (DSS) offices to provide workforce services and programming to foster care youth, including summer jobs opportunities. Additionally, DLLR DWDAL recently entered into a MOU with the Department of Juvenile Services to support a DOL grant serving youthful ex-offenders. DLLR DWDAL will continue to collaborate with other agencies and organizations to strategically provide workforce programming and services to youth who need it the most.

Current efforts underway around the state support a comprehensive, integrated workforce system for youth that is aligned with the USDOL's youth vision. DLLR's DWDAL will continue to build on existing relationships and work to establish new relationships with others interested in the issues to youth, particularly at-risk youth. A strategic priority for youth services is the identification and acquisition of additional financial resources to aid in the expansion of our existing service delivery. Limited resources remain a challenge statewide, and as youth unemployment continues to rise, the need for proactive and positive programming and interventions cannot be understated.

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PERSONS WITH DISABILITIES

Serve the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a)).

The unemployment of persons with disabilities is a long-standing and significant problem both nationally and in the State of Maryland. Maryland has a national reputation as a leader in supporting and ensuring career opportunities for persons with disabilities. This leadership is based on a number of nationally recognized programs of excellence, such as the previous USDOL Disability Program Navigator grant that ended June 20, 2011.

Furthermore, DLLR invested in a Statewide Disability and Youth Services Coordinator. This Coordinator provides the entire State workforce system and local areas with relevant disability and employment related technical assistance, guidance, and training.

The Coordinator's main function is to work with both DWDAL and local area Business Services teams to create partnerships and pipelines of qualified workers with disabilities for area businesses. Local Business Services team members will thus be equipped with communicating the advantages of including persons with disabilities as a part of their workforce, including data demonstrating high employment retention and productivity rates of workers with disabilities.

The Coordinator will facilitate a partnership between DWDAL's Business Services team and the MSDE, Division of Rehabilitation Services (DORS) Business Services team to coordinate services, such as braiding of workforce funding for business, and create partnerships with businesses interested in hiring persons with disabilities. Additionally, the Coordinator will work with the local areas to improve upon reasonable accommodation guidance and availability, universal workstations, customer service techniques when working with persons with disabilities, and partnerships with other disability agencies and organizations. For example, DORS counselors are co-located at several One Stop Career Centers and function as members of the One Stop team. DWDAL and DORS promote co-serving persons with disabilities who request or require specialized services, such as, assistive technology, supported employment and job coaching, medical rehabilitation services, adjustment to disability services, specialized services for the blind and deaf, modified driving systems and vehicle modifications, and architectural modifications to homes, or accommodations in order to obtain employment. In offices where the DORS counselor is not located on-site, there is a formal relationship with the local DORS office to provide services to One Stop customers. Through a collaborative MOU, DLLR reports employment statistics of registered individuals in the MWE-VOS who self-identify with a disability. This data is used to aid in discussions on process improvement and increased engagement of individuals with disabilities in the One Stop Career Centers.

In addition to the aforementioned efforts in recognition of the challenges to employment facing the disabled population in Maryland, collaboration between the Maryland Department of Disabilities (MDOD) and DLLR and GWIB continues to strengthen.

In 2011 GWIB added to its membership ex-officio representation by the Secretary of MDOD to ensure

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that the concerns and issues impacting disabled populations were upfront and at the table. DWDAL maintains a formal MOU with MDOD that provides a coordinated framework and outcomes based accountability metrics for the delivery of workforce services. Coordinated staff training and technical assistance, resource development including outreach videos and coordinated one-stop orientation for individuals with disabilities; coordinated employer outreach, and ongoing efforts to raise awareness of new and future MWE enhancements for populations with disabilities. Lastly these efforts serve to increase the number of individuals with disabilities enrolling and self-identifying at the one stop centers.

Additionally, Maryland's workforce investment areas have established partnership agreements and MOU's with community based organizations and local rehabilitative service offices in the development of programs and services designed to serve both youth and adult populations via work experience, on the job training and job placement opportunities.

DLLR will continue to work closely with MDOD to facilitate and support disability employment systems change throughout Maryland. DLLR will look for additional opportunities, activities and initiatives to increase the employment of workers with disabilities by using Maryland's workforce development system with an overall goal to replicate best practices to other local areas in Maryland.

