Prince George's County
Local Workforce Development Area
Workforce Innovation and Opportunity Act
Local Integrated Plan 2016-2020
(2019 Update)

PRINCE GEORGE'S COUNTY
WORKFORCE DEVELOPMENT BOARD

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Background

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014. WIOA became effective July 1, 2015. Full implementation has been mandated to take place on July 1, 2017. WIOA replaces the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

WIOA builds on concepts from past workforce legislation, encourages, and in some respects, requires federally funded workforce initiatives to collaborate, co-locate, braid funding and have common performance outcomes to serve those looking for employment and businesses who are in need of qualified job seekers.

Section 108 of WIOA requires that each Local Workforce Development Board develop and submit to the Governor a comprehensive 4-year Local Plan. In accordance with the law, the Prince George's County Local Workforce Development Board has created a Workforce Innovation and Opportunity Act Local Integrated Plan for Prince George's County.

Introduction

The Prince George's County Local Workforce Development Board (WDB) is the responsible entity for policy development and workforce activities related to administering services and programs funded by the Workforce Innovation Opportunity Act of 2014. The WDB is the link between job seekers looking to begin or change careers and businesses looking for skilled workers to maintain their productivity and competitiveness in a changing labor market.

This plan, updated in 2019, describes the mission, vision, goals and strategies the WDB will implement through 2020 to increase the efficiency and effectiveness of the Prince George's County Public Workforce System, support the work of the WDB's partners, and align with the Governors State WIOA Plan. Additionally, this plan outlines the programs and initiatives the WDB has supported and intends to employ, through competitively procured operators, service providers and partners operating the Prince George's County Public Workforce System.

Over the next two years the WDB will continue its integrated customer centered design approach to the delivery of workforce services in Prince George's County. Implementing service delivery strategies targeted at meeting the individual needs of our job seekers and businesses will increase the economic vitality of the economy by providing the County with residents who are financially self-sufficient, highly skilled and possess the essential skills required to be productive in an international market. An increase in the quality of the Prince George's County labor force will lead to an increase in the productivity and competitiveness of our local economy encouraging existing businesses to remain in Prince George's County and invite businesses outside of the County to relocate. The success of our customer centered design approach of workforce services under the Workforce Innovation Opportunity Act is contingent on the WDB strengthening its relationship with Prince George's County Government, consistently integrating and improving its relationship with existing and mandatory partners and the development of its relationships with various community stake holders in Prince George's County.

This Prince George's County WIOA Local Integrated Plan Update explains the current operations of Prince George's County and provides an overview of the future operational structure of the Prince George's County Workforce System through 2020.

Systematic Changes

The WDB fully adopted the American Job Center branding in 2018. Included in this rebranding was renaming the Prince George's County Public Workforce System the Prince George's County American Job Center Community Network. Additional branding included renaming the Prince George's County comprehensive job center, the Prince George's One Stop, to the American Job Center Largo, and naming the local workforce development area's future job centers in National Harbor as the American Job Center National Harbor, and naming the American Job Center located at the Prince George's County Regional Workforce Hub as American Job Center Temple Hills.

The WDB made these changes to create brand recognition that aligned with the State of Maryland, the Maryland Department of Labor, Licensing and Regulation, the United States Department of Labor, WIOA partners and grantees, military installations, unemployment insurance, and other partners of the national American Job Center Network. The WDB believes that brand recognition aligned with the State of Maryland and the American Job Center Network will decrease confusion and increase traffic flow to the AJCCN and American Job Center Largo.



Along with fully rebranding the Prince George's County Public Workforce System the Prince George's County American Job Center Community Network (AJCCN), the WDB added a membership component to the AJCCN. Membership is identified in three tiers:

- **Service Provider / Affiliated Site** – WIOA Mandated Partners, Local Mandated Partners, WDB Competitively Procured Service Providers, WDB non-WIOA funded Sub-grantees, and partners with fiscal relationships with the WDB
- **Local Access Point** – Partners providing workforce development services or access to workforce development services to Prince George's County residents, at no cost to the resident
- **General Member** – Partners who would like access to AJCC programming and notifications, but don't provide workforce development services or access to workforce development services

Along with rebranding the Prince George's County Public Workforce System in 2018, the WDB changed its fiscal agent, staffing contractor and WIOA Title I provider from the Prince George's County Economic Development Corporation to Employ Prince George's Incorporated (EPG). This change was due to the Prince George's County Economic Development Corporation-Workforce Services Division separating from the Prince George's County Economic Development Corporation to become EPG. EPG is a 501c3 nonprofit organization based in Largo, Maryland. EPG staffing and programming was transitioned from the Workforce Services Division, and they administer a menu of workforce development services for job seekers and businesses. The goal of EPG is to improve the local Prince George's County economy by creating a demand driven system that delivers qualified workers to businesses and provides job seekers with opportunities for careers in high demand/high growth industries. The WDB, Prince George's County Executive, and EPG solidified this new partnership by executing a Prince George's County Local Workforce Development Area Local Governance Agreement in July of 2018. The WDB and EPG executed an additional agreement, the Prince George's County Local Workforce Development Board Local Operation Agreement, in December of 2018 to further clarify the roles of each entity in the Prince George's County Local Workforce Development Area. Both agreements have four-year terms with renewal options.

As referenced above, the last major change from the publishing of the initial 2016-2020, is the WDB's approval to expand access across Prince George's County. The WDB approved opening two American Job Centers through 2020. The first American Job Center will open in 2019 at National Harbor and be named American Job Center National Harbor. The second American Job Center will open in 2020 at the Prince George's County Regional Workforce Hub and be named American Job Center Temple Hills. The WDB believes that these locations will increase access to job seekers and communities that are underserved and experiencing barriers to employment, and that these locations will lead to increases in the number of job seekers and businesses served by the Prince George's County Public Workforce System.

Acronym List

Table 1 Acronyms

Abbreviation	Meaning
ADA	American with Disabilities Act
AEFL	Adult Education and Family Literacy Act
AJCCN	Prince George's County American Job Center Community Network
BC	Business Consultant
CAHA	Capital Area Health Care Alliance
CASAS	Comprehensive Adult Student Assessment Systems
CCD	Career Consultant of the Day
CCN	Prince George's County One Stop Career Center Network
CJT	Customized Job Training
CLEO	Chief Local Elected Official
CRM	Customer Relationship Management System
CSS	Career Services Specialist
CWP	Prince George's County Construction Works Program
DFS	Prince George's County Department of Family Services
DLLR	Maryland Department of Labor, Licensing and Regulations
DOL	Department of Labor
DORS	Maryland Department of Rehabilitation Services
DSS	Maryland Department of Social Services
DVOP	Disabled Veterans Outreach Program
EDC	Prince George's County Economic Development Corporation
EPG	Employ Prince George's, Inc.
EPIC	Prince George's County Educational Partnership for IT Careers
EO	Equal Opportunity
GED	General Equivalency Diploma
GWIB	Governors Workforce Investment Board
HAI	Prince George's County Hospitality & Accommodation Institute
HSD	High School Diploma
IBP	Prince George's County Industry Bridge Program
IEP	Individual Employment Plan
ISA	Individual Services Account
ISS	Individual Service Strategies
ITA	Individual Training Account
KEYS	Knowledge Equals Youth Success
LEO	Local Elected Official
LVER	Local Veterans Employment Representative
MOU	Memorandum of Understanding
MWE	Maryland Workforce Exchange
OCS	Prince George's County Office of Central Services
OJT	On the Job Training
OYP	Office of Youth Programs
PGCC	Prince George's Community College
PGCPS	Prince George's County Public Schools

POS	Priority of Service
RSA	Resource Sharing Agreements
SBE	Significant Barriers to Employment
SEWDP	Prince George's County Sustainable Energy Workforce Development Program
SOP	Standard Operating Procedure
TABE	Test of Adult Basic Education
TANF	Temporary Assistance for Needy Families
UCAP	Prince George's County United Community Action Partnership
WDB	Prince George's County Workforce Development Board
WIA	Workforce Investment Act
WIOA	Workforce Innovation Act
WSD	Prince George's County Economic Development Corporation-Workforce Services Division

Section 1 – Economic Analysis

Prince George's County is a diverse, high-value, and continually expanding county with an equally diverse economy. Unique in location, Prince George's County borders the nation's capital, Washington, D.C., and is home to numerous federal agencies including the Internal Revenue Service, Census Bureau, NASA Goddard and Joint Base Andrews. Prince George's County also borders Alexandria, Virginia and several large counties in Maryland: Montgomery, Anne Arundel and Howard. The County's surroundings have given way to a well-developed transportation and mass transit network in the metropolitan areas and express access to two major transit hubs: Ronald Reagan Washington National Airport and Union Station.

Prince George's County is equally an in-demand region due to its affordability and access to quality educational institutions. Compared to its surrounding local metropolitan areas, Prince George's County has an extremely competitive real estate market and strong higher education base. The County is home to the University of Maryland, Bowie State University, Prince George's Community College, Capital Technology University and University of Maryland University College.

Forming a southern border between Prince George's County and Washington, D.C. is the Potomac River. Considered a geographical gift to Prince George's County, the Potomac River is the home of Prince George's County's National Harbor. National Harbor is a mixed-use waterfront development that is home to MGM National Harbor Resort, Gaylord National Resort & Convention Center, Tanger Outlets and a host of restaurants, hotels, retail shops, apartments and businesses. Once fully developed, the National Harbor area is estimated to host over 15,000 employment opportunities. The National Harbor employment opportunities will greatly increase the existing supply of accommodation/hospitality, retail and food services industry employment opportunities.

Along with the development of National Harbor, Prince George's County is home to a growing retail industry that has been sparked by the development of Ritchie Station Marketplace and the addition of Woodmore Town Center, a 245 acre mixed-use development that includes Wegmans, Costco, Best Buy, Men's Warehouse, and Nordstrom Rack. Prince George's County will also be the home to a new University of Maryland Regional Medical Center, the Purple Line (16 mile light rail connecting Montgomery County and Prince George's County), and a state-of-the-art Kaiser Permanente Medical Center. The additions above will be great compliments to National Harbor's newest entertainment attraction opening in 2019, Topgolf National Harbor.

The economic drivers listed above are defining characteristics in the County's demanding and ever-changing labor market. Additionally, Prince George's County is home to large rural areas where there exists a lack of transportation options resulting in an unemployment rate exceeding that of the State of Maryland. The goal of the WDB is to meet the needs of all stakeholders and demographics within Prince George's County.

Section 2 – Strategic Planning to Maximize the Earning Capacity of Marylanders

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

Prince George's County's educational attainment is below the national average in two key areas, Bachelor's and Associate's Degrees. 17.4% of Prince George's County residents possess a Bachelor's Degrees, 1.2% below the national average. Likewise, 5.9% of Prince George's County residents possess an Associate's Degree, 2.1% below the national average. The amount of Prince George's County residents with a graduate degree or higher is 13.2%, which is 1.6% higher than the national average. Overall Prince George's County has a large percentage of residents who have received post-secondary training, a bachelor's degree or higher, 58.8%. This is a positive attribute for the County, and the WDB believes it increases Prince George's County's attractiveness to local businesses.

Table 1.1 Prince George's County Educational Attainment

Educational Attainment

Concerning educational attainment, 17.4% of Prince George's County, MD residents possess a Bachelor's Degree (1.2% below the national average), and 5.9% hold an Associate's Degree (2.1% below the national average).



	% of Population	Population
Less Than 9th Grade	8.8%	54,964
9th Grade to 12th Grade	6.2%	38,936
High School Diploma	26.3%	164,354
Some College	22.3%	139,436
Associate's Degree	5.9%	36,850
Bachelor's Degree	17.4%	108,776
Graduate Degree and Higher	13.2%	82,407

Source: EMSI 2019.1; ACS

Prince George's County's large percentage of residents with post-secondary training, a bachelor's degree or higher translates to the educational attainment of Prince George's County job seekers. Overall 49% of Prince George's County job seekers in the Maryland Workforce Exchange's (MWE) hold an Associate's Degree, Bachelor's Degree, or higher.

Table 1.2 Prince George's County Job Seekers Education Level

Education Level of Available Candidates			
Rank	**Minimum Education Level**	**Potential Candidates**	**Percent**
1	No Minimum Education Requirement	0	N/A
2	Less than High School	241	1.10%
3	High School Diploma or Equivalent	5,513	25.23%
4	1 Year of College or a Technical or Vocational School	0	N/A
5	2 Years of College or a Technical or Vocational School	0	N/A
6	3 Years of College or a Technical or Vocational School	0	N/A
7	Some College	1	0.01%
8	Vocational School Certificate	2,020	9.24%
9	Associate's Degree	1,897	8.68%
10	Bachelor's Degree	5,429	24.84%
11	Master's Degree	2,722	12.46%
12	Doctorate Degree	506	2.32%
13	Specialized Degree (e.g. MD, DDS)	149	0.68
14	Not Specified	0	N/A

Source: Maryland Workforce Exchange – Prince George's County Job Seeker Education Level

When comparing the educational attainment of Prince George's County job seekers to the educational requirements of Prince George's County job openings the comparison is favorable, please see Table 1.9 below. Based on the available data, Prince George's County job seekers with an Associate's Degree or higher exceeds the job openings requiring an Associate's Degree or higher. Likewise, Prince George's County's supply of job seekers with less than an Associate's degree exceeds the demand of positions by employers requiring an Associate's degree or less.

Table 1.3 Prince George's County Education Level of Jobs & Candidates

Education Level of Jobs & Candidates				
Education Level	**Job Openings**	**Percentage of Job Openings**	**Potential Candidates**	**Percentage of Potential Candidates**
No Minimum Education Requirement	435	3.53%	0	N/A
Less than High School	0	N/A	241	1.10%
High School Diploma or Equivalent	940	7.62%	5,513	25.23%
1 Year of College or a Technical or Vocational School	12	0.10%	0	N/A

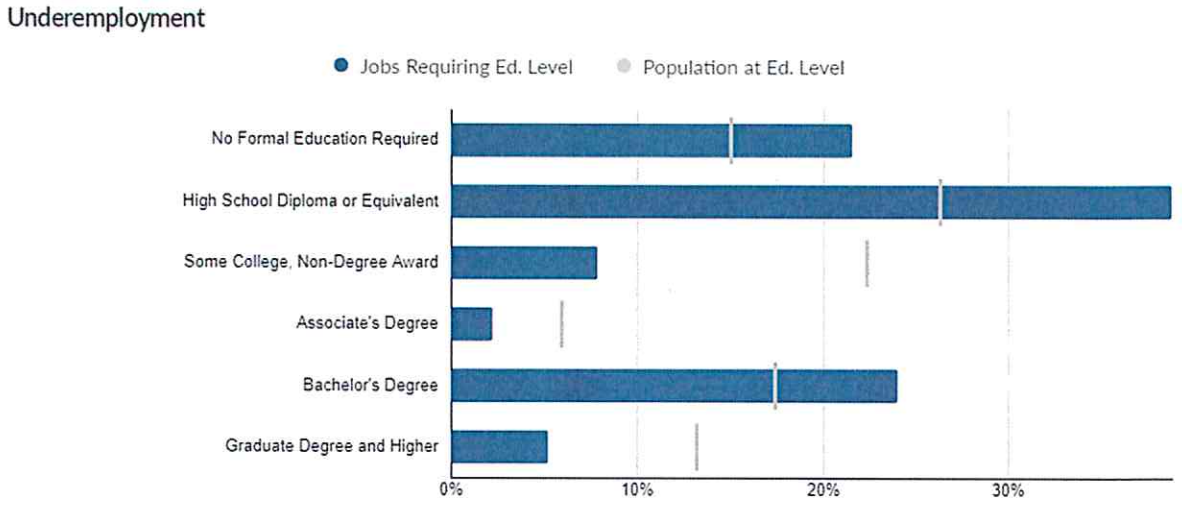
2 Years of College or a Technical or Vocational School	4	0.03%	0	N/A
3 Years of College or a Technical or Vocational School	11	0.09%	0	N/A
Some College	0	N/A	1	0.01%
Vocational School Certificate	18	0.15%	2,020	9.24%
Associate's Degree	132	1.07%	1,897	8.68%
Bachelor's Degree	833	6.75%	5,429	24.84%
Master's Degree	56	0.45%	2,722	12.46%
Doctorate Degree	21	0.17%	506	2.32%
Specialized Degree (e.g. MD, DDS)	2	0.02%	149	0.68
Not Specified	9,871	80.2%	0	N/A

Source: Maryland Workforce Exchange – Prince George's County Education Level of Jobs & Candidates

The Maryland Workforce Exchange has a large percentage of jobs that are listed as "Not Specified" in relation to education level. This skews the Maryland Workforce Exchange data, but EMSI data related to underemployment provides a more defined view of the education requirements of jobs compared to the educational attainment of Prince George's County residents.