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DELIVERY OF COMPREHENSIVE SERVICES FOR ELIGIBLE YOUTH

Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)

DLLR has invested in a Statewide Disability and Youth Services Coordinator. This Coordinator provides the entire State workforce system and local areas with relevant disability and employment related technical assistance, guidance, and training. Part of the coordinator's job is to facilitate the delivery of comprehensive services to youth with significant barriers to entry.

As part of DLLR's approach to youth with barriers to employment, DLLR has planned the implementation of an on-line mentoring portal will provide a powerful opportunity for youth, guidance counselors and parents that may otherwise lack access to career development resources. Having an expanded view of career options and the resources to help guide decisions is linked to a strengthening of self-confidence and future goal setting, which have been shown to provide youth with positive decision-making skills to avoid risky behaviors, including drug and alcohol use. Local LWIB are also required to develop a local area strategy for providing comprehensive services to youth with barriers to employment.

LWIBs, in collaboration with the chief local elected official, have established youth councils within each local board. These youth councils are responsible for the development and oversight of all youth programs and services. LWIBs are required to develop partnerships with Job Corps by providing space for staff in the local One Stops, inviting them to serve on youth councils, promoting youth programs that collaborate with Job Corps, and developing a referral process of eligible youth to Job Corps programs. Partnerships between key youth-focused agencies are enhanced through the local youth council. Local management boards and faith-based and community organizations provide important resources, particularly in the area of supportive services such as counseling, childcare, transportation, and housing.

DLLR DWDAL also operates a Youth Accountability Workgroup that provides a venue for local area youth coordinators and staff to share best practices, receive technical assistance, guidance and training from DWDAL and other organizations, network with partners to improve upon or establish meaningful collaborations and collectively develop new program models and strategies for serving the neediest youth

Agricultural Outreach Plan (AOP)

Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farmworkers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives.

Assessment of Need

Over Fourteen percent (14%) of the state's workforce is involved in Maryland's food and fiber sector such as: wholesaling and retailing, farm production, and marketing and processing.

This Agricultural Outreach Plan (AOP) sets policies, and objectives in providing Wagner-Peyser (W-P) services to the agricultural community, specifically Migrant and Seasonal Farm Workers (MSFWs). DWDAL provides these services through the One Stop Career Center system, ensuring that MSFWs receive the full range of employment, training, and educational services on a basis which is qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs.

Value of Agricultural Production

Major crops include corn, soybeans, wheat, hay, melons, beans, tomatoes, apples, peaches, and strawberries. The Maryland agriculture contributes more than \$17 billion in revenue annually. A recent report from the University of Maryland's Center for Agricultural and Natural Resource Policy, showed that farm proprietors constituted the largest single land use in the State, with 2.05 million acres (nearly 32%) of total land area used for farming in 2010. Most of Maryland's farmland is located in the north central part of the State and the upper Eastern Shore.

Maryland has 12,800 farms averaging 160 acres per farm. Crops production net income was \$413 million in 2011. The average income per farm was \$32,131. Corn for grain averaged 106 bushels per acre. From 430,000 acres, 45.6 million bushels of corn were harvested. The soybean fields averaged 34 bushels per acre, with a total production of 15.8 million bushels. Winter wheat produced 60 bushels per acre, with 8.1 million bushels harvested. Barley production decreased to 2.3 million bushels, averaging 68 bushels per acre.

Agricultural Employment in Maryland

Employment in agriculture is inherently difficult to estimate because agricultural production, and in particular, crop production, is characterized by seasonal spikes in the demand for farm labor, some of which are often of short duration. For example, most crops must be planted at certain times of the year, weeded and pruned, and perhaps most importantly, harvested and prepared for market as they ripen. As a result, Maryland's agriculture-based employers have traditionally employed a minimal number of seasonal, and often migrant, farm workers who move from farm to farm and region to region. However, official estimates of agricultural employment are derived from surveys of agricultural establishments conducted by various government agencies.

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Major Crops Employing MSFWs

- Nursery stock; vegetables, tomatoes, melons & corn; and apples, peaches, and other fruits.

Wages

According to official DLLR estimates, payroll wages in Maryland during the first quarter crop productions totaled \$15,513,389; the average weekly wage per worker was \$522. In forestry and logging, wages totaled \$1,292,604; the average weekly wage per worker is \$543.

Employment and Payrolls - Industry Series - Maryland - First Quarter 2011

Industry	FIRST QUARTER 2011						
	Number of Reporting Units	Monthly Employment			Quarterly Average Employment	Total Wages	Average Weekly Wage Per Worker
		First	Second	Third			
Maryland							
TOTAL EMPLOYMENT	166,187	2,418,112	2,426,546	2,452,611	2,432,423	\$31,937,305,548	\$1,010
GOVERNMENT SECTOR – TOTAL	3,460	486,444	495,493	500,629	494,189	7,394,708,835	1,151
Federal Government	1,070	141,244	141,370	141,934	141,516	3,143,050,441	1,708
State Government	368	100,378	104,106	105,117	103,200	1,260,688,961	940
Local Government	2,022	244,822	250,017	253,578	249,472	2,990,969,433	922
PRIVATE SECTOR TOTAL - ALL INDUSTRIES	162,727	1,931,668	1,931,053	1,951,982	1,938,234	24,542,596,713	974
GOODS-PRODUCING	21,943	254,292	253,446	256,680	254,806	3,807,102,704	1,149
Natural Resources and Mining	682	5,609	5,550	6,183	5,781	50,994,427	679
Crop production	219	2,071	2,120	2,663	2,285	15,513,389	522
Animal production and aquaculture	130	1,142	1,149	1,151	1,147	8,689,294	583
Forestry and logging	49	181	183	186	183	1,292,604	543

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In 2010, the average wage paid to workers across the Farming, Fishing, and Forestry Occupations was \$11.00 per hour. The following table provides additional hourly wage information on nine of the twelve job classifications under this occupational code (45-0000). Wage information for the three missing job classifications is currently unavailable, but included in the average wage total previously mentioned.

Job Title/ Industry Classification	Description	Median Wage
Agricultural Equipment Operators (45-2091)	Responsible for driving and controlling farm equipment	\$16.00
Agricultural Inspectors (45-2011)	Responsible for inspecting agricultural commodities, processing equipment, and facilities, and fish and logging operations, to ensure compliance with regulations and laws governing health, quality, and safety average.	\$20.25
Fallers (45-4021)	Use axes or chainsaws to fell trees using knowledge of tree characteristics and cutting techniques to control direction of fall and minimize tree damage.	\$13.50
Farmworkers and Laborers, Crop, Nursery, and Greenhouse (45-2092)	Manually plant, cultivate, and harvest vegetables, fruits, nuts, horticultural specialties, and field crops. Use hand tools, such as shovels, trowels, hoes, tampers, pruning hooks, shears, and knives. Duties may include tilling soil and applying fertilizers; transplanting, weeding, thinning, or pruning crops; applying pesticides; cleaning, grading, sorting, packing and loading harvested products. May construct trellises, repair fences and farm buildings, or participate in irrigation activities. Exclude "Graders and Sorters, Agricultural Products" (45-2041). Exclude "Forest, Conservation, and Logging Workers" (45-4011 through 45-4029).	\$10.50
Farmworkers, Farm and Ranch Animals (45-2093)	Attend to live farm, ranch, or aqua cultural animals that may include cattle, sheep, swine, goats, horses and other equines, poultry, finfish, shellfish, and bees. Attend to animals produced for animal products, such as meat, fur, skins, feathers, eggs, milk, and honey. Duties may include feeding, watering, herding, grazing, castrating, branding, de-beaking, weighing, catching, and loading animals. May maintain records on animals; examine animals to detect diseases and injuries; assist in birth deliveries; and administer medications, vaccinations, or insecticides as appropriate. May clean and maintain animal housing areas. Include workers who shear wool from sheep, and collect eggs in hatcheries.	\$12.50
First-Line Supervisors/Managers of Farming, Fishing, and Forestry Workers (45-1011)	Directly supervise and coordinate the activities of agricultural, forestry, aqua cultural, and related workers. Exclude "First-Line Supervisors/Managers of Landscaping, Lawn Service, and Grounds Keeping Workers" (37-1012).	\$22.75
Forest and Conservation Workers (45-4011)	Under supervision, perform manual labor necessary to develop, maintain, or protect forest, forested areas, and woodlands through such activities as raising and transporting tree seedlings; combating insects, pests, and diseases harmful to trees; and building erosion and water control structures and leaching of forest soil. Include forester aides, seedling pullers, and tree planters.	\$9.25
Graders and Sorters, Agricultural Products (45-2041)	Grade, sort, or classify unprocessed food and other agricultural products by size, weight, color, or condition. Exclude "Agricultural Inspectors" (45-2011).	\$12.25
Logging Equipment	Drive logging tractor or wheeled vehicle equipped with one or more	\$15.25

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Operators (45-4022)	accessories, such as bulldozer blade, frontal shear, grapple, logging arch, cable winches, hoisting rack, or crane boom, to fell tree; to skid, load, unload, or stack logs; or to pull stumps or clear brush.	
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The table below illustrates the ranking of agriculture jobs as of June 2012. As shown, Agriculture, forestry, fishing, and hunting is ranked six out of the top 10 industries to advertise at least 27 job openings as of June 30, 2012.