EMSI's underemployment data compares the minimum education attainment requirement for jobs posted in Prince George's County with the educational attainment of Prince George's County residents. Similar to the Maryland Workforce Exchange data, EMSI data shows that Prince George's County residents with some college, an Associate's Degree, Bachelor's Degree or higher exceed the amount of jobs that require some college, an Associate's Degree, Bachelor's Degree or higher. EMSI data provides a more conclusive perspective for jobs with lower educational attainment requirements. EMSI data shows that Prince George's County falters on the having an adequate amount of residents with no formal education or a high school diploma compared to the amount of jobs available requiring a high school diploma or less.

Table 1.4 Prince George's County Underemployment



Education Level	Jobs Requiring Ed. Level	Population at Ed. Level	Difference
Graduate Degree and Higher	5%	13%	-8%
Bachelor's Degree	24%	17%	7%
Associate's Degree	2%	6%	-4%
Some College, Non-Degree Award	8%	22%	-14%
High School Diploma or Equivalent	39%	26%	13%
No Formal Education Required	22%	15%	7%

Source: EMSI 2019.1; QCEW & non-QCEW

Although the data shows that Prince George's County residents don't have an adequate number of residents with formal education or a high school diploma compared to the amount of jobs available requiring a high school diploma or less, the County does have a large percentage of residents with some college, an Associate's Degree, Bachelor's Degree or higher. As stated previously, 58.8% of Prince George's County residents have received post-secondary training (some college), a Bachelor's Degree or higher. Based on these data sets it could be assumed that a large number of Prince George's County residents are underemployed and working jobs that are beneath their education and skill levels. This is incorrect, due to the total population residing in Prince George's County and the commuting patterns of Prince George's County residents. Below is an overview of population and labor force data for Prince George's County. Data related to commuting patterns will follow.

According to the American Community Survey, Prince George's County was home to 919,849 residents in 2018, with an estimation of over 920,000 in 2019. The 2018 Prince George's County population was an increase of more than 3.1%, or27,885, from 2013. The population growth of Prince George's County is consistent with the state of Maryland and the nation.

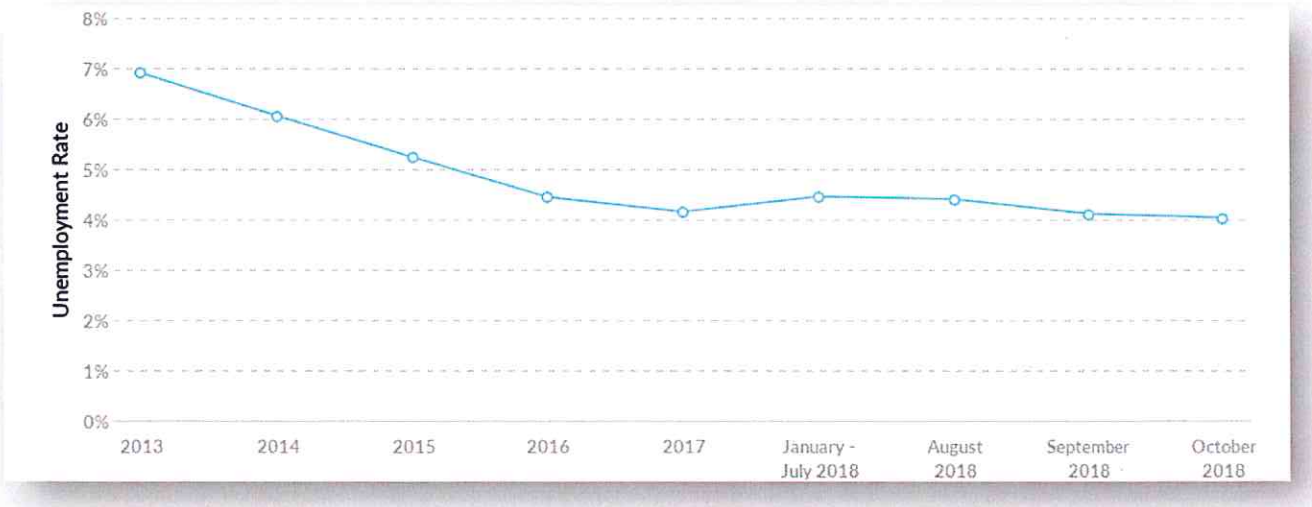
(B) An analysis of the workforce in the Local Area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the Local Area, including individuals with barriers to employment.

Since the Great Recession began in 2007, the United States has experienced an economic roller coaster of ups and downs that adversely effected local economies, including Prince George's County. However, Prince George's County's decline began before the Great Recession. The Prince George's County Economic Catalyst Report of 2013, prepared by Battelle Technology Partnership Practice, Jacob France Institute at the University of Baltimore and Green Doors Advisors stated,

> "During the past decade, before the Baker Administration and the new County Council took office, Prince George s County lost ground in economic development, even as the broader Washington, D.C.-Baltimore region, in which it is centrally-located, made impressive gains. From 2001 to 2011, Prince George s County lost nearly 5,400 jobs, or 1.8 percent of total employment in the county."

The report goes on to say that both the Great Recession and a loss of regional competitiveness contributed to a faltering Prince George's County economy. The faltering economy nationally and locally culminated in an erosion of the job market that stunted job growth and enhanced job loss. Prince George's County reached its highest unemployment rate of 7.9 % in 2011. The 2019 Prince George's County State of the Workforce Report, produced by EMSI on behalf of the WDB, reports that the County lost over 264 (net) businesses during the recession. As of October 2018, Prince George's County had an October 2018 unemployment rate of 4.04%, decreasing from 6.91% 5 years before (see table below).

Table 1.5 Prince George's County Unemployment Rates 2013 – October 2018



Source: EMSI 2019.1; LAUS

With the Great Recession ending in 2009, policies enacted by the 44th President Barack Obama, Congress, Prince George's County Council, and Prince George's County Executive Rushern L. Baker in 2008 – 2010, respectively improved local economic conditions and the Prince George's County economy

began to rise. From 2012 to 2017, Prince George's County added 317 new businesses. This increase gained back the County's businesses lost during the recession along with 50 more.

Today Prince George's County is amidst a multibillion dollar economic boom producing promising economic trends of a growing population, labor force, and consistently increasing employment participation rates. As of December 2018, Prince George's County had a population of 919,849, an increase of 27,885 over the last 5 years, and a projected growth rate of 20,280 over the next 5 years. Prince George's County boast a labor force of 509,688, an increase in jobs of 6.7% over the past five years, and a labor force participation rate increasing from 67.3% to 68.1% over the past five years. Compare this the statistic presented in our original local plan of a labor force of 493,774 in April of 2016.

Coinciding with Prince George's County's increasing labor force and labor force participation rates, the unemployment rate has continuously declined. Since 2011 the Prince George's County unemployment rate has decreased from 7.9% to lows of 3.7% in 2018. The Maryland and Prince George's County economies have consistently experienced lower unemployment rates than the US. Prince George's County's increases in labor force and employment, and its continuous decreases in unemployment, can be attributed to many sources, but what's evident is the past and future growth projections of several major industries that are driving the County's success.

Prince George's County's unique geographical location makes it extremely attractive to businesses around the world. Based on data from DLLR, the top three projected growth industries within Prince George's County are Transportation and Warehousing, Retail Trade and Health Care and Social Assistance. When reviewing the growth and in-demand industries from a regional lens the Prince George's County Economic Catalyst Report of 2013, stated that Prince George's County's growing industries also include the Federal Government and Information Technology.

Based on the labor market information provided by the Bureau of Labor and Statistics, Maryland Department of Labor, Licensing, and Regulations and the Prince George's County State of the Workforce Report, the Prince George's County Workforce Development Board has identified the following industries as the primary in-demand industries of focus for the Prince George's County Public Workforce System:

Table 1.6 Prince George's County In-demand Industries

#	Industry	#	Industry
1	Healthcare and Social Services	8	Government Services
2	Food and Beverage Manufacturing	9	Information Technology
3	Advanced Manufacturing	10	Business Services
4	Construction & Real Estate	11	Recreation, Tourism and Hospitality
5	Professional, Scientific, & Technical Services	12	Energy & Utilities
6	Education	13	Retail
7	Transportation & Logistics		

These industries were chosen based on their contribution to the Prince George's County GRP, employment, location quotient, projected growth within Prince George's County. The Prince George's County State of the Workforce Report didn't include the Energy & Utilities Industry, nor did it include the Retail Industry as being a Prince George's County in-demand industries. The WDB included Energy & Utilities and the Retail Industry as in-demand due to multiple factors.



As seen in Table 1.7 below, the Retail Industry is one of the top three industries in Prince George's County with the most advertised job openings on the Maryland Workforce Exchange. The WDB predicts that the vast amount of job openings in the Retail Industry will continue based on the Prince George's County Government's efforts to increase Prince George's County's as a tourist attraction/destination and increase the quality of life for residents who want an abundance of retail options and high-end retail options. Area's such as National Harbor, featuring Tanger Outlets, and Woodmore Town Centre, featuring Nordstrom Rack, are examples of the retail development efforts in Prince George's County.





Table 1.7 Industries by Advertised Jobs Table

Rank	Industry	Job Openings
1	Professional, Scientific, and Technical Services	1,960
2	Health Care and Social Assistance	1,227
3	Retail Trade	1,083
4	Accommodation and Food Services	992
5	Administrative and Support and Waste Management and Remediation Services	652
6	Educational Services	531
7	Manufacturing	398
8	Public Administration	260
9	Construction	243

10	Wholesale Trade	196

Source: Maryland Workforce Exchange - Online advertised jobs data

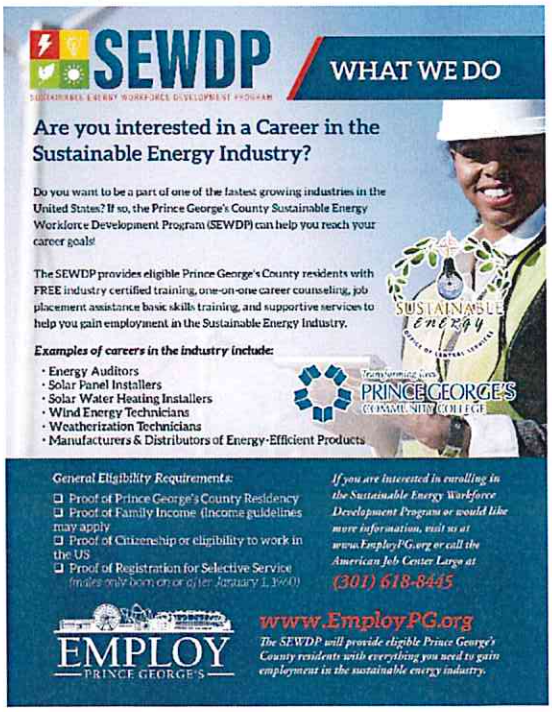
The WDB added the Energy & Utilities Industry due to the multiple utility mergers, Alta Gas and Exelon, creating increases in employment opportunities and business development opportunities for County businesses. Additionally the WDB added the Energy & Utilities Industry to the County's in-demand industry list based on the Prince George's County Government's efforts to grow the manufacturing, installation and production of sustainable energy in Prince George's County. Led by the Prince George's County Office of Central Services (OCS), and their Sustainable Energy Department, OCS has an objective of providing reliable and environmentally sound energy solutions that enhance the quality of life of Prince George's County residents while consistently maximizing energy savings for County residents. The OCS Sustainable Energy Department coordinates the County's efforts to reduce their energy 3 C's:

1. Reduce energy **CONSUMPTION**,
2. Reduce energy **COST**, and
3. Reduce County-wide **CARBON EMISSIONS**.

Along with reducing the County's energy 3 c's, OCS is leading the County's efforts to build capacity in the Prince George's County Energy Sector. Building the capacity of the sector has led to, and will continue to lead to, economic development and job creation in Prince George's County.

The WDB has partnered with OCS to increase the amount of Prince George's County resident trained and employed in sustainable energy and traditional utilities. An additional justification for the WDB adding the Energy & Utilities Industry to the County's in-demand industries list is the wages and earnings residents can receive while being employed in the Energy & Utilities Industry. The Energy & Utilities Industry provides the highest earnings for Prince George's residents.

The County's focus and investment in the Energy & Utilities Industry has led to funds for sustainable energy workforce and economic development programs, and the launch of the Prince George's County Sustainable Energy Workforce Development Program.

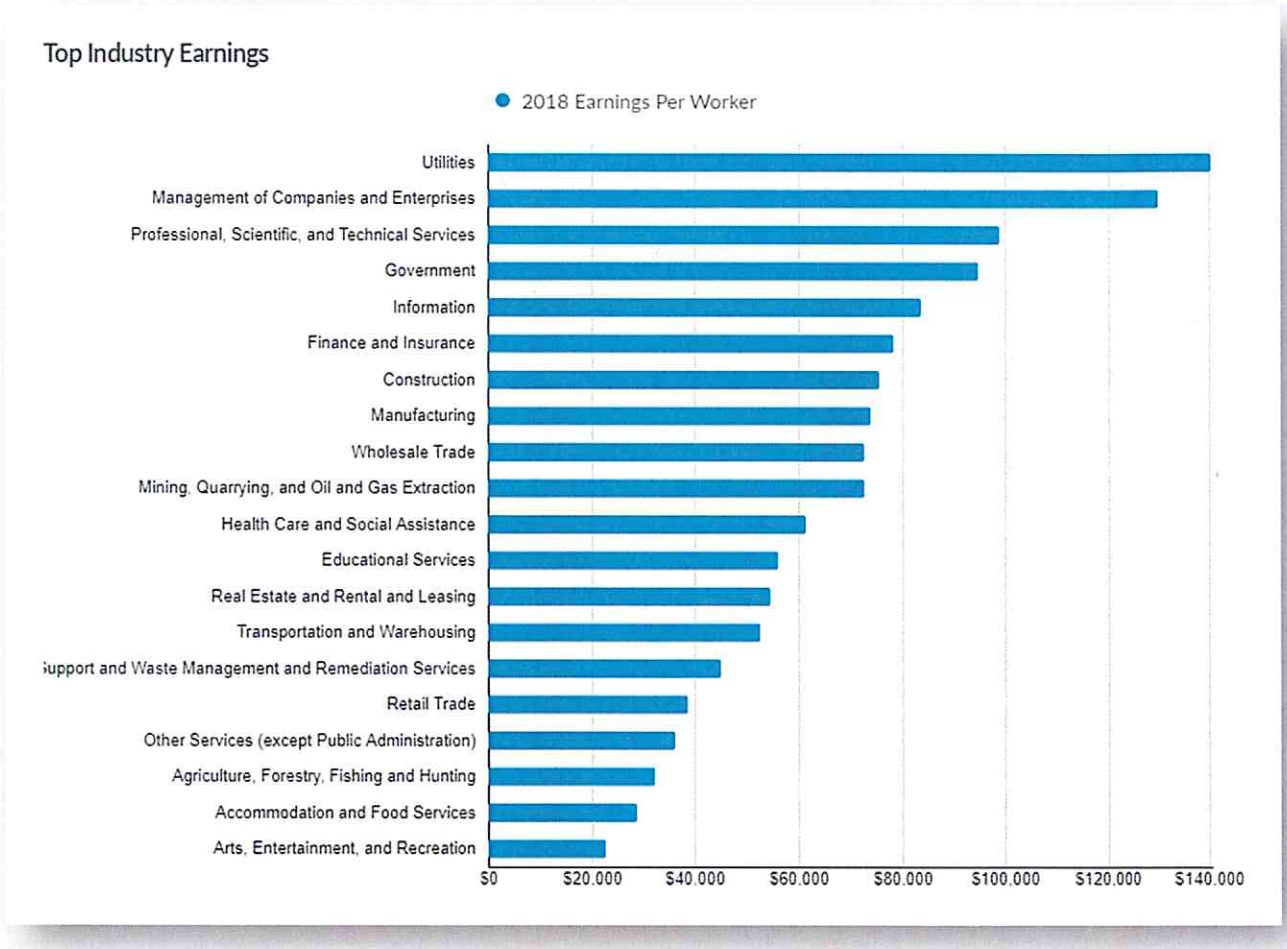


The WDB will be working with a graphic designer to create infographics, flyers and an official Prince George's County State of the Workforce Report for release to Prince George's County Public Workforce System stakeholders. The data collected in the State of the Workforce Report will be referenced throughout this Local Plan, updated in 2019, and the next Local Plan. A Prince George's County State of the Workforce Report will be commissioned by the WDB every four years, pending the availability of funding.

Current labor market information for Prince George's County various slightly from the growth projections, but the County shows great strength with the highest advertised job openings by industry totaling averaging

over 6,000 monthly. Of the average 6,000 job openings, less than 5% are outside of the WDB's identified in-demand industries. Based on economic forecast this trend will increase over the next decade. These indicators and trends are what the WDB will use to determine career pathways, service strategies, and education and training options for the public workforce system.

Table 1.8 Prince George's County Earnings per Worker



Source: EMSI 2019.1; LPI

National data shows that successful workforce areas are areas where local and regional labor market information and current employment opportunities are the drivers of the local workforce board's education and training strategy. The basis of our WDB's education and training strategy is aligned with this practice and is centered on the premise that all occupational skills training and work experience activities funded through WIOA are aligned with occupations in in-demand industries or current employment opportunities. Customized and individualized education and training are the exceptions to this strategy, and are conducted on a case by case basis.

Table 1.9 Prince George's County Top 10 Occupations by Advertised Jobs

Top 10 Occupations by Advertised Job Openings June - 2016		
Rank	**Occupation**	**Job Openings**
1	Registered Nurses	332
2	First-Line Supervisors of Food Preparation and Serving Workers	247
3	Retail Salespersons	242
4	Combined Food Preparation and Serving Workers, Including Fast Food	221
5	Customer Service Representatives	182
6	Computer User Support Specialists	174
7	Managers, All Other	166
8	Computer Systems Engineers/Architects	132
9	Computer Programmers	131
10	Network and Computer Systems Administrators	120

Source: Maryland Workforce Exchange - Online advertised jobs data

The current top 10 occupations by advertised job opening in Prince George's County total 1,947, this is a change from the last report which had a total of 2,621. The WDB has equated this to the decrease in demand of Registered Nurses which decreased 71%. Of the current 1,947 job openings, 100% are in occupations that align with the WDB's in-demand industries. As previously stated, the economic forecast for Prince George's County shows that the trends shown above will continue to grow over the next decade.

Positive trends continue when discussing average wages in Prince George's County. The table below shows the average wages of those employed in Prince George's County. Prince George's County's average annual wage is comparable to the State of Maryland's and DC Metropolitan Region's average annual wage. The WDB believes Prince George's County's cost of living and housing prices align with the County average annual wages.

Table 2.0 Employment Wage Statistics Table

Average Employment Wage Statistics				
Area Name	**Number of Employees**	***Average Hourly Wage**	**Average Weekly Wage**	***Average Annual Wage**
Prince George's County	320,482	$27.80	$1,112	$57,824
Maryland	2,692,466	$28.53	$1,141	$59,332
Washington-Arlington-Alexandria, DC-VA-MD-WV MSA	963,140	$30.45	$1,218	$63,336

* Assumes a 40-hour week worked the year round.
Source: Labor Market Statistics, Covered Employment and Wages Program

The average annual wage of employed persons in Prince George's County aligns with the salaries desired by Prince George's County job seekers. Over 61% of job seekers in Prince George's County desire wages below the average annual salary of $57,824for those already employed. This is an indication that Prince George's County has an extremely competitive labor market with opportunities for career ladders and economic growth.

Table 2.1 Prince George's County Job Seeker Desired Salaries

Desired Salary of Available Candidates			
Rank	Desired Salary	Potential Candidates	Percentage of Potential Candidates
1	Not Specified	3,819	17.38%
2	$5,000 - $19,999	76	0.35%
3	$20,000 - $34,999	4,022	18.30%
4	$35,000 - $49,999	5,499	25.02%
5	$50,000 - $64,999	3,463	15.76%
6	$65,000 - $79,999	1,872	8.52%
7	$80,000 - $94,999	1,290	5.87%
8	$95,000 or more	1,938	8.82%

Source: Maryland Workforce Exchange – Job Seeker Desired Salaries

Repeatedly throughout this plan will be references to the WDB's focus on career pathways to meet the needs of businesses and job seekers. The WDB is dedicated to working with Prince George's County Officials and partners to develop and identify the career pathways for Prince George's County. The WDB believes that Career Pathways will be developed through sector strategy research. Designated career pathways will allow job seekers to receive the appropriate training and gain employment in the County's in-demand industries. This approach will also lead to the residents of Prince George's County having long term growth and success throughout their career.

Table 2.2 Prince George's County Population Trends

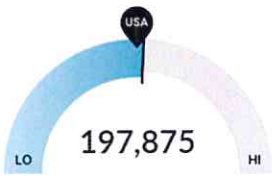
Population Trends

As of 2018 the region's population **increased by 3.1%** since 2013, growing by 27,885. Population is expected to **increase by 2.2%** between 2018 and 2023, adding 20,280.



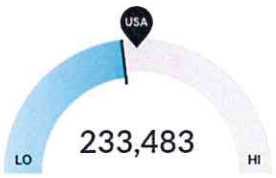
Source: EMSI Prince George's County Population Trends

An estimated fifty-five percent (55%) of Prince George's County residents were in the civilian labor force. The median age of Prince George's County residents is younger than the median for the rest of the state and nation, but this correlates to Prince George's County being home to the University of Maryland and five other post-secondary institutions. The two largest generations living and working in Prince George's County today are the millennials and baby boomers. Millennials (ages 22-37 in 2018) number roughly 197,000 in Prince George's County, surpassing the second largest population of people, baby boomers. Baby boomers (ages 54-72) account for 185,000 people in Prince George's County. Both generations have been on the rise in the County for over the past decade. However, boomers have been growing at a faster rate. This is a similar trend to other areas across the nation. The graphic above, provided by EMSI, provides a snapshot on Prince George's County millennials and Prince George's County residents who are retiring soon, 55 and older, including baby boomers.



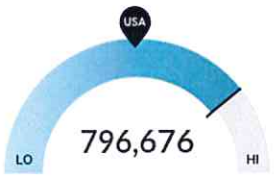
Millennials

Prince George's County, MD has 197,875 millennials (ages 20-34). The national average for an area this size is 189,037.



Retiring Soon

Retirement risk is low in Prince George's County, MD. The national average for an area this size is 260,193 people 55 or older, while there are 233,483 here.



Racial Diversity

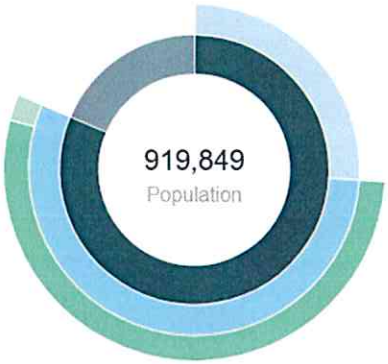
Racial diversity is high in Prince George's County, MD. The national average for an area this size is 358,441 racially diverse people, while there are 796,676 here.

EMSI labor force data varies from the Maryland Workforce Exchange (MWE) as the time periods from EMSI is 201 8 and MWE is February 2019, but they are very similar. Both show low unemployment and large amounts of jobs in Prince George's County, Maryland and the DC Metropolitan Region.

Table 2.3 Prince George's County Labor Force

2018 Labor Force Breakdown

Source: EMSI



	Population
Total Working Age Population	747,946
Not in Labor Force (15+)	238,258
Labor Force	509,688
Employed	489,101
Unemployed	20,587
Under 15	171,903

Source: EMSI

Table 2.4 Regional Overview

	Population (2018)	Labor Force (2018)	Jobs (2018)	Cost of Living	GRP	Imports	Exports
Region	919,849	509,688	366,781	127.2	$44.4B	$71.1B	$78.5B
Washington-Arlington-Alexandria, DC-VA-MD-WV	6,299,598	3,414,701	3,489,728	118.2	$532.0B	$631.6B	$1.0T
Maryland	6,087,001	3,229,802	3,006,884	128.9	$399.6B	$414.8B	$575.9B

Source: EMSI

With Prince George's County having a February 2019 unemployment rate of 4.2%, according to MWE, and a growing economy, along with the DC Metropolitan Region having more jobs posted than job seekers, and a growing economy, it can be rationalized that the current demographic of Prince George's County job seekers who are unemployed, are unemployed due to them dropping out of the workforce, having severe barriers, a skills gap between the job seekers and the jobs posted, and not a lack of job openings.

Table 2.5 Prince George's County Area Labor Force, Employment and Unemployment Data – February 2019

Area Labor Force, Employment and Unemployment Data					
Area Name	**Civilian Labor Force**	**Number Employed**	**Number Unemployed**	**Unemployment Rate**	**Preliminary Data**
Prince George's County	503,470	482,249	21,221	4.2%	Yes
Maryland	3,203,108	3,083,386	119,722	3.7%	Yes

Source: Maryland Workforce Exchange

The assumption above has further justification based on the low amount of job seekers per job opening. Prince George's County, Maryland and the DC Metropolitan Area all have a candidates per job ratio of

less than two (2). These are positive signs for workforce systems and economies, but they can also be characteristics of areas with businesses struggling to fill job openings. Please see the table below.

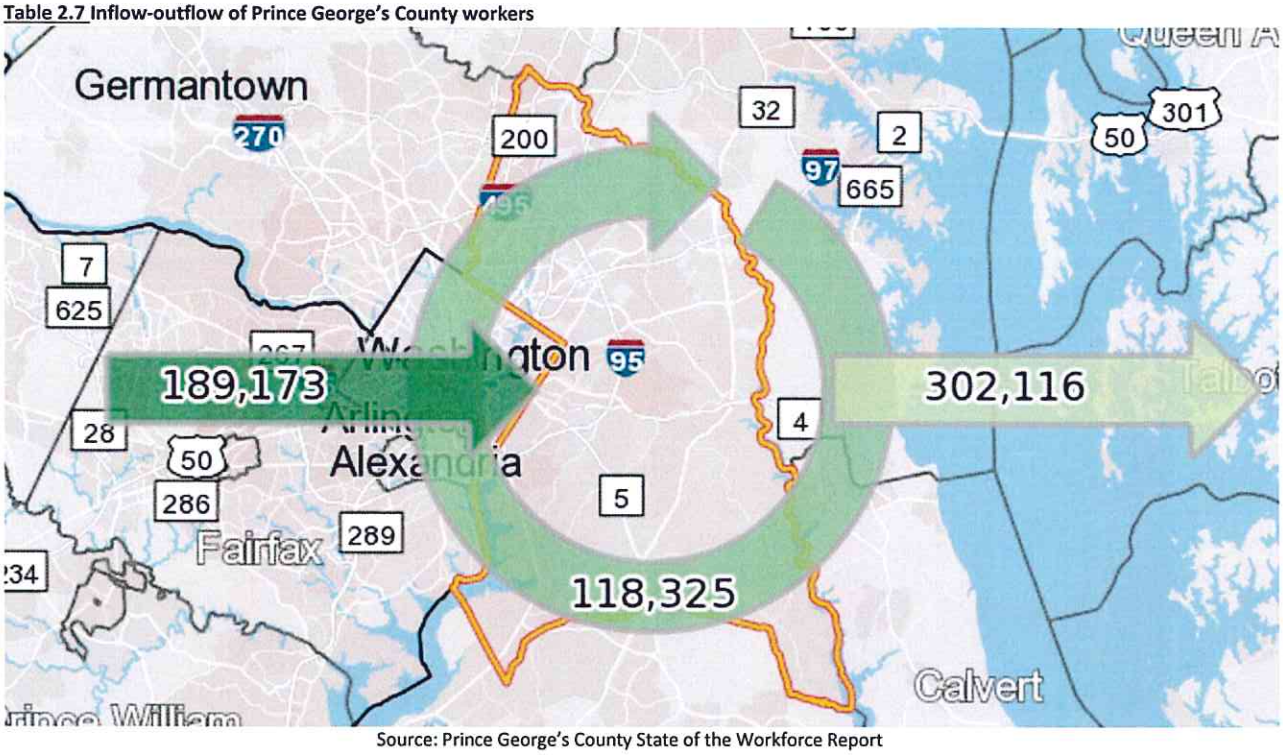
Table 2.6 Area Profile for Washington-Arlington-Alexandria, DC-VA-MD-WV MSA, Maryland & Prince George's County

Jobs and Candidates Available Table			
Area Name	**Job Openings**	**Candidates**	**Candidates per Job**
Prince George's County	11,724	21,972	1.87
Maryland	115,948	40,826	0.35
Washington-Arlington-Alexandria, DC-VA-MD-WV MSA	39,282	26,647	0.68

Source: Maryland Workforce Exchange

With Prince George's County bordering the District of Columbia, Montgomery County, Charles County, Calvert County, and Northern Virginia, the WDB takes into account commuting patterns when accessing the labor force, economy and workforce system in Prince George's County. Commuting data allows communities to understand which occupations and skills are leaving the area for work or vice versa. According to Census' LEHD on the Map program, nearly three quarters of Prince George's County's labor force, and almost 30% of the total population, commutes outside the County for work, over 302,000 residents. Due to Prince George's County residents commuting outside of the County for work, there is a cross-haul of workers travelling into Prince George's County to work, roughly 189,000 workers. Over 61% of the jobs available in Prince George's County are being filled by people who live outside the County. A large portion of people who work in Prince George's County live less than 10 miles outside of the County.

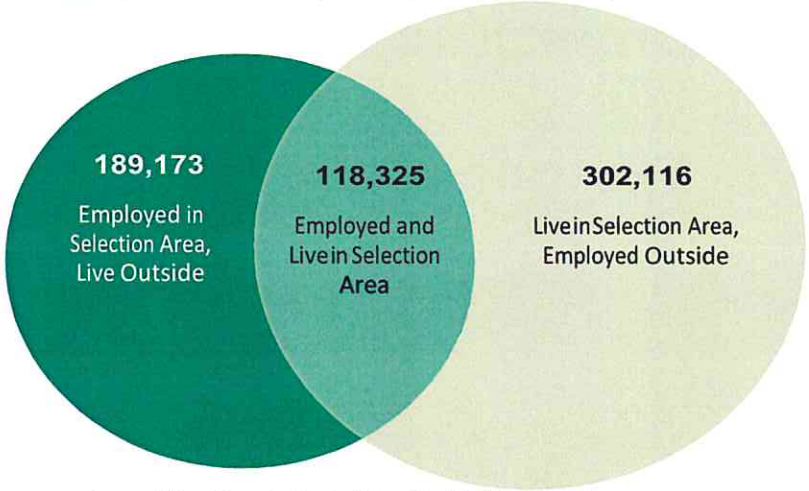
Table 2.7 Inflow-outflow of Prince George's County workers



Source: Prince George's County State of the Workforce Report

There is an abundance of workforce available in and around Prince George's County. Table 2.6 shows the inflow and outflow of workers as well as how many residents are available within 15 miles, 30 miles, and 45 miles of Prince George's County. Table 2.8 further explains the commuting patterns of Prince George's County.