Top 10 Industries by Advertised Job Openings as of June 30, 2012		
Rank	Industry	Number of Job Openings
1	Retail Trade	142
2	Health Care and Social Assistance	124
3	Accommodation and Food Services	58
4	Manufacturing	57
5	Educational Services	56
6	Agriculture, Forestry, Fishing and Hunting	27
7	Administrative and Support and Waste Management	25
8	Public Administration	16
9	Finance and Insurance	15
10	Professional, Scientific, and Technical assistance	12

Occupational projections in the Farming, Fishing and Forestry Occupations are illustrated in the following table.

Farming, Fishing and Forestry Occupations - Maryland Occupational Projections 2011-2013

Occ. Code	Occupational Title	Employment			Openings	
		2011	2013	Change	Replacement	Total
45-1011	First-Line Supervisors/Managers of Farming, Fishing, and Forestry Workers	300	305	5	20	20
45-2000	Agricultural Workers	4,405	4,475	70	280	350
45-2011	Agricultural Inspectors	180	185	5	10	10
45-2041	Graders and Sorters, Agricultural Products	145	150	5	5	10
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,975	3,005	35	195	225
45-2093	Farmworkers, Farm and Ranch Animals	620	640	20	40	60
45-3000	Fishing and Hunting Workers	130	140	10	10	20
45-3011	Fishers and Related Fishing Workers	130	140	10	10	20

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45-4000	Forest, Conservation, and Logging Workers	1,075	1,085	10	50	60
45-4011	Forest and Conservation Workers	890	900	5	40	50
45-4021	Fallers	35	35	0	0	0
45-4022	Logging Equipment Operators	115	115	0	5	5

The number of migrant and seasonal farm workers who are known to work in agriculture each year is estimated around 1,200. This number is based on regular contacts by organizations and government agencies that provide farm worker services to agricultural employers around the state. This number consistently decreases over time because of increased mechanization and more frequent use of the Work Authorization for Non-U.S. Citizens: Temporary Agricultural Workers program (H-2A Visas) by Maryland's agricultural employers for crop activities that still use human labor.

However, Maryland's Migrant and Seasonal Farmworker (MSFW) population has continued to wane slightly each year. While a number of factors contribute to the decline, specific causes include increased use of the H2A foreign worker program by agricultural employers, the small, but steady, decline in fruit and vegetable acreage across the state, and a relatively consistent shift toward nursery stock production in all areas of the state. In spite of these slight declines in population, the state has not reduced its commitment of resources and staff to ensure that migrant and seasonal farm workers have equal access to employment opportunities through the state's One Stop system.

Proposed Outreach Activities

Maryland's Wagner-Peyser staff has consistently outperformed their annual goal of reaching over 50% (a historical average) of the migrant and seasonal farm workers that live and work in the state. Consistent with this performance and the resources available, for PY 2013, staff and partners will endeavor to provide outreach services to at least 600 farm workers. In PY 2012 we will provide outreach to 450 Migrant Seasonal Workers. Our goals for the future will be consistent with the historical average.

Maryland's outreach activities to the agricultural community are consistent with federal Wagner-Peyser regulations. Specific outreach strategies and other services for agricultural employers, as well as equitable services for migrant and seasonal farm worker are as follows:

- Marketing of the One Stop system to provide information to agricultural employer groups; Outreach will be conducted via distribution of flyers and brochures; hosting of information sessions and technical assistance forums. Coordinated partner referrals and networking with affiliated groups and organizations
- DWDAL encourages workers to utilize all One Stop services;
- Consistent communication and coordination between programs to provide agricultural employers and workers access to upgrade training One Stop partner agencies provide information about the MSFW programs provided through W-P (as well as through the WIA §167 service provider) and are trained to identify individuals who fall into this group; and
- Continuous quality improvement efforts are made to assure that Maryland exceeds the requirements for the five equity indicators that are applicable.

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Although MSFWs who access One Stop Career Center services are offered a full range of services, Maryland is not designated by DOL as a significant MSFW state. Therefore, minimum service levels do not apply.

MSFW Services Provided Through the One Stop Delivery System

Maryland's One Stop Career Centers help workers meet their employment and training needs. The Hagerstown, Western Maryland, Frederick and Lower Shore Career Centers have special staff providing service to the migrant worker population. These staff are part of the One Stop Career Center and provide other services when the season is over.

These Centers and staff offer a full range of services to job seekers such as:

- Job search workshops and resources including on the internet;
- Veterans services;
- Federal state and county government information;
- Career planning and training programs;
- Labor market information;
- Bilingual assistance; and
- Complaint handling

Eligible MSFW customers may access intensive and training services provided through the one-stop WIA programs. MFSW staff are co-located in strategic one-stops and work in collaboration with WIA staff in developing individualized service strategies and training plans for eligible customers. Intensive services include case management, supportive services, pre-occupational skills training and assessments. Those services include Internet job search programs at the Maryland Workforce Exchange; Job search workshops and resources; Veterans services; Federal, state, and county listings; Computer resources for resumes and cover letters; Career planning and training programs; Labor Market information' Complaint handling' Bilingual assistance' Referral to services of cooperating agencies outside the Maryland One-Stop Career Centers. These services may be provided one on one or in group activities by MFSW and/or designated one stop staff and partner agencies.

Additionally, Maryland's agricultural outreach staff makes written and oral presentations to MSFWs, in both Spanish (via interpreter) and English, at their living quarters and in common gathering areas. The information presented includes the following:

- Agricultural and non-agricultural job openings
- Training options
- Support services (Telemon Services)
- Access to vocational testing
- Career counseling
- Job development
- Information on the Job Service Complaint System
- Farm worker rights (Federal and State Law, employment related protections)
- Terms and conditions of employment
- Unemployment Compensation Insurance Information

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During outreach visits, the local staff provides workers with outreach packets. These packets contain written material in Spanish and English regarding DLLR's Apprenticeship Program, Youth Services, ESL classes, Hot Jobs, Healthcare (DSS), Unemployment Compensation Filing, and the addresses and phone numbers for all of the local One Stop Career Center offices throughout the state.

Outreach staff also provides MSFWs with information on seasonal or short-term non-agricultural job openings that he/she may transition to when his/her agricultural work has ended

The State Monitor Advocate has been afforded the opportunity to review and comment on the State Agricultural Outreach Plan. Any comments received after the submission date will be forwarded to the Regional Monitor Advocate, under separate cover

Services Provided to Agricultural Employers through the One Stop Delivery System

The Migrant Seasonal Farm worker Program under the Department of Labor, Licensing and Regulation, Division of Workforce Development & Adult Learning (DLLR) Office of Workforce Development (OWD) continues to work with agricultural employers to identify their needs, assist in the recruitment of qualified U.S. workers, provide technical assistance for compliance with Employment Services regulation and Federal/State employment laws, and serve as a resource and support system to employers on employment related issues.

The Local Wagner-Peyser staff maintains close relationships with all of the growers participating in the H-2A program. Local staff disseminates information to agricultural employers about the full range of services available from DLLR, One Stop Career Centers. Local staff also targets his outreach efforts to agricultural employers that might benefit from DLLR's recruitment assistance.

Services to agricultural employers are provided by a network of business services representatives located in each One Stop Career Center across the state. The full range of employer services from all divisions of DLLR is provided to Maryland businesses. These include:

- Access to top workforce talent and staff;
- Current labor market information;
- Continuous exposure for job openings through the Maryland Workforce Exchange;
- Assistance with occupational and professional licensing;
- Resources and assistance for occupation safety and health;
- Access to tax credit programs at all government levels; and
- All services related to unemployment insurance.

Maryland also employs a full-time Rural Services Coordinator who provides guidance and technical assistance to local staff and works closely with individual agricultural employers across the state. Services of particular interest to agricultural employers include housing inspections, assistance with foreign worker visa programs, wage survey data collection and information, and crew leader registration.

In the course of having numerous discussions with agricultural employers in the state, many identified with the challenges of finding qualified workers. Most employers stated that many of the workers

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referred to them are friends or family members of current or former Migrant Seasonal Farm workers who have worked with them in the past and have significant history and or background with employers in the State of Maryland. These workers have prior exposure to farm work, or are trained by the referring worker or supervisor on the job and fully understand the terms and conditions of their employment contracts and are comfortable living and working on the farm in the dormitory or multi-living type settings. These positive working relationships have resulted in employers securing the right workers for growing seasons.