Table 2.8 Commuter Flows of Prince George's County Workers (2015)



Source: Prince George's County State of the Workforce Report

Based on the Prince George's County State of the Workforce Report and the data above, the majority of the workers who commute into Prince George's County are in educational services. Over half of these workers are ages 30 to 54. The demographic characteristics of Prince George's County residents commuting outside the County for work are similar to those commuting in the County, although these commuters work in the Healthcare Industry. EMSI used place of residence data from Census LODES data, specifically from Origin and Destination data, Regional Area Characteristics, and Workforce Area Characteristics data to develop their commuting data. This data is referred to in the Prince George's County State of the Workforce Report as "Resident Workers." EMSI notes that their jobs and commuting data does not match the Census' On the Map data, EMSI uses county-level data while the Census uses drive-time radii.

Based on the Prince George's County State of the Workforce Report and EMSI proprietary data, the types of jobs Prince George's County residents are seeking outside the Prince George's have higher wages than the jobs located in Prince George's County. Business operations specialists, lawyers, management analysts, and managers are the top occupations that Prince George's County residents are leaving the area for work, according to EMSI data. Many Prince George's County residents are leaving the County every day to work for the federal agencies located in the region, but outside of the County. Whereas, the top occupations people are commuting into the area for are light truck drivers, laborers, bus and transit drivers, electricians, and plumbers. The jobs that commuters are taking in the County pay lower wages and require a lower educational attainment requirement.

The Prince George's County State of the Workforce Report states that the surrounding jurisdictions of Prince George's County, Washington D.C., Anne Arundel County, Alexandria City County, and Arlington County all have high positive net commuter numbers compared to Prince George's County. This means that those areas have more jobs than workers that live there. The report also showed that Montgomery County is the only county that has a negative net commuter number, however, only 6,000 compared to 160,000 in Prince George's County. The lower number in Montgomery County compared to Prince George's could be attributed to a more competitive wage offering. This means that Montgomery County is more competitive than Prince George's County in keeping their residents working local due to higher wages, but Montgomery County's cost of living is greater than Prince George's County.

Based on the Prince George's County State of the Workforce Report, Maryland Workforce Exchange data, and the operational knowledge of Board Members and staff, the WDB has synopsized that the Prince George's County economy, labor force and jurisdictional are very complex, and one simple explanation or template justification or solution will not move the County forward. See below:

Demographics

- Prince George's County is home to a highly productive workforce that sets itself apart from other areas across the region, but the workforce is very diverse.
- Prince George's County has residents and areas with extremely high wages along with residents and areas with low wages who are in living in poverty, but overall the County has lower than average poverty rates.

Industry

- Prince George's County relies heavily on government contracts industries associated with professional and business services interacting with the government.

- Prince George's County employers find it difficult to compete against the larger metro area due to lower wages.
- Professional profile positions, requiring hire educational attainment and skills, are easily filled with qualified candidates while many entry level positions go unfilled.
- With government comprising nearly 30% of the economic base, with a large portion of those jobs being professional in nature, these entities struggle to find the positions that keep the facilities in operation.
- The healthcare industry faces some of the largest deficits of hard skills and certifications. CNAs, PMTs, and CMAs are three of many certifications in constant need.
- The manufacturing and construction fields continue to struggle with the negative industry perception from young adults.

Labor Force

- Prince George's County has severe mismatch with its unemployed and underemployed residents' lacking skills employers' need, while the educated and skilled workers are employed outside of the County due to the attraction of higher wages.

Education & Skills

- Prince George's County has educational concerns surrounding the local education system: high dropout rates, low testing scores, and extreme absentee rates.
- There is a lack of soft (also referred to as essential) skills across all industry sectors, whereas the trades have difficulty finding qualified workers in almost every capacity.
- Prince George's County has a workforce that is highly skilled and educated residents, and residents that are low skilled and many without a high school diploma.
- Problem-solving and customer service were two skills arising in every employer need.

Based on the general synopsis above, the WDB is challenged with narrowing its focus to select areas and setting realistic goals and benchmarks. The WDB understand that Prince George's County's issues are similar to other areas across the nation, and the must manage and overcome these challenges by addressing the needs and deficits of the residents with services that lead to them meeting the needs of businesses. Likewise the WDB understands that it will only have success if it can leverage local resources within the workforce, education system, business community, and government.

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

As previously mentioned, the WDB has fully rebranded and revised the Prince George's County Public Workforce System as the Prince George's County American Job Center Community Network (AJCCN). This new system now includes a membership component. Membership levels have been segmented into three tiers:

- **Service Provider / Affiliated Site** – WIOA Mandated Partners, Local Mandated Partners, WDB Competitively Procured Service Providers, WDB non-WIOA funded Sub-grantees, and partners with fiscal relationships with the WDB

- **Local Access Point** – Partners providing workforce development services or access to workforce development services to Prince George's County residents, at no cost to the resident

- **General Member** – Partners who would like access to AJCC programming and notifications, but don't provide workforce development services or access to workforce development services

The AJCCN was developed to increase access, leverage resources, create more opportunities for communication and partnership to increase effectiveness, along with increased name recognition amongst partners and increased traffic flows of job seekers. The launch of the network has coincided with the rebranding of the Prince George's One Stop to the American Job Center Largo, and the launch of Maryland's first Youth Career Center, operated by the WDB's disconnected youth service provider, Eckerd Connects. The Youth Career Center is located in Suitland, Maryland. Latin American Youth Center (LAYC) is the second disconnected youth services provider of the WDB. LAYC operates the Maryland Multicultural Youth Center (MMYC) in Riverdale, Maryland.

Since the initial publishing of the Local Plan the WDB has transitioned its operator model, and the operator, for the American Job Center Largo. The WDB is no longer utilizing a consortium one stop operator model, and that model is no longer being led by the Prince George's County Economic Development Corporation (EDC). In 2018 the WDB transition the American Job Center Largo one stop operator model from a consortium that was locally led to a mall manager one stop operator model. The American Job Center Largo is now being operated by Eckerd Connects.

As previously mentioned, the Prince George's County Economic Development Corporation and its Workforce Services Division (WSD) are no longer a contractor of the WDB nor or is it a service provider. Employ Prince George's is now the WDB's fiscal agent, staffing contractor and the WIOA Title I Adult and Dislocated Worker Service Provider. Employ Prince George's is also a WIOA Title I Youth Service Provider for in-school youth and out-of-school youth/disconnected youth. Employ Prince George's joins LAYC and Eckerd Connects as a WIOA Title I Out-of-school youth/Disconnected Youth Service Providers for the WDB.

The American Job Center Largo is home to the following partners who provided workforce services or services that complement workforce services:

Table 2.9 Prince George's County Comprehensive American Job Center Partners

American Job Center Largo Partner			
#	Partner Name	Mandatory Partner	Service Category
1	Employ Prince George's Incorporated	Yes	Workforce Development Services
2	Maryland Department of Labor, Licensing & Regulation (DLLR)	Yes	Workforce Development Services
3	Maryland Department of Education's, Division of Rehabilitation Services (DORS)	Yes	Disability Services

4	Maryland Department of Human Resources, Prince George's County Departments of Social Services (DSS)	Yes	Human Services
5	Prince George's Community College, Division of Adult Education (PGCC)	Yes	Adult Education
6	Prince George's County Department of Family Services, Senior Community Services Employment Program (DFS-SCSEP)	Yes	Workforce Development Services
7	United Communities Against Poverty (UCAP)	Yes	Workforce Development Services
8	American Business Services, Job Corps (ABC)	Yes	Workforce Development Services
9	International Rescue Committee (IRC)	No	Refugee & Immigrant Services
10	Maryland Legal Services	No	Legal Services
11	Easter Seals	No	Veterans Services
12	US Vets	No	Veterans Services
13	United States Department of Homeland Security, Immigration and Customs Enforcement	No	Workforce Development Services
14	MedCerts	No	Occupational Skills Training
15	US Vets	No	Veterans Services

The American Job Center Largo partners offer assessment, career pathways planning, soft skills training, occupational skills training, supportive services, business services and job placement services that connect job ready job seekers with employers. Services to job seekers are offered in a wide variety of basic and individualized career services and training services such as on-the-job training (OJT), customized job training (CJT), individual training accounts (ITA) and other services that connect job seekers to in-demand occupations within Prince George County, the Capital Region, and DC Metropolitan Area.

WIOA Career Services are made available through the American Job Center Largo, Maryland Multicultural Youth Center, and Youth Career Center. Varying workforce development and supportive services are offered by the members of the AJCCN who aren't located in the American Job Center Largo. The AJCCN Member make-up a comprehensive network of service providers that offer free career counseling, supportive services, wrap around services, occupational skills training and follow up services. The WDB has also built regional partnerships that allow the American Job Center Largo Operator and AJCCN partners the opportunity to work closely with colleges, universities, proprietary schools, literacy providers and others who offer pre and post-secondary education. The process to access and determine service offerings is evaluated each year as the WDB continuously works to provide increasingly innovate and efficient service strategies.

Basic and Individualized Career Services are provided by the WDB's WIOA Title I service providers and DLLR staff. These services include weekly group orientations of the services offered at the American Job Center Largo and throughout the AJCCN, an introduction to WIOA and the various partners and services offered locally. These service include, but aren't limited to, assessments for individuals who may need assistance in gaining employment that leads to self-sufficient wages. Various workforce elements,

beginning with an assessment of needs may culminate into a referral for occupational training services. Occupational training is available year-round and are aligned with the County's in-demand industries and the middle occupations within those industries. To access training, a job seeker meets with an Employ Prince George's Career Consultant who guides them through a process to determine whether they need basic career services and placement assistance or individualized career services and a referral to training. This process includes a review of the job seeker's household income, work experience, educational attainment level, current knowledge, skill and abilities, possible barriers to employment, and job availability. Any information related to assessments and skills are captured in the Individual Employment Plan (IEP) which uses the job seekers results to develop their career plan. Participants needing training are guided toward occupations that are in-demand in the local and regional area and placed into a career pathway.

WIOA regulations move the workforce system to become increasingly "job driven". The WDB is following this guidance with increased engagement, strategizing with employers and raising employer awareness of the services available through the public workforce system are coordinated through the partners of the AJCCN that provide Business Services, and led by Employ Prince George's Department of Business Services. In the spirit of WIOA, Employ Prince George's Department of Business Services and DLLR to manage multi-level engagement of businesses through ongoing communication and partnerships. With the integration of the two business services entities, both organizations Business Consultants collectively serve the needs of local and regional employers utilizing collection of services, tools and business strategies. Each Business Consultants (BC) in the integrated system is assigned an in-demand industry within Prince George's County local area and region. The team has a uniform set of operations, flyer templates and customer relationship management system (CRM), Business U, to track the cumulative efforts of business services in the AJCCN. Business U is in use alongside MWE, and mostly used for summer youth employment coordination. It is the goal of the WDB that all partners purchase and utilize a common CRM tool for business engagement tracking across the County. Employ Prince George's has taken the lead on the CRM, and is building an AJCCN workforce portal for AJCCN members. The AJCCN portal will include a CRM for tracking job seekers.

The AJCCN's new and more efficient Business Services operations improve the service delivery to business and bring more opportunities to job seekers entering the Prince George's County Career Centers. To meet the projected increased opportunities provided by the BC's and efficiently connect those opportunities to job ready graduates of programs offered by AJCCN partners, Employ Prince George's has create a new department, Talent Acquisition. Talent Acquisition has multiple Talent Acquisition Specialist (TAS) that serve as the liaisons between the AJCCN Business Services staff and the programs and partners operating workforce programs within the Career Centers. The TAS certify that job seekers are job ready and connected to the BC working with businesses in their desired industry.

Career Services and Business Services are coordinated through the American Job Center Largo. The American Job Center Largo services as the central hub of the AJCCN. The WDB is partnering with Employ Prince George's to build a Prince George's County Regional Workforce Hub that will feature an American Job Center, Youth Career Center and Entrepreneurship & Self Sufficiency Center along with other partners. The WDB hopes that this will eventually be location of the comprehensive American Job Center. The WDB and EPG are also partnering to build an American Job Center at National Harbor. The American Job Centers will serve as the central access points for the AJCCN as the WDB continuously expands its membership and access points.

All job seekers have access to career resource areas at each Prince George's County American Job Center. General resource areas allow job seekers the opportunity to conduct job searches, submit employment applications, develop their resumes, participate in a variety of workshops and conduct research on the availability of jobs in the area. Additional services provided by the partners in the Prince George's County American Job Center include referrals, on-site recruitments, virtual notifications, and other methods. General resource areas are primarily staffed by DSS, EPG, and DLLR staff.

Prince George's County youth workforce services is a system of multiple partners that includes Employ Prince George's Youth Services Department and Youth Career Connections Department, along with the Youth Career Center operated by Eckerd Connects, Prince George's County Office of Human Resources Management and the LAYC. The combination of funding, organizations, partnerships, programing and competitively-procured Out-of-School Youth Service Providers, connect services and resources to youth who are in school but designated as at-risk youth, youth with disabilities, adjudicated youth, opportunity youth (out-of-school youth) without a secondary credential and opportunity youth (out-of-school youth) with a secondary credential. These programs focus on education, youth workforce development, summer program models of service-learning, work experiences, internships, and the blending of work experience opportunities with academic support to prepare young people to successfully participate and grow in the local economy. The youth workforce partners work with the Prince George's County Public Schools (PGCPS) and Prince George's Community College (PGCC). Special initiatives such as Registered Apprenticeships blend across youth and adult services.

One of the local areas greatest achievement over the past three year, and area with great opportunity is Employ Prince George's Industry Bridge Programs. In 2017 the WDB and Employ Prince George's, Inc. (EPG) partnered to launch Industry Bridge Programs in Prince George's County. Industry Bridge Programs are sector specific programs that align with five in-demand industries within Prince George's County and the Capital Region.

Table 3.0 Prince George's County Industry Bridge Programs

Employ Prince George's, Inc. Industry Bridge Programs		
Industry Bridge Program	**Acronym**	**In-Demand Industry**
Construction Works Program	CWP	Construction and Real Estate
Sustainable Energy Workforce Development Program	SEWDP	Energy & Utilities
Capital Area Healthcare Alliance	CAHA	Healthcare and Social Services1
Educational Partnership for IT Careers	EPIC	Information Technology
Hospitality & Accommodation Institute	HAI	Food and Beverage Manufacturing, 11. Recreation, Tourism and Hospitality & Retail
Professional Services Institute	PSI	Professional, Scientific & Technical Services

PRINCE GEORGE'S COUNTY SEWDP
SUSTAINABLE ENERGY WORKFORCE DEVELOPMENT PROGRAM

CWP
CONSTRUCTION WORKS PROGRAM









Each Industry Bridge Program was developed, and is operated by, data from the Prince George's County State of the Workforce Report, Maryland Workforce Exchange (MWE) Labor Market Information, coupled with direct employer and job seeker survey data. This information will be continuously developed and compared with future regional and local research, to ensure the County is adequately forecasting labor market conditions, creating and operating programming to best prepare residents and business for the economic changes of the future. Forecasting and preparation for future economic conditions will allow businesses to have a local talent pool of qualified workforce and allow job seekers the opportunity make the wages they desire. A labor force that meets the needs of businesses is a labor force that, at its core, has people with the necessary educational attainment levels, credentials and work experience.

Industry Bridge Programs are led by Business Advisory Councils, comprised of Business Leaders in the DC Metropolitan Area that ensures each program is aligned with current industry trends and produces job seekers who can immediately contribute and be productive on the job. By creating a singular focus on a specific industry sector, it allows the Board and the Community Network the ability to customize programming for Prince George's County residents to meet the immediate needs of local businesses. Graduates of Industry Bridge Programs are in high demand due to their knowledge of the industry,

industry specific skills and qualifications, and industry recognized credentials – which is what employer's desire. Industry Bridge Programs will continuously help job seekers with severe barriers to employment compete with job seekers without barriers.

The WDB's and EPG's Industry Bridge Programs will not only improve the lives of County residents and development a talent pipeline for the County's in-demand industries, the Industry Bridge Programs will increase the education levels of Prince George's County residents.

Identified areas of strength in our local system include:

- Established relationships local, regional and national workforce providers, including local workforce development boards and members of the AJCCN.
- Strong and broad relationships with stakeholders of the Prince George's County Public Workforce System, including government, businesses, educators and education institutions, training providers, labor organizations, associations and etc.
- Sector-based partnerships that meet the needs of both businesses and job seekers.
- Research capabilities leveraged through local resources to ensure our operational work is driven by data and best practices.
- Diverse funding streams that leverage resources, increase programmatic flexibility, and increase customization.
- Integrated and multipronged career centers that offer streamlined service delivery, greater efficiency, and consistency.

Identified opportunities for improvement include:

- The need to build the capacity of WIOA Title I out-of-school youth services providers,
- Increase co-enrollment amongst core partners within the American Job Center Largo.
- Increase the certificate attainment outcomes of local training providers.
- Increase the amount of local training providers on the ETPL.
- Development of policies that increase the capacity of the local workforce system.
- Improve the internal operations and customer flow of American Job Center Largo.
- Improve AJCCN outreach and community engagement, including our online and social media postings and followers.
- Increase registered apprenticeship integration into the local workforce system,
- Increase the separation between the WDB and EPG.
- Improve the operations of the WDB, and the WDB Committees, and WDB Sub-committees.

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

From 2015 through 2018 the WDB engulfed on a strategic process that led to the development of the following vision for the WDB:

"A Workforce Development Board driving the innovation, integration, continuity, productivity, and efficiency of a workforce system that produces a robust, qualified, and skilled workforce that meets the needs of the business community."

The development of the WDB's visions led to the creation of five strategic priorities. The five strategic priorities are listed below:

1. Provide Employer-Driven Education and Training
2. Promote Integration of Partners within the Prince George's County Public Workforce System
3. Implement a "No Wrong Door" Approach to Service Delivery
4. Serve Small Businesses
5. Prioritize hardest-to-serve populations

Overall, through these strategic priorities, the WDB plans to:

1. Create career pathways with stackable credentials based on industry (blue collar and higher skilled)
2. Create career pathways based on sector strategy research conducted in Prince George's County and the Capital Region
3. Assess and provide wrap-around services to meet mental health and/or learning issues.
4. Become recognized as "the" subject-matter expert for responding to the workforce needs of Prince George's County, Maryland's Capital Region and the D.C. Metropolitan Area
5. Have representation on several key Business and Economic Development Boards (Chamber, Prince George's County Economic Development Corporation, Prince George's County Business Roundtable, Greater Washington Board of Trade, and etc.)
6. Convene annual meetings to conduct conversations with all of the business and economic development entities
7. Identify the barriers of the hardest-to-serve and create customized services to address specific barriers
8. Obtain alternative funding sources outside of WIOA to minimize the percentage of WIOA dollars funding the public workforce system
9. Identify methods and strategies to address the barriers experience by a large portion of the unemployed population in Prince George's County
10. Conduct cross-training and continuous training with internal and external partners
11. Provide excellent and consistent customer service by developing and enforcing SOP's
12. Create a Prince George's County Public Workforce System that no matter where a customer enters or calls, they receive consistent services and answers. This system will be reinforced by leadership upon identification of the agencies that need the common 'door'
13. Develop marketing collateral and training materials that are consistent in their messaging
14. Create a vehicle for developing available talent pools that promote business retention and expansion by identifying OJT opportunities and utilizing incumbent worker training
15. Conduct business needs assessments to develop effective service plans and referrals to other resources that lead to the expansion and growth of businesses utilizing the public workforce system

16. Conduct business engagement and outreach to identify qualified small businesses and provide an orientation to workforce development services

In 2018, the WDB decided that the strategic priorities were overarching and need to be refined. Since then the WDB has worked, and is still working, to accomplish 10 goals by the close of FY19/PY18:

1. Establish its independence
2. Build a strong network of partners
3. Develop its WIOA service providers
4. Improve the operations and efficiency of its comprehensive American Job Center
5. Rebrand the WDB, the County's careers centers and the County's Public Workforce Systems
6. Expand and increase access to the local workforce system and its partners
7. Assist the local workforce areas services providers build programs that meet the needs of job seekers and business simultaneously
8. Increase the local workforce systems presence in the community
9. Improve the WDB's membership, operations and efficiency
10. Ensure the Prince George's County workforce system is in compliance with all laws, policies and regulations

The WDB believes that if it accomplishes these goals to the fullest extent possible, the Prince George's County Public Workforce System will effectively and efficiently engaged, prepare, educate, up skill and connect all job seekers, including youth, individuals with severe barriers, and job seekers with minimal barriers, to employment.

Additionally, the WDB agrees with the State of Maryland that the state and local workforce systems should place people above performance. Based on this practice the WDB has focused its system on generating IMPACT. As this local plan concludes and a 2020/2021 Local Plan begins, the WDB will define the performance measures, define system accountability and identify indicators that the system is having a positive and qualified impact on the Prince George's County economy. The WDB believes if all of the above is accomplished, the system will meet its local, state and federal performance measures.

At the close of FY19/PY18, during its annual retreat, the WDB will compare and assess the status of its 10 goals in comparison to its Strategic Priorities and Strategic Plans. At this time the WDB will determine what is has accomplished, what is hasn't, and possibly create a SWOT analysis to move forward.

Section 3 – Strategic Planning to Strengthen the Local Workforce System

(A) Taking into account analyses described in Section 2, a strategy to work with the entities that carry out the core programs to align resources available to the Local Area, to achieve the strategic vision and goals.

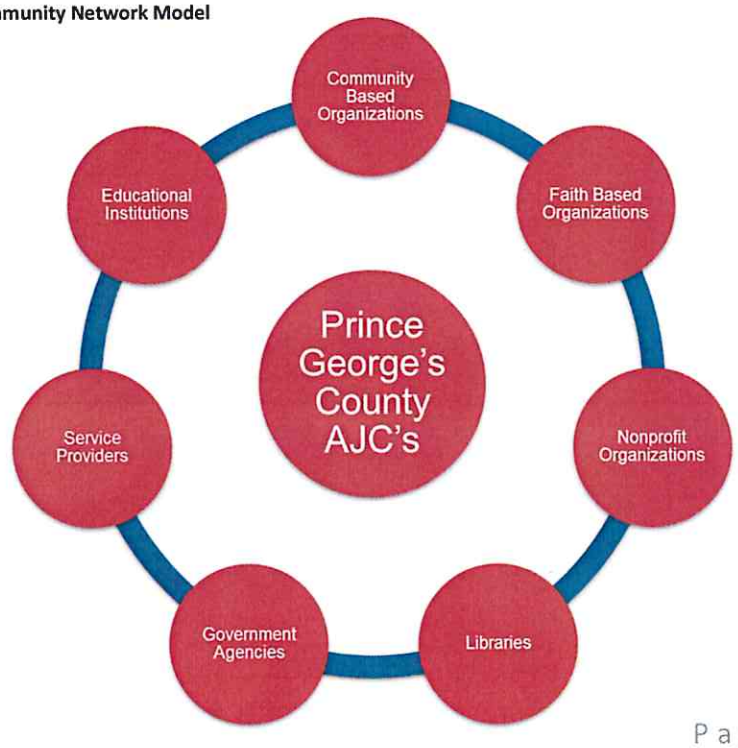
Since 2016, the Prince George's County Local Workforce Development Area has received a steady decline in WIOA Title I funds. While funds declined, the WIOA Title I Service Provider, EPG, increased its outreach and engagement. EPG's increased outreach and engagement efforts led to an increase in job

seekers requesting services at the Prince George's County Local Workforce Development Area's Comprehensive American Job Center, American Job Center Largo. Since 2016, American Job Center Largo has seen an annual visitor rise from the mid 16,000's to almost 25,000 in 2019. These increases aren't connected to the area's unemployment rate as the 2016 unemployment rate was 4.47% to a low of 3.6% as of September 2019. The WDB concluded that the increase in job seekers trafficking the American Job Center Largo was due to an increase in outreach and community engagement, and that there was an undocumented need workforce development need in Prince George's County that needed to be addressed.

After multiple meetings and convening's, the WDB agreed that the County's workforce development strategy needed to be updated to address the increased demand of workforce services. Through these conversations, it was identified that the Prince George's County Public Workforce System needed to increase its comprehensiveness by ensuring a multitude of services were offered to job seekers and that the workforce system had the capacity to meet the quantity of job seekers requesting workforce development services. The WDB's solution was the creation of the Prince George's County American Job Center Community Network, a rebranding of the Prince George's County Public Workforce System.

The Prince George's County American Job Center Community Network was not only a rebranding, it was a new approach to operating a local workforce development program that had an increased focus on partnership, integration and leveraging local resources to maximize outcomes and impact. The Prince George's County American Job Center Community Network is a collective of partners, including all WIOA mandated partners, American Job Centers, community-based organizations, government agencies, service providers, educational entities, and faith-based organizations providing a full range of services preparing and connecting job seekers to training and employment opportunities. Built on a core Workforce Innovation and Opportunity Act principle of PARTNERSHIP, the American Job Center Community Network leverages government funding with community resources and community connections to provide high-quality workforce development services, education and training, and supportive services in collective impact model at the doorstep of job seekers throughout Prince George's County.

Table 3.1 American Job Center Community Network Model



The WDB's overall goal in creating the Prince George's County American Job Center Community Network was to increase the availability of resources and access of workforce development services to Prince George's County job seekers, ensuring they have the skills and qualifications, and to connect the with employers in the operating within in-demand industries. The Prince George's County American Job Community Network is structured based on three equally important tiers:

Table 3.2 American Job Center Community Network Membership Tiers

Tier	Group	Description
1	WIOA Mandated/Core Partners, Locally Mandated Partners, Workforce Development Board Services Providers	All mandated/core partners, federal, state, and local, and those who are funded by the Prince George's County Local Workforce Development Board or Prince George's County for workforce development or workforce related service.
2	Entities providing free workforce development or workforce related services	Entities who provide free services, or access to free services, that relate to workforce development or basic needs.
3	General Members	Persons, groups, communities or entities that are not connected to the workforce system, but want to receive and be knowledgeable of workforce development updates.

The Prince George's County American Job Center Community Network is managed by the WDB's Administrative and Fiscal Agent, Employ Prince George's. Specifically, the Prince George's County American Job Center Community Network and the administrative operations of the Prince George's County Local Workforce Development Board is managed by the Employ Prince George's Prince George's County American Job Center Network Manager. The Prince George's County American Job Center Network Manager assesses every Community Network Member, ensures they align with the mission of the WDB and Community Network, are provided an orientation and sign an MOU. The Prince George's County American Job Center Network Manager catalogs all of Community Network members information, provides the information to the One Stop Operator for use in the American Job Center Largo, and host quarterly meetings of the Prince George's County American Job Center Network to facilitate communication, partnerships, and the leveraging of resources amongst members.

The Prince George's County Local Workforce Development Board would like to increase the Prince George's County American Job Center Community Network to 75 access points and over 250 members by 2021.

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

The WDB provides strategic direction and management of Prince George's County Public Workforce System as it implements and administers WIOA. The Chief Elected Official, the County Executive, appoints members to this board as required under federal and state WIOA regulations. The WDB bylaws

outline term requirements. As mandated by WIOA, the board has a majority of membership representing executives from key private industry sectors that drive economic performance, plus senior appointed government officials and leaders in Prince George's County's government and non-profit community. Since its designation, the WDB has maintained compliance with all federal and state regulations and is in alignment with the opportunities WIOA provides for a more lean and manageable local board. The WDB currently has 6 standing committees: Executive, Finance, Business, Disability & Severe Barriers, Youth and American Job Center Operations. Through the work of these committees, EPG as the fiscal agent, the board directs the strategic disbursement of and retains accountability for approximately $4.5 million a year in federal and state funding for employment services on behalf of Prince George's County.

The WDB oversees the County's integrated service delivery model in which both EPG, DLLR, DSS DORS, PGCC and several other partner workforce programs operate through the local workforce system – a process begun in 2014 and is in constant progression. Under the guidance of the WDB, Eckerd serves as the One Stop Operator for the Prince George's County Comprehensive American Job Center, American Job Center Largo. As the WDB advances its service delivery model, integrates WIOA, and integrates additional workforce programming, the WDB anticipates increased center traffic and improved opportunities for access.

Through our competitively-procured WIOA out-of-school youth structure, the County secures program models that support youth achievement in long-term academic and employment goals. Our youth programs and collective investments have yielded success in literacy, credentialing, entry into post-secondary education and employment.

The WDB is a partner or member of numerous organizations and associations at the local state and national level to support the visibility and vitality of the workforce system.

Table 3.3 Key Partners & Roles

Partner	Program Type	Description	Core or Required One Stop Partner
Employ Prince George's, Inc.	General Workforce Development, WIOA Title I Adult, Youth & Dislocated Worker Provider	Employ Prince George's, Inc. is a nonprofit organization based in Prince George's County, Maryland. Employ Prince George's administers a menu of workforce development services for job seekers and businesses.	Yes
Prince George's County, Office of the County Executive	Chief Elected Official	Serves as chief local elected official and ultimately responsible for funds allocated to Prince George's County workforce area. Members of the Executives cabinet are also represented on the local board.	Yes
Prince George's Community College	Perkins Career and Technical Education & Title II Adult Education and Literacy Services Provider	Key partner in the areas of providing adult education, literacy and training to career seekers. The Community	Yes

		College is represented on the local board.	
DLLR	Title III Wagner Peyser, State Unemployment Compensation, Trade Act, Job Counseling, Training and Placement for Veterans	Provides WIOA funding to the 12 workforce areas in Maryland including Prince George's County and provides technical assistance, guidance and fiscal and operational monitoring	Yes
DORS	Title IV Rehabilitation Act	Essential partner in ensuring individuals with disabilities are adequately served with career services. DORS is also represented on the local board.	Yes
DSS	Temporary Assistance for Needy Families	Provides TANF funding and ABAWD services to eligible residents of Prince George's County.	Yes
Prince George's County Public Schools	Public grade school system	Operator of the K-12 school system in Prince George's County	Yes
Easter Seals	Housing, Job Counseling, Training and Placement for Veterans	Provide employment assistance, technical assistance and comprehensive support to address the needs of military service members and their dependents.	No
Job Corps (Centers, Outreach & Admissions, Career Transition Services)	Housing, job counseling, training and placement for youth	Job Corps is a free education and training program that helps young people learn a career, earn a high school diploma or GED, and find and keep a good job.	Yes
Youth Career Connect	In-School Youth STEM based workforce services	Program operated in EPG providing evidence-based high school workforce services to training, skill and educated in-school youth in STEM careers	NO

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

WIOA Title I Adult and Dislocated Worker programming encompasses two of the three program components in WIOA Title I. Priority of service is provided specifically to the WIOA Title I adult population who meet certain criteria. Through the work of our Title I providers, adult and dislocated workers can access career services as applicable, including case management, supportive services, IEP

development, structure job search, group and individual career counseling, individualized skill development strategies, work experience opportunities, and others.

The WDB, in partnership with the One Stop Operator, WIOA service providers and partners, will ensure that WIOA Basic and Individualized services are offered to all priority populations. To ensure these services are provided to all eligible job seekers, the WDB is leading specialized initiatives to increase services to priority populations, including those with severe barriers to employment. To increase and expand services to the Veteran population in Prince George's County, the WDB has engaged in partnership discussions with Veteran service providers to increase their involvement in the daily operations at the One Stop Career Centers. Increasing the success of Returning Citizens is a priority of the County Executive and the WDB as well. To ensure the success of our Returning Citizens, the WDB is leading discussions to create specialized team of local staff and partners to provide WIOA Basic and Individualized services specifically for Returning Citizens. The WDB is also hosting community discussions and forming partnerships to provide wrap around services to job seekers with disabilities and those receiving public assistance.