The State Monitor Advocate and local DLLR/Workforce Development staff in collaboration with community partners, also conduct outreach and recruitments frequently to available job seekers that already live and work in these rural communities, work on the local farms and are already familiar with the tasks associated with farming and are a better match as well as candidates for ESL and additional services via One Stop Career Centers. This effort along with a more thorough screening process ensures success for all parties. In cases where a farm worker completed his/her employment, and the employer was pleased with their performance, the employer and local staff actually make note of the successful match and establish a "employment pipeline" to recruit that same individual for the same employer for the next season. This "guaranteed placement system" not only eliminates the need to train the returning workers but also complements the "worker networking" and reduces the stress that farmer (employers) often experience in recruiting new workers unfamiliar to them and their operation.

To augment outreach efforts, the SMA continues to work with Telemon, in an effort to integrate the employment, training and supportive services and avoid duplication of services to Migrant Seasonal Farm Workers.

This partnership also enhances the agency's ability to achieve maximum penetration into the farm worker population by reaching local workers as well as MSFWs. In addition, the SMA has developed strategic partnerships with community based organizations and state sister agencies to maximize resources and provide support services to MSFWs as well as agricultural employers. These partnerships provide the SMA with an opportunity to share his knowledge of farm worker needs, characteristics and concerns with other organizations and cooperatively develop solutions to any deficiencies in the delivery of services to MSFWs.

DLLR is committed to achieving full compliance with the federally mandated minimum equity indicator requirements for serving MSFW's.

The SMA will continue to reinforce positive relationships with farm workers, farmers, and other non-profit organizations while conducting outreach activities. During the next year DLLR plans to continue outreach to local farm workers as a means of engaging MSFWs and local workers in the full range of services offered in Maryland's LWIAs and One Stop Career Centers.

The State Rural Services Coordinator maintains frequent contact with growers in the H-2A program in an effort to respond quickly to their labor needs.

In PY 2012 DLLR will continue to offer the following services to agricultural employers and MSFWs:

- Assistance with the placement of local and interstate job orders
- Assistance in the recruitment of qualified workers

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- Dissemination of information on organizations that assist MSFW
- MSFWs Mediation and Interpretation services
- Complaint assistance

Technical assistance, prevailing wage and practice surveys, and housing inspections to ensure that housing and other requirements meet Federal standards.

Numerical Goals and Data Analysis

The number of migrant and seasonal farm workers who are known to work in agriculture each year is estimated to reside somewhere around 1,200. This number is based on regular contacts by organizations and government agencies that provide farm worker services to agricultural employers around the state. This number consistently decreases over time because of increased mechanization and more frequent use of the Work Authorization for Non-U.S. Citizens: Temporary Agricultural Workers program (H-2A Visas) by Maryland's agricultural employers for crop activities that still use human labor.

DWDAL places a high priority on actively seeking contact with MSFWs who are not reached by the One Stop centers. During PY 2010, outreach contacts to MSFWs totaled 1,426. Maryland's Wagner-Peyser staff has consistently outperformed their annual goal of reaching 50% of the migrant and seasonal farm workers who live and work in the state. Consistent with this performance, for PY 2013, staff and partners will endeavor to provide outreach services to at least 600 farm workers.

Maryland uses personnel largely on a regional basis to assist agricultural workers and growers to access the services of the One Stop system. In Maryland, the SMA in partnership with Telemon handles all the outreach for this program. Our goal is to reach 450 MSFWs with information on our programs and services in PY 2012. The majority of contacts with MSFWs will be conducted between June and October. The Rural Services Coordinator will conduct visits to agricultural employers between November and May for recruiting assistance. During peak season, from April through October, the state utilizes the equivalent of approximately 2.5 full-time positions to execute its outreach activities. Outreach duties on the Eastern Shore are performed on a full-time basis during the peak season and the rest of the equivalent positions are constituted from the state monitor advocate, the rural services coordinator and several local staff.

Migrant Seasonal Worker program funding when received annually provides funding for outreach events which are planned quarterly as a program service and activity. Event requests are completed, to include cost projections. The plan is reviewed and if necessary justification for various costs are requested and based upon prior year spending is either approved/ denied. These services are viewed as part of our standard services and activities not separately tracked and charged as appropriate. However, it is estimated that approximately \$12-18,000 annually is spent on outreach to this population.