As previously mentioned, the WDB will be hosting and engaging in Community Workforce Discussions annually to increase stakeholder involvement and contributions in the Prince George's County Public Workforce System. Through these conversations the WDB's will increase partnerships and services to job seekers.

WIOA Title I Youth programs are delivered through a combination of programing, including competitively-procured youth service providers. Consistent with statutory requirements, contracted providers are required to develop a preparation strategy focused on college-ready and career pathway instruction that includes 21st Century skills. Providers develop activities and materials that are aligned with competency profiles as determined by regional labor market information and reflect the rigor of advanced training and educational environments. Training includes access to paid and unpaid work experiences and related employment workshops and activities that provide additional opportunities for youth to practice and master 21st Century skills.

Prince George's Community College is the Prince George's County Title II services provider and works in collaboration with the WDB to help expand WIOA Title II Adult Basic Education and Literacy services along with other non-Title II adult education and literacy services. The Prince George's Community College and the WDB have worked to increase their partnership and increase adult basic education and literacy services provided in the One Stop Career Center System in Prince George's County. Currently basic skills remediation is being provided in group settings to adults and dislocated workers in the Prince George's One Stop Career Center. One-on-one basic skills remediation and tutoring is provided to WIOA youth in the Prince George's One Stop Career Center.

Prince George's Community College is now offering WIOA Title II services, in a limited capacity, at American Job Center Largo. The WDB is working with the Prince George's Community College to collocate Wagner Peyser and WIOA services with Title II sites throughout Prince George's County.

As required by the Carl D. Perkins Career and Technical Education (CTE) Act of 2006 (Perkins), and other non-Perkins programming, PGCC functions as the county's primary post-secondary career technical education provider as well. In this capacity, Prince George's Community College and the WDB work to strengthen CTE and occupational skills training offerings in Prince George's County, through both the

college's Workforce Development and Continuing Education area and its Academic Affairs area. This ensures alignment of program offerings consistent with in-demand occupations. Building upon the workforce system's history of success, the WDB partners with the College to ensure that CTE graduates who are not immediately entering post-secondary education are made aware of and connected to services and opportunities available at local One Stop Career Centers including paid work experiences, paid internships and OJTs.

Overall, PGCC helps develop programs and prepare youths and adults for success in the workplace and post-secondary education. PGCC has an emphasized the development of career pathways for students. The Workforce Services Division will ensure that career pathways work developed by WSD as part of WIOA will coordinate with and leverage work being done at PGCC.

The college offers dozens of programs and contract training opportunities that lead to industry recognized certifications and licenses as well as academic degrees and certifications. PGCC also assists with coordinating employer demands for skills and development of credentialing for shorter term programs along with multiple partnerships funded through federal, state, and private grants. In addition, the College builds training along talent pipelines identified through our employer engagement such as construction trades and other industry area training through the Team Builders Academy, its Center for Business and Industry Solutions, and its Workforce Development Institutes. The College is also an active partner in the Youth Career Connect and the Prince George's County Summer Youth Enrichment Program.

Wagner-Peyser staff delivers services in our American Job Center Largo such as: assisting career seekers with skill development for an employment outcome, providing career information and options, career counseling, job readiness training, continuously engaging career seekers through the promotion of workshops and related service activities across all the County's centers.

Through a partnership agreement with **DORS**, detailed in Section 5.1, our centers ensure that job seekers with disabilities have the opportunity to take advantage of services.

Job for Veterans State Grant

The WDB recognizes the value of veterans to our nation, state and county. With the Veteran's Priority Service Act, the American Job Center Largo provides priority of service to veterans accessing services through the public workforce system. With this in mind, the WDB will work closely with the resources and personnel provided through the Job for Veterans State Grant. These resources provide valuable additional resources for veterans. The WDB anticipates the personnel provided through this grant to be full collaborative and cooperative partners.

The activities described in WIOA Joint Rules section 678.430 (including both education & training and supportive services) will be the basis for the baseline start for collaborating and integrating activities and services. See Section 9 of this plan for specific discussion regarding the Job for Veterans State Grant program.

Temporary Assistance for Needy Families (TANF)

The Department of Social Services, responsible for the Temporary Assistance for Needy Families (TANF) program, is currently a member on the WDB. The services provided in this Department can provide

essential supportive services, training, education and family support needs to ensure Prince George's County job seekers have the resources to maintain their participation in education and training in order to reduce or eliminate their need for public support.

Through collaborative efforts, the WDB will explore methods and activities to share and expand collaborative efforts to serve common populations, share resources, and integrate activities as part of the Prince George's County One Stop Career Center (and part of the American Job Center network). The activities described in WIOA Joint Rules section 678.430 (including both education & training and supportive services) will be the basis for the baseline start for collaborating and integrating activities and services.

Able Bodied Adults Without Dependents (ABAWD)

The Department of Social Services, responsible for the Able Bodied Adults Without Dependents (ABAWD) program, is currently an active partner on the Workforce Development Board. The services provided as part of the ABAWD is part of the Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program. This program has significant work requirements that will mesh with and complement WIOA plans and activities. Working through and with the partners in the Prince George's One Stop Career Center (and part of the American Job Center network), the WDB will use as a base the requirements and opportunities described in WIOA Joint Rules section 678.430. From this base, the partners will collaboratively develop common services and programs to ensure the job seeker participants receive consistent and effective services to address their short and long term employment needs and reduce their dependence on the nation's and Maryland's public support system.

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

The WDB engages all of the core partners through its bi-monthly meetings and monthly One Stop Operations Committee. The Local Plan was developed and discussed in both of these meetings. Recommendations were made to WDB and those recommendations were voted on by the WDB and included in the plan.

Along with the WIOA convening's and discussions, all partners are represented on the WDB committees that have provided input on the Local Plan: One Stop Operations Committee, Disability & Severe Barriers Committee and Youth Committee. Secondly the WDB has created a WIOA Strategic Partnership Workgroup for Prince George's County. This workgroup is a comprised of representatives from the partners listed in Section A along with member of the WDB. This group has provided input on elements within the local plan and will continuously work to improve operations specific to the Prince George's One Stop Career Center.

The WDB, both at the Board level and the One Stop Operator level, will be provided regular opportunities to review and update the plan and its related activities. WIOA rules note that this four-year plan will require an update in two years. Therefore the Board will use that opportunity (and perhaps others) to ensure that all partners will participate in the updating of the plan.

(E) A description of the strategies and services that will be used in the Local Area—

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

Beginning in Program Year 2017, the One Stop Operator began asset mapping and increasing the efficiency of the American Job Center Largo. Included in the asset mapping is an inventory of partners and the services they provide to businesses. This inventory will compile existing business services and business related initiatives among core and required partners, AJCCN members and other publicly-funded business services representatives to determine the breadth and scope of available business services.

Along with developing an inventory of local business services, the WDB has convened employers to determine the most optimum state of the WIOA Office of Business Services and the business services offered throughout the entire public workforce system to meet the needs of businesses in Prince George's County. The forum for the convening will be the Workforce Development Board's Community Workforce Discussion: The Needs of Business in Prince George's County. Similar events coordinated by the WDB have hosted 30-80 stakeholders. The WDB believes that the asset mapping and community discussion will provide a multitude of data to improve the business services and programs offered by the Prince George's County Public Workforce System.

It is the goal of the WDB to work with all AJCCN members to create a Business Services Strategy to best serve businesses in Prince George's County and create a system to align, coordinate, provide and communicate services provided to businesses in the County. The WDB envisions working closely with Prince George's County Government, Regional Chamber of Commerce's, Labor Unions, DLLR, Department of Commerce and Economic Development Corporations on this process. If all parties are willing, the WDB will enter into an MOU with all parties and operate on a central CRM system to communicate regarding business services and contacts prior to the creation and enrollment of a business into MWE.

- To support a local workforce development system that meets the needs of businesses in the Local Area;

The WDB will engage in an ongoing process that will use our existing Business Services Committee and additional business, sector, industry and labor organizations to ensure that the public workforce system meets the needs of businesses. Both state and local entities will be invited to assist the WDB in engaging employers. The WDB commits to embracing an employer engagement mechanism on an ongoing basis to ensure that business customers are provided the opportunity to influence the delivery of employment and training services in Prince George's County.

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

The WDB is actively partnering with the EPG to coordinate services, service strategies and programming to meet the needs of the business community and job seekers. Along with partnering with the EPG, the WDB encourages youth providers and will mandate the One Stop Operator to partner with EPG to coordinate outreach and business services.

In conducting outreach to businesses, especially when there is a focus on the provision of education and training services, the WDB and EOG can proactively use the knowledge and resources of Prince

George's Community College when approaching businesses who are seeking to expand existing operations in the county or to help entice them to move to the county.

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

Through a partnership with local DLLR staff, Unemployment Compensation (UC) claimants are invited to the American Job Center Largo for a mandatory orientation as part of the Reemployment Program. During the orientation claimants will learn the requirements to stay in compliance with Unemployment Insurance (UI). In addition to UI compliance, the focus will be on services that are offered at the American Job Center Largo to support their career development and career transitions. Each UI claimant will be invited to meet one-on-one with a Career Specialist from their local Career Center to discuss career guidance, career counseling, career assessments, onsite workshops, and additional training/certification programs that may support the individual's employment goals. The American Job Center Largo will also:

- Maintain supplies of informational pamphlets outlining eligibility requirements and information on how to apply for benefits
- Facilitate access to all Unemployment Insurance programs including but not limited to filing a claim and writing work search waivers for claimants involved in training programs
- Provide notification of services available to employers and claimants
- Participate in Rapid Response layoff events

UI claimants coming to the American Job Center Largo will also be able to access one-on-one career services, basic and individualized from all staff, and explore the many opportunities for getting back to work quickly.

Career Center staff will utilize the UI activities report to identify and notify all local area UI claimants of services that are available to them through the local workforce center. Outreach materials will include information on workshops available, assessments, hiring events, career planning instructions and other workforce programs. The outreach will encourage and support participation of claimants in services to expedite their return to work, and thus minimize their reliance on unemployment benefits.

(F) A description of how the Local Board will ensure jobseekers have a role/voice in the board's decision making process and in informing the services the Local Area provides.

The WDB follows the Maryland Open Meetings Act, Maryland Annotated Code, General Provisions Article §§ 3-101 et seq. as required by the Governor's Workforce Development Board policy and 20 CFR 679.390. Pursuant to State law and policy, the WDB holds bi-monthly meetings with at least one meetings open to the public per quarter. All WDB meetings, agendas, policies, plans, meetings and ore are posted on the EPG website, http://www.employpg.org/workforce-development-board/.

At WDB public meetings, all guest, including job seekers, are able to engage the Board. Additionally, twice per year EPG provides the WDB with the feedback from American Job Center customer surveys. The results of the surveys are reported to the appropriate WDB Standing Committees to determine the next actions the WDB should take based on the feedback.

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

The WDB supports a business driven approach to workforce services. Included in the integrated customer centered design approach of the WDB is centering the local workforce system around the most pivotal customer, the employer. The WDB will take an active role in learning, advancing and shaping initiatives outside the specific charge of WIOA, but integrally pertinent of the progression of public workforce system. The WDB will accomplish this by inviting businesses, representatives of the business community, EARN grantees, apprenticeship training providers, local and regional workforce partners and other employer-based training initiatives to meet and work with the WDB and its committees. The purpose of the communication will be the integration and transformation of the initiatives within the public workforce system and the creation of a workforce system that is designed to meet the needs of businesses to improve their competitiveness and productivity.

The creation and development of industry partnerships and career pathways are integral part of the WDB's overall sector strategy planning. The WDB will create sector strategies for each in-demand industry in Prince George's County. The WDB will work within the Capital Region to create sector strategies for the region as well. An employment first approach developed by the creation of sector strategies ensures that the public workforce system supports job seekers as they identify and travel along a career pathway. Sector strategies will foster strong industry partnerships that will inform and drive the building of career pathways, which include decision-making regarding trainings and other skills enhancement models; and lead to work and learn opportunities, and ultimately to unsubsidized employment.

The first step to an employer driven approach is the creation of a career readiness standard across the County. January of 2017 marked the first step in this process as the EDC worked with local area businesses and the WDB's Business Committee to create career readiness goals and a universal career readiness assessment. The goals and the assessment will grow the Prince George's County Ready to Work Talent Pipeline. Ready to Work is managed by EPG's Department of Business Services and their Talent Acquisition Specialist'. This process has been slow, but EPG is still perfecting the pipeline.

After perfecting the pipeline process to identify job ready candidates, the WDB will use all of the available workforce programs developed by the WDB's sector partnerships to feed the pipeline. The WDB will encourage written agreements for Information and referral protocols so that roles are specified and expectations are clarified. Employer-based training implemented by public workforce system partners will be included in the MOU/RSA negotiations and the American Job Center customer flow.

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

The WDB has successfully executed an American Job Center Largo Memoranda of Understanding and an accompanying Resource Sharing Agreement. The WDB and its partners will updated the Memoranda of Understanding (MOU) and an accompanying Resource Sharing Agreement (RSA) in FY20/PY19. The WDB hopes that the FY20/PY19 MOU/RSA will include additional partners, that aren't mandatory, but have workforce development as a component in their mission. The WDB is consistently engaging new partners, developing new services strategies and expanding the workforce system. These efforts will bring new partners into the system that the WDB hopes to enter into formalized agreements with.

Related to economic development, the WDB recognizes the value and importance of being aligned with economic development efforts in both the county and the region. Prince George's County leadership recognizes this by requesting EPG, along with all of the county's economic development entities, partner together to move the County forward.

One of the goals of the WDB is to serve small businesses. With a priority of serving small businesses, aligning and engaging with organizations that promote and support entrepreneurial skills and microenterprise services is an essential part of the WDB priority. In the upcoming program year, the WDB in partnership with EPG, to launch and Entrepreneurship & Self Sufficiency Center (ESSC). This partnership will add an additional resource to help address issues related to entrepreneurial skills training and the productivity of small businesses.

The WDB is also identifying additional services that are readily and locally available to assist job seekers in obtaining entrepreneurial and micro-enterprise services. The WDB is considering specialized Career Services and assessment procedures that focus on entrepreneurial opportunities as a viable effort toward obtaining a job in the county. In the absence of this programming, the WDB is supporting EPG and their partnerships with local entrepreneurship organizations and programming, El Poder de Ser Mujer and Project Opportunity.

Lastly, the Board is aware of successful youth related introductory entrepreneurship programs that could be considered as part of the research to address these areas. Working regionally, the WDB will partner with the workforce areas in the Capital Region and those in our neighboring workforce areas to provide support for aspiring entrepreneurs and micro-enterprise efforts.

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

The WDB recognizes that continuously declining unemployment rates in Prince George's County mean that many residents have gained employment since the Great Recession. The WDB is also aware that many of the existing job seekers represent the County's hardest to serve populations. The WDB expects that attainment of employment for these job seekers will require a provision of supportive services.

Supportive services provide financial assistance to participants who would not be able to participate or excel otherwise. In all cases, the WDB requires service providers to help job seekers obtain supportive services from AJCCN partners and other community resources. When supplemental services are not available, or are not the most effective or responsive to the client's need, the WDB has approved the utilization of WIOA funds to provide short-term supportive services to eligible participants. Supportive

services are approved on an individual basis when determined necessary and reasonable. The service can include transportation, business attire, tools, work or training equipment, child care, graduation fees, licensing and testing fees, union fees, medical and healthcare needs, and more.

The WDB is committed to understanding, acknowledging and committing AJCCN member expertise to the Memoranda of Understanding and the Resource Sharing Agreement. WIOA recognizes and requires American Job Center partners to commit resources to the support of job seeking and business customers during the time that they are engaged in the American Job Center system and service delivery. The WDB will ensure the requirement is achieved through the MOU/RSA's, the WDB will negotiate with partners to ensure that resources are made available to enhance a customer's chance of success in training and employment through the efficient use of supportive services.