In PY 2012, it is expected that sixty agricultural job orders will be received. The number of agricultural job openings projected is four hundred. The Percentage of agricultural job openings projected to be filled with U.S. workers is less than 15%. Estimated number of interstate clearance orders DLLR will receive is around One hundred. Estimated number of interstate clearance orders DLLR will initiate is 60

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MSFW's use of services in the Maryland One Stop system has declined in recent years to the point that traditional programmatic data analysis is statistically insignificant. Nonetheless, Maryland endeavors to exceed programmatic goals for the five equity indicators as required by regulations.

WIA Rapid Response Activities

STRATEGIES FOR PROGRAM ENHANCEMENT

Maryland’s Rapid Response activities are described on page 29 of this Plan. The recent economic conditions have made Rapid Response a focus of service delivery. The increased numbers of business closings and downsizings, as well as the large number of individuals being dislocated, requires our State to take a critical look at our Rapid Response processes and procedures. Maryland is considering processes and procedures across the entire workforce system.

Starting on page 20 of this Plan, is the strategy for program enhancement for all of the workforce programs with particular focus on comprehensive re-employment strategies. The goals and outcomes Maryland will tackle to enhance programs includes:

- Improve awareness and utilization of the one stop system
- Leverage existing resources and minimize costs
- Increase access and utilization of services for hard to serve populations
- Standardize/improve customer intake processes to reduce the amount of time it takes for a customer to engage in services thereby reducing the time an individual remains unemployed
- Proactively engage customers who are receiving UI in a real time re-employment strategy
- Engage Universal Design processes into each of the service delivery elements of the one-stop to ensure value added processes at all points of engagement
- Increase employment outcomes for job seekers
- Improve access to labor market for employers increase utilization of services by employers
- Develop standards, policies and procedures to ensure the sustainability of these best practice efforts throughout the State

Specific strategies for accomplishing each of these goals and outcomes is provided starting on page 21 of this Plan.

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Trade Adjustment Assistance (TAA)

- *Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340).*
- *Provides core and intensive services to TAA participants, as indicated in the encouragement of co-enrollment policies provided in TEGL 21-00. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a)).*
- *Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity.*
- *As well as reliable fiscal and performance reporting. (May alternatively be discussed in "operating systems and policies" section of Operating Plan).*

States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:

Maryland's Trade Adjustment Assistance (TAA) Unit is integrated within its Dislocated Worker Unit. This integration allows for a great deal of coordination between the Rapid Response staff, which assesses situations to determine if Trade staff members should be brought in to talk with the employers and Trade staff. The TAA program funds provide for a variety of services eligible to Trade-Impacted workers. Within this program, dislocated workers and certified trade-impacted workers have received seamless employment transition services through the same statewide service delivery. Maryland has existing guidance that encourages the co-enrollment of individuals in NEG and TAA funded initiatives as applicable (WIFI 16-04; 16-04 change 1; & 8-12).DLLR's Division of Workforce Development and Adult Learning has placed the responsibility for these State programs in the Office of Workforce Development. Each area in the State of Maryland has been encouraged to develop a system that provides the greatest amount of service to each individual based on his or her needs regardless of what entity provides the service all the while being mindful of the regulations of the funding streams. An example of this type of integrated service might be that an individual would be utilizing core services such as computer services (Wagner-Peyser) to update their resume and then they may meet with a counselor to help move their job hunt forward (Possible WIA) and if training is indicated they may be turned over a Trade counselor for further services.

This integration policy maximizes limited resources to provide efficient services to job seekers, displaced workers, and the employer community. DWDAL's on-going system restructuring provides greater flexibility within the One Stop system and ultimately allows Maryland to meet the integrated demands of our economy regionally, statewide and locally.

Once a Trade petition has been approved, Trade staff makes every effort possible to get in front of the workers before their last day of employment to present information on the trade program to them. The client first has a meeting to help determine where they feel they are in the job hunt process. During this discovery process, it is determined if the client has been looking for a position, how long they have been looking, how they have been looking and if they have a resume. If it has been determined that the individual has a weakness in one of these or a similar area services are provided to help address the situation. If an overwhelming deficiency is apparent, such as not having a high school diploma, is

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uncovered or recognized the idea of training to overcome the deficiency is suggested. In some cases the client also recognizes the need for training and the path toward training begins. This could include career exploration tools if the individual does not know what he or she might be interested in or it could include career exploration in to a specific field if the individual has an idea about what kind of work they would like to move toward. During these Trade briefings, all aspects of the Trade program are covered, such as benefits of the program, important deadlines, and how to apply for the benefits are covered. Regardless of whether or not a Trade staff member is able to make a presentation to the impacted workers, a letter is sent to all impacted workers provided to the State of Maryland by the employer. The letter notifies the impacted worker that they may be eligible for Trade services and explains to the worker what they need to do if they wish to take advantage of the services available to them.