The local plan has continuously mentioned that it must improve and develop its relationship with Prince George's County Government. The WDB expects that the development of this relationship will improve the workforce and supportive services offered by the workforce system. Local Management Boards will be integral to this process. The WDB will work the Local Management Boards to identify gaps and commonalities to partner and increase the productivity of programs and services in Prince George's County.

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

The WDB is committed to engaging employers in the ongoing analysis of the workforce development activities, future sector strategy research, continuous business engagement and surveys to develop programming that will assist job seekers find a job, keep a job and learn on the job. The WDB will determine the value of workforce development activities to employers by implementing the steps listed below:

The WDB is committed to engaging employers in the ongoing analysis of the workforce development activities that job seekers need in order to find a job, keep a job and learn on the job. The WDB will determine the value of workforce development activities to employers by implementing the steps listed below:

1. Identify sectors in the local economy that require workforce development activities for employment;
2. Identify existing employer committees for the identified sectors;
3. Identify the convener of existing employer committees;
4. Use existing conveners and employer committees to determine workforce development activity needs of the sector(s);
5. If committees don't exist, work with One Stop partners to identify and convene employers from identified sectors;
6. Engage education and training partners to facilitate and process employer needs and desires relative to workforce development activities;
7. Engage One Stop Partners in working with employers relative to workforce development activities, and

8. Engage job seeker customers in a discussion of workforce development activities

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

The WDB is committed to serving its employer customers, and encourages and supports AJCCN members and partners applying for industry-led partnerships, programs and funding opportunities. Multiple AJCCN members are Career Pathways and EARN grantees, including but not limited to:

1. Employ Prince George's (Career Pathways, HCCT & EARN)
2. IUPAT 51/Finishing Trades Institute (EARN)
3. Byte Back (EARN)

EPG, in partnership with the WDB, launched its first industry led partnership and program in 2017, and now have five industry-led partnerships, called Industry Bridge Programs. Under the guidance of the WDB, EPG's Industry Bridge Programs have multiple funding sources, including WIOA, multiple partners, and will serve thousands of job seekers in the coming year. Industry Bridge Programs are comprehensive workforce programs that align Workforce Services, Adult Education, and Occupational Skills Training to meet the workforce needs of specific In-Demand Industries in the DC Metropolitan Area.

By creating a singular focus on a specific industry sector, the WDB, EPG and the AJCCN have the ability to customize Industry Bridge Program programming for the barriers and deficiencies of Prince George's County residents to ensure they meet the immediate needs of local businesses. Graduates of Industry Bridge Programs are in high demand due to their knowledge of the industry, industry specific skills and qualifications, and industry recognized credentials.

Industry Bridge Programs are led by Business Advisory Councils, comprised of Business Leaders in the DC Metropolitan Area that ensures each program is aligned with current industry trends and produces job seekers who can immediately contribute and be productive on the job. The Business Advisory Councils report the WDB's Business Committee who report to the WDB the needs, perspective and guidance from local businesses.

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

The faith based community is actively engaged by the Prince George's County Public Workforce System. EPG promotes programs and services through faith based communities, organizations and events.

Through the development of the AJCCN, the faith based community will play an intricate role in providing Basic Career Services such as assistance in registering in MWE, American Job Center Largo orientations, job readiness training, job search assistance and access to workforce outreach and informational materials.

Section 4 – American Job Center Delivery System

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

Table 3.4 Prince George's County One Stop Career Centers

American Job Center	Address	Phone Number(s)	Hours of Operation
American Job Center Largo	1801 McCormick Drive, Suite 120, Largo, Maryland 20774	Phone: (301) 618-8425 Fax: (301) 386-5533	Monday-Thursday: 8:00am to 4:00pm Friday: 8:00am-2:00pm
American Job Center National Harbor	Estimated Date of Launch: February 2020		
American Job Center Temple Hills	Estimated Date of Launch: May 2020		

(B) A description of the customer flow system and process used in the Local Area. This description should include eligibility assessment, individualized training plans, and case management.

The customer flow at the American Job Center Largo aims to ensure that customers are given the assistance they need as soon as they enter the Center. Utilizing a Customer Centered design the WDB is working with the OSO to ensure the American Job Center Largo are effective in giving customers the help they need to become employed. As part of available Career Services, emphasis will be on assessments and teaching customers about job search methods & tools that produce results. Improving soft skills will be addressed as a key method in enhancing employability.

In addition to workshops on resume writing and interviewing, workshops on understanding the labor market, using social media to further one's career, the power of the Maryland Workforce Exchange in identifying opportunities and in career development will be held regularly.

Each customer entering the American Job Center Largo is greeted individually and provided with information about American Job Center Largo services. If needed, assistance with Maryland Workforce Exchange registration (MWE) will be given.

New customers are seen on their initial visit by a Career Service Specialist (CSS) and returning customers have the opportunity to continue to meet with a CSS as needed or participate in various activities within the Career Center such as workshops, recruitments and online job search.

On the initial visit the customer completes an initial assessment with the Career Services Specialist and based on results of the assessment customer will be referred for:

- Employment Opportunities
- Partner Programs that support job search & employment
- Employment Preparation Workshops
- Training Services
- Self-directed services

- Youth Services
    - In-School Youth & Out-of-School Youth Programs
    - Employability Job Readiness Skills
    - Training & Internships
    - Tutoring
    - Occupational Skills Training
    - Leadership Development Opportunities
- Veteran's Services
- Division of Rehabilitation Services (DORS)
- Job Corps
- Department of Social Services
- Adult Education Services
- Career Assessments
- Job Search related Workshops
- Re-Entry Services
- Training & Career Development Services Facilitated by Career Consultants

Assessments
The WIOA Career Consultant administers a comprehensive assessment as the foundation for the development of the Individual Employment Plan (IEP) or the Individual Service Strategy (ISS) that will be based on a career pathway service structure.

The comprehensive assessment is a customer-centered, diagnostic approach to evaluating the needs of a participant. The assessment includes a variety of options such as structured interviews, questionnaires, computer based tests, performance tests, behavioral observations, interest inventories, career guidance instruments, aptitude tests and basic skill tests (TABE/CASAS). As an ongoing process, it must be revisited regularly and amended, as appropriate, when additional needs are identified or goals achieved.

Individual Employment Plan
The Individual Employment Plan (IEP) and the Individual Service Strategy (ISS) is documentation of an ongoing strategy jointly developed by a customer and the career consultant. Both the IEP and the ISS are living documents that identify a customer's employment goals, the appropriate achievement objectives and combination of services to achieve their individual employment or training & credentialing goals.

Individual Employment Plan (Adults and Dislocated Workers)

An IEP will be developed for all registered WIOA Adult or Dislocated Worker program participants. The IEP for WIOA Adult and Dislocated Workers must include the following documented information:

- Comprehensive assessments of education and training needs including work history, skills, special skills, interests, and aptitudes.
- Barriers to employment, level of basic skills literacy, support service needs, and assessment observation summary
- Labor market information & occupational research assignment
- Employability Development Plan and Goals which include clearly defined and documented action steps and/or strategies to be implemented by the customer toward their employment goals and self-sufficiency; signed by customer and career consultant.

- Customer Service Case Notes detailing dates of service, activities, progress notes, and actual outcomes for active customers.
- IEP must be dated prior to WIOA services and must be signed by participant and career consultant.

Individual Service Strategy (Youth)

An ISS will be developed for all registered youth program participants. All WIOA youth services providers will be required to use the attached ISS. The plan must be developed on an "individualized" basis.
The ISS must include:

- Educational background and Work history including special skills, hobbies, interest and aptitudes.
- Barriers to employment and education and support service needs.
- Youth comprehensive assessment and testing summary
- Youth assessment observation summary
- Clearly Identified goals and action steps
- Clearly defined and documented service strategy to be taken by the customer toward their employment and/or educational goals.
    - preparation, in appropriate cases, for high school diploma, postsecondary educational opportunities
    - strong linkages between academic and occupational learning
    - preparation for unsubsidized employment opportunities, in appropriate cases
    - Dates of ISS development and ISS must contain participant and career consultant signatures.
- Youth Customer Service Quarterly Case Notes and Monthly Activity Report should be completed on a regular basis and be reflected in MWE with the appropriate activity code.

Eligibility Documentation

1. WIOA Program Staff and Contract Providers should record and document proof of Date of Birth, Proof of Residency, Social Security Card, Citizenship, Selective Service Registration (Males Only *born after 1/1/1960*), Proof of Layoff (Dislocated Workers), Proof of Veteran Status (Veterans), Proof of Income/Employment Status, Proof of Family Size, Proof of assistance, Proof of Disability, Proof of educational attainment (if applicable), Proof of offender status (if applicable). A Signature of Receipt Form *(by signing customer acknowledge receipt of the Complaint Procedures, Equal Opportunity is the Law, Notice to Maryland WIA Applicants, Labor Market Information (LMI) Fact Sheet, Priority of Service Fact Sheet and Supportive Services Fact Sheet)*, Signed Maryland Workforce Exchange WIOA Application Form and the Completion of a Comprehensive Assessment and an Individual Employment Plan (IEP) will be completed by all WIOA program participants wishing to receive intensive and/or training services.

2. WIOA Program Staff and Contract Providers should use the Acceptable Documentation Guidance in determining participant eligibility in receiving WIOA funded services. Applicant statements can be used to document Income, Displaced Homemaker, Date of Actual Qualifying Dislocation, Homeless Individual, and Offender Status only which, in some cases, are not verifiable or which may cause undue hardship for individuals to obtain. An applicant statement is to be used only after all practical attempts to secure documentation have failed and for priority of service categories: A documented corroborative contact or reliable witness attesting to the accuracy of the statement must support applicant statements.

Priority Selection for WIOA funded services:

In the event that funds available under the WIOA Title I-B Adult Employment and Training Grant are limited, priority will be given to recipients of public assistance, veterans and other low-income individuals for individualized and training services.

Note: Policies regarding service priority for the WIOA Title I-B Adult Employment and Training Grant do not apply to individuals served through the WIOA Title I-B Dislocated Worker Grant.

Training Services
Training Services may include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Incumbent worker training
- Skill upgrading and retraining
- Job readiness training
- Adult education and literacy activities
- Customized training

The program of training services should meet local Demand Occupation criteria and be directly linked to the employment opportunities in the local area. This should be documented in the case file through occupational research and relevant labor market information.

All participants should apply for available grant funding to pay the costs of eligible training programs, including Federal Pell Grants established under Title IV of the Higher Education Act of 1965.

WIOA tuition assistance is capped and is only available for programs that are one year or less in length. By statute, other financial aid award(s) take priority. For programs that cost more than the WIOA caps, a financial aid plan from the school must be provided which details how any cost above the WIOA cap will be covered. Tuition assistance above the identified cap will be considered on a case-by-case basis and submitted to the Program Manager for approval.

The WDB allows each WIOA service provider to reserve the right to terminate the terms of a Customer's Training Agreement if the customer fails to meet the satisfactory standards for progress/passing established by the designated training institutions.

All customers who have received WIOA funded services such as training will not be eligible to apply for additional intensive or training services for 2 years after exiting the program. Any request for additional intensive or training service must directly relate to or enhance previously approved intensive or training services.

If a background check is required for the receipt of Industry Certification, the customer will be required to provide proof of a clear background check prior to the receipt of any training services.

Individual Training Accounts (ITA)

An ITA is one of the primary methods through which training is financed and provided for adults and dislocated workers. ITAs are established on behalf of a WIOA participant to purchase a program of training services from eligible training providers.

Training contracts may be provided pursuant to a contract in lieu of an ITA if consumer choice requirements and one of the following exceptions are met:

If such training services are on-the-job training (including placing participants in a registered apprenticeship), customized training, incumbent worker training, or transitional jobs;

If the WDB policies determines that there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of the individual training accounts as described in the local plan;

If the local board determines that there is a training program of demonstrated effectiveness, through criteria developed by the local board, offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment;

If the training is for multiple individuals in in-demand industry sectors or occupations, as long as the contract does not limit the individual's customer choice; or the contract is a pay-for-performance contract.

Needs-Related Payments

WIOA funding may be used to provide needs-related payments to adults and dislocated workers, respectively, who are not receiving any WIOA includable income and who are unemployed and do not qualify for (or have ceased to qualify for) unemployment compensation for the purpose of enabling such individuals to participate in programs of training services.

CASE MANAGEMENT – FOLLOW UP

Comprehensive case management is critical to program performance, reporting and customer satisfaction. It is the responsibility of the Career Consultant to ensure the coordination, delivery, documentation of achievement, and tracking of all provided program services identified in the Case Management Standards. The Career Consultant is also responsible for updating information in MWE, documenting all participant contacts through case management notes, and maintaining participant files.

Career Consultants will use MWE to record the case notes and a printed copy will be added to all customers files. The BROCRIP format will be adhered to. This will insure substantive case notes are recorded to reflect each activity. Additionally the case note standard should tell the customer's story from point of registration to exit.

Procedures and guidelines have been developed for documenting follow-up and employment retention for WIOA Formula Grant participants. All WIOA Title I AJCCN providers are responsible for the provision of follow-up services and employment retention verification for customers.

Follow-up services must be made available to Adults and Dislocated Workers, as appropriate, for a minimum of 12 months following the first day of employment. Allowable services include counseling regarding the workplace and WIOA supportive services.

All youth must receive some form of follow-up services for not less than 12 months after completion of participation, as appropriate. Follow-up services may be provided for longer at the WDB's discretion.

Appropriate follow-up services will be provided for 12 months following the first day of unsubsidized employment. The contact methods may include phone, e-mails, letter, or other procedures. The frequency will depend on the needs of the customer.

Employment and Retention Verification Methods:

This section describes data sources and methods to collect data for the WIOA measures. Outcome data will be collected primarily through Unemployment Insurance wage records and supplemental reporting by the case managers. This section also describes the data collection process and outlines the documentation requirements for collecting the supplemental data.

A. Unemployment Insurance Wage Records

To the extent it is consistent with State law, the Unemployment Insurance (UI) wage records will be the primary data source for tracking entered employment, employment retention, and earnings change/replacement, the employment portion of the credential rate for adults, dislocated workers, and older youth.

In addition to UI wage records within the State, the Wage Record Interchange System (WRIS) and other State Employment Security Offices) are considered acceptable wage record sources. If individuals are not found in the UI wage record sources, we will use supplemental data sources for the entered employment, retention, and credential. However, the only data source that can be used for the earnings change/replacement measures is the UI wage records. The Maryland Department of Labor will be responsible for providing the wage record performance data.

B. Supplemental Data Sources and Documentation

1. Employment

While the majority of employment in a State's workforce is "covered" and will be in the UI wage records, certain types of employers and employees are excluded by Federal unemployment law standards or are not covered under a State's UI law. "Uncovered" employment typically includes Federal employment, postal service, military, railroad, out-of-state employment, self-employment, some agricultural employment, and some employment where earnings are primarily based on commission.

In those areas where supplemental reporting is allowed, WIOA Title I service providers will utilize the case management process and follow-up services to obtain the supplemental data. USDOL requires that all data and methods to supplement wage record data must be documented and are subject to audit. A telephone response from the participant must be accompanied by a written document such as W2 form, pay stub, 1099 form, or other written documentation. Telephone

verification of employment with employers is acceptable, but must be documented by the case manager in the participant's case notes and reflected in MWE outcomes. For self-employed individuals, telephone verification with major clients/contracting entities is also acceptable, but must be documented in the participant's case notes.

2. Credentials, Placement in Post-Secondary Education or Advanced Training, Military Service, Apprenticeship and High School Degrees

WIOA Title I service providers will also utilize the case management approach to collect supplemental data on Credentials, Placement in Post-Secondary Education or Advanced Training, Military Service, Apprenticeship and High School Degrees. All data and methods must be documented and are subject to audit. A telephone response from the participant regarding these outcomes must be accompanied by written documentation such as a degree, certificate or other written documentation. Telephone verification with the entities responsible for these activities (i.e. schools, certificate institution, military, and apprenticeship program) is also acceptable, but must be documented in the participant's case notes and reflected in MWE outcomes.