Upon reporting to an American Job Center, TAA eligible customers receive an orientation that introduces and informs them of the required program deadlines, thereby ensuring proper understanding of the rules and benefits of the program. TAA eligible customers will also learn about services available to workers such as: skills assessments, career counseling, case management, supportive services, information on training, job placement assistance, and guidance on obtaining health benefits and other opportunities which may vary according to location.

CORE AND INTENSIVE SERVICES PROVIDED TO TAA PARTICIPANTS

DWDAL's policy encourages co-enrollment in multiple funding streams where appropriate. If the customer is enrolled in TAA, policy highly recommends co-enrollment in the WIA Dislocated Worker program to ensure the customer can access supportive services as needed. A full assessment is conducted on all TAA customers. This includes addressing the six criteria required for TAA approved training. The assessment also includes a review of employment experience, occupational skills, education history, financial resources, family situation, legal history, medical history (as appropriate), and potential employment barrier identification. A review of the customer's financial resources provides an opportunity to ensure that customers have the ability to support themselves while in training. If gaps are identified as a result of the assessment, the employment counselor provides information and referrals to other agencies or services that may benefit the customer.

Resources to Integrate Data

All data is gathered through the MWE-VOS system. MWE-VOS requires that staff address each of the six elements prior to enrolling a customer in a TAA support training program. MWE-VOS's comprehensive case management and documentation features facilitate information sharing among all staff. Because the MWE-VOS system is available online, it can also be accessed 24 hours a day, seven days a week, any time of the year. All services that an individual receives while using the Workforce Development system should be recorded in the Maryland Workforce Exchange. This system is available state wide and will allow all parties working with an individual to see what services have been provided by all other Workforce Development partners. This system also has a case not feature. The case notes will allow details of the services to be available to everyone working with the individual. This system will allow everyone involved to have a complete record of the services provided and details of the service, which should allow a seamless flow of services to the individual.

Resources to Ensure Fiscal Integrity and Reliable Fiscal Reporting

The DWDAL Fiscal Unit ensures fiscal integrity through the following measures: appropriate separation of duties, maintaining accurate obligational controls, ensuring appropriate time distribution, regular internal reviews and regular on-site fiscal monitoring. DWDAL utilizes the State Accounting System FMIS to record and report financial transactions. The State Financial reports, along with the accrual information from the obligational control records, are the basis for the financial reporting to USDOL (via the 9130 Financial Reporting system). DWDAL’s fiscal operations are audited annually by an independent audit firm, as required by OMB Circular A-133.

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WIA Waiver Requests

States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:

- *Statutory and/or regulatory requirements for which a waiver is requested.*
- *A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.*
- *A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.*
- *A description of individuals impacted by the waiver.*
- *A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.*

As per TEGL NO.26-09 the State's request must include a justification that describes estimated costs to carry out the required activity for which the waiver is needed, how statewide funds are being used (for both required and allowable statewide activities), how funds are being prioritized across activities, and the extent to which the funding levels are insufficient to cover the activity for which a waiver is requested. The request must also address the anticipated impact of not funding the activity, and whether it may directly affect WIA participant services

The public comment period for waivers is 30 days. Notification of the waiver request is posted on DLLR's website, and notification is sent to LWIB's regarding the availability of the posting for public comment. Comments are submitted electronically at dwdalcomments@dllr.state.md.us. At the end of the 30 day comment period, all comments received are reviewed and considered in the revision and/or rescission of posted information, if applicable.

Waivers are posted at www.dllr.state.md.us/employment/wdwaiverrequests.shtml

Maryland is working to develop a system for the monitoring of the use and impact of its waivers. Currently, the state does not have a system to monitor its waivers as they are not a requirement and completely up to the discretion of the local WIAs to utilize the waivers. The state participated in a waiver impact survey with Mathematica in 2011 and is researching promising practices as well as monitoring tools to effectively monitor its waiver.

Maryland's request for waivers via the waiver plan **Attachment H**.