For adults, dislocated worker and older youth participants, the receipt of the training credential must be documented by the end of the third quarter after exit. For older youth placement into postsecondary education or advanced training, the documentation must reflect participation for the first quarters after exit. For younger youth the high school diploma or equivalent attainment must be documented by the end of the first quarter after exit.

3. Identifying Participants Who Require Supplemental Reporting

USDOL requires that supplemental data must be recorded within 30 days after the individual was found missing in wage record files. To help service providers identify those participants who are not being found in the wage records, Maryland Department of Labor Licensing and Regulations provides a Data Report identifying those exiters who have not been found in the wage records on a quarterly basis. If the case manager has not already provided the appropriate documentation, then the case manager should contact the participant to obtain the necessary documentation.

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

Consistent with section 121(d) of WIOA, the WDB, with the agreement of the Chief Elected Officials procured, and will continue to procure, a One Stop Operator for the comprehensive American Job Center(s), and may terminate for cause the eligibility of the provider selected. Selection of the One Stop Operator is through a competitive process and shall be a public, private, nonprofit, or consortium of entities comprised of three (3) or more American Job Center partners.

Organizations applying for to be the One Stop Operator must disclose any potential conflicts of interest arising from the relationships with exiting AJCCN members. Prince George's County One Stop Operators may not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services. Selected One Stop Operators must comply with Federal regulations and procurement policies related to calculation and use of profits.

To ensure there is no conflict of interest or perceived conflict of interest, the WDB has ensured existing workforce system service providers or potential service providers interested in submitting a proposal to be the One Stop Operator are excluded from the development and selection process. In the event only one proposal is received, the WDB will follow the local WDB sole source procurement policy.

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

Efforts will be made to procure service providers that have a track record in superior customer services, high completion rates, high employment rates and those directly linked to businesses that hire their graduates. These features will be identified through the approved listing or through contractual arrangements in the case exceptions to contracted ITA's.

Extensive work has been done locally to identify the high demand occupations and training programs that support those occupations. The effort will be continued and updated frequently to ensure real time data is available, training for staff is current, and that the WDB is able to adequately identify strategies to meet the needs.

Partnerships with higher education and all training providers are critical to this process and representation on the local WDB helps facilitate this process so business, education and workforce are all able to inform the system and make necessary changes.

The WDB will approve local training contracts consistent with state policy guidelines. Customers will be able to choose the approved training provider that best meets their individual needs and aligns with customer choice regulations. Staff will consistently ensure customers are accessing all funding sources to best leverage and maximize the WIOA funds. Guidance will be regularly provided to all customers about the many options including financial aid.

A report card will be created for customer feedback upon completing training. This report card will take the form of a survey which can be done online or on paper and will investigate the quality of the instruction, the actual delivery compared to the written curriculum, how well the training program prepared the customer to obtain the credential and related employment, accessibility and physical condition of the facility. The feedback will be brought to the attention of the training vendor with a view to facilitating ongoing improvement.

The WDB will also negotiate performance benchmarks standards around job placement with providers. Contracts are structured around start, completion, and placement benchmarks, whenever applicable. If a vendor fails to meet benchmarks, they are not considered an eligible provider. In addition, training providers must be on the State approved listing, unless special circumstances exist.

The Office of Contracts and Administration of EPG is responsible for ensuring that contracted service providers are adhering to all applicable laws, rules, regulations, and policies governing programs administered on behalf of the WDB and EPG.

EPG's plan for administering sub-recipient monitoring includes the following:

- Fiscal, financial system and programmatic reviews of service provider agencies to determine their compliance with federal and state regulations, the executed contract policies and procedures, and generally accepted accounting principles and practices
- Reviews service provider independent audit reports to identify findings, follow up on resolving findings and submitting a corrective action plan to ensure compliance with federal audit guidelines.
- Monitoring service provider contracts with EPG to ensure acceptable performance and compliance with contract provisions
- Conducting performance assessments of service provider agencies to determine their compliance with EPG policies and procedures, and related state and federal rules and regulations
- Reviewing EPG policies and procedures for consistency with applicable local, federal and state rules and regulations related to each funding source.
- Conducting performance measures reviews of training vendors

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

The WDB offers remote services through outreach events, access points, integrated technology and social media. The WDB has partnered with EPG to create the AJCCN to create Access Points throughout the County such as the Prince George's County Memorial Library System, the Department of Social Services, the Suitland Wellness Center and the County Executive's Transforming Neighborhoods Initiative. Outreach events entail weekly presentations and interaction with members of the community throughout the county.

EPG also hosts LinkedIn, Twitter, Facebook and additional social media platforms on behalf of the AJCCN to share employment related information such as openings, Job search tips, recruitment events, workshops helpful articles.

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

- Provide access through the One Stop delivery system to such program or activities carried out by the entity, including making career services as described in Section 134 applicable to the program or activities available in the One Stop centers, and any other appropriate locations.

- Use a portion of the funds available for programs and activities to maintain the One Stop delivery system, including paying infrastructure costs associated with One Stop centers.

- Enter into a local Memoranda of Understanding with the local board relating to the operation of the One Stop system.

- Participate in the operation of the One Stop system consistent with the terms of the Memoranda of Understanding, the requirements of WIOA and the requirements of Federal laws authorizing the program or activities.

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

EPG staff continuously updates their database on high demand jobs in the region, surveys employers, and participates in regional workforce development committees and events to keep abreast of changes with a view to ensuring training meets regional demand.

The Prince George's County Public Workforce System operates as a demand-driven system. The services of the American Job Center Largo are designed to be responsive to its two sets of customers: job seekers and business. Each customer shapes the direction and types of offerings of the system. For example, Prince George's County had the highest foreclosure rate in the state at one time. As a result, the One Stop formed partnerships with the state and non-profits to provide foreclosure prevention workshops, on-site, with pro-bono attorneys to assist customers through a stressful situation. The recession brought a new demographic mix into the centers: high skill, highly educated, and older displaced professionals. In response to their unique characteristics and demands, the One Stop initiated 'Career Changers': a series of rapid re-employment workshops, affinity groups, training/certifications, Internships, and job placement assistance.

Using the resources of local partners, the WDB, EPG's Business Services Department and Prince George's County WIOA Service Providers will continue to implement a demand-driven strategic approach to workforce development, while customizing approaches to meet the needs of certain niche markets through training.

Occupations in high demand, high growth, or high wage industries are targeted. Local efforts are focused on the County's in-demand industries. Training services are in keeping with these high demand areas and take many format some of which are outlined below:

- Occupational skills training including training for nontraditional employment
- On-the-Job Training
- Programs that combine workplace training with related instruction, which may include cooperative education
- Training programs operated by the private sector
- Work Experiences
- Transitional Employment
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities provided in combination with services described above
- Customized training conducted with a commitment by employer or group of employers to employ an individual upon successful completion of the training
  Other training services as determined by a partner agency's governing legislation

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

The WDB will ensure that the majority of participants in the WIOA Adult program meet the definitions for veterans, low-income, public assistance, and/or basic skills deficiency.

Table 3.5 Prince George's County Local Workforce Development Board POS Populations

Prince George's County Local Workforce Development Board Priority of Service		
Priority	Group	Explanation
1	Veterans and Eligible Spouses	Veterans and eligible spouses who are also low-income (may include unemployed individuals) or recipients of public assistance, or individuals who are basic skills deficient.
2	Public Assistance Recipients, Economically Disadvantaged or Basic Skills Deficient	Individuals, other than Veterans, who are low-income, recipients of public assistance or basic skills deficient.
3	Veterans and eligible spouses	Veterans and eligible spouses who are not low- income and are not recipients of public assistance with income under 150% of poverty and are not basic skills deficient.
4	Non-Veterans/Eligible Spouses and not a target population identified by the State of Maryland	Individuals who are not veterans and do not meet criteria to be considered a target population

Other population categories that have barriers to employment will also have priority of service. Local priority of service will come after Federal and State priorities have been addressed:

Table 3.6 Prince George's County Targeted Populations

Targeted Populations
Veterans & Eligible Spouses
Individuals who do not have a HS diploma
Individuals with disabilities
Out-of-school youth ages 18-24*
Long-term unemployed (those who exhausted their UI benefits) *
Returning Citizens (ex-offenders) *
Older workers (50+) *
Low-income (TANF and SNAP recipients, homeless)
Individuals receiving Public Assistance
Individuals with barriers to employment

*Local Targeted Groups

The WDB is in the process of developing a policy on priority of services that will be guided by the principals outlined in the State Plan and the needs of the local area. The policy will be completed by the conclusion of 2019.

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

The WDB will create a line item in its annual budget for Incumbent Worker training. Incumbent Worker training will be employer driven, and will require a minimum of a 50% match by the employer. This training strategy will support incumbent worker training expenses using a cost reimbursement methodology. The WDB will work with Prince George's County Economic Development Corporation and additional local and state economic development and commerce entities to determine how Incumbent Worker funds can enhance the economic development mission of Prince George's County.

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

Maintaining successful client relationships is a key goal of the Prince George's County Public Workforce System. It is the responsibility of the WDB's WIOA Title I service providers to identify customer objectives, constraints and goals to develop a framework for responding to their needs and develop an IEP to place them in the career pathway leading them to their desired career. As WDB staff, EPG, gauges the effectiveness of services to customers through EPG's Department of Performance & Data Quality (PDQ), who handles all WIOA Title I service provider customer inquiries, complaints, and compliments.

The PDQ staff attempts to resolve inquiries/complaints by speaking to customers, by telephone or e-mail, by contacting the one-stop career center staff to obtain additional information or documentation, to resolve the issue at hand if needed, by reviewing the databases, obtaining information or authorization from the program manager, or referring the customer to an outside source for services not provided by an AJCCN member. PDQ staff maintain a detailed log documenting each inquiry or complaint received and the status of each one. A report is generated at the end of the month and submitted to the Director of Job Seeker services. This position also handles informal appeals.

The WDB measures general customer satisfaction through an online customer survey that is done anonymously at the time they complete the services. The information gathered provides guidance on the need for staff training and development or improvement of services. In addition, the WDB will conduct mystery shopper services to improve the alignment of performance measures with quality of services.

Section 5 – Title I – Adult, Youth, and Dislocated Worker Functions

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

EPG is designated by the WDB to be a provider of the WIOA Title I Adult, Dislocated Worker, and Youth services in Prince George's County. Along with EPG, the WDB procured two WIOA Title I Out-of-School Youth Service Providers: Latin American Youth Center and Eckerd Connects. Additional WIOA Adult and Dislocated Worker services may be procured based on availability of funding and need.

All Adult and Dislocated Worker services are designed to start, advance, or transition County residents on a pathway to employment in high-growth middle and high skill occupations in in-demand industries.

Table 3.7 Title I Activities and Providers

Activities	Partner
Eligibility Services	Core Partners
Outreach, Intake & Orientation	Core Partners
Initial Assessment	Core Partners
Labor Exchange Services	DLLR & EPG
Referrals to Programs	Core Partners
Labor Market Information	DLLR & EPG
Supportive Services Information	Core Partners
Unemployment Insurance Information & Assistance	DLLR
Financial Aid Information	Core Partners
Comprehensive Assessments	Core Partners
Individual Employment Plan	EPG, LAYC, Eckerd Connects, DORS, & Job Corps
Career Planning & Counseling	Core Partners
Short -term prevocational services	EPG, LAYC, Eckerd Connects, DORS, DSS, Easter Seals, Job Corps & YCC
Work Experience	EPG, LAYC, Eckerd Connects, DORS, DSS, & Job Corps
Out-of-Area Job Search	EPG
Financial Literacy Services	EPG, LAYC, Eckerd Connects & CBO's
English Language Acquisition	PGCC
Workforce Preparation	Core Partners
Occupational Skills Training	PGCC, Job Corps, Employers & ETP's
Work & Learn	EPG, LAYC, Eckerd Connects & Job Corps
Programs Combining Workplace Training & Related Instruction	EPG, LAYC, Eckerd Connects, DORS, Job Corps, DSS & ETP's
Training Programs Operated by Private Sector	EPG
Skill Upgrading & Retraining	ETP's & DORS
Entrepreneurship Training	EPG & CBO's
Customized Training	EPG, ETP's & DORS
Incumbent Worker Training	EPG
Adult Education & Literacy Activities	PGCC
Job Readiness Training	Core Partners

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

The primary goal of Rapid Response is to transition workers to reemployment as quickly as possible, prior to actual dislocation. In our increasingly globalized, automated and highly competitive economy, businesses are hardly ever stable. Prince George's County has experienced this first hand with multiple layoffs. With businesses constantly growing and, unfortunately, shrinking the workforce system must consistently be prepared to meet the needs of the business community while reemploying those who are facing unemployment. To assist business in growing and expanding operations, the WDB is creating a public workforce system that produces a highly skilled workforce allowing them be competitive in a global market.

Rapid Response is a pro-active response to meeting the needs of struggling businesses that is business-focused, and flexible to help growing businesses gain access to an available pool of skilled workers who have been trained in the skills that the business needs to be competitive. In partnership with Maryland Department of Labor, Licensing and Regulations Unemployment Insurance Department and Dislocation Services Unit, AJCCN members and the One Stop Operator, the WDB will assist in rapid response activities to connect skilled workers facing a layoff with businesses seeking skilled and experienced employees. The employees will be assessed and referred to the Ready to Work Talent Pipeline as well.

Rapid Response activities will be a coordinated effort that includes the employer, affected workers, the WDB. Along with rapid reemployment, rapid responses will focus on providing information and referrals to AJCCN member services, access to AJCCN member services and access to the services of other community partners and organizations.

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

WIOA funded youth workforce development activities are administered by the EPG, LAYC and Eckerd Connects. Due to a lack of youth service providers to meet the need of youth in Prince George's County while following local, state and federal performance measures and guidelines, EPG's youth programming serves as the largest WIOA youth service provider in Prince George's County, and provides program administration and monitoring of competitively procured WIOA youth service providers. Eligible youth are enrolled in a youth service provider program selected thru the RFP process or EPG's internal program, Knowledge Equals Youth Success (KEYS).

KEYS consists of a number of components which include the KEYS Careers, KEYS Innovation, and KEYS Summer Work Experience. These programs are designed to provide services to youth who have the following barriers to education and/or employment:

- High School drop out
- Basic skills deficient
- English language learner
- Low-income
- Homeless youth or runaway, in foster care or has aged out of the foster care system
- Pregnant or parenting
- Individuals with disabilities
- Individual who is subject to the juvenile or adult justice system
- An individual who requires additional assistance to complete an educational program or to secure or hold employment

The **KEYS Careers Component** is designed to meet the disconnected youth (16-24, low income, not working or in school) focus in WIOA. Our program design for youth who have a high school diploma but are skills deficient includes remediation in math and reading, work readiness, employability, soft skills, life skills workshops, paid internships and unsubsidized employment. Youth who are in need of a GED are referred to one of our youth providers or Prince George's Community College for remediation and

GED classes. Youth who are skills sufficient attend work readiness, employability, soft skills, life skills workshops and then have the opportunity for paid internships, unsubsidized employment, pre-apprenticeship opportunities or occupational skills training. In addition to the services listed all participants are offered supportive services as needed, career counseling, and 12 month follow-up services/assistance for placement in permanent jobs, training programs and educational opportunities.

The **KEYS Innovation Component** is designed for younger in-school youth (14-18). Program participants have a monthly employability training workshop which includes:

- Resume Writing
- Team Building
- Job Readiness
- Time Management
- Conflict Resolution
- Soft Skills
- Life Skills
- Monthly Follow-Ups

Other program activities include college and employment exposure activities, summer employment, career counseling and supportive services as needed.

The **KEYS Summer Work Experience** is a paid six-week summer employment opportunity that is offered to both in-school youth (ISY) and out-of-school (OSY). Program participants work 40 hours per week in a career field of their interest usually during the last week in June until the first week in August. Program design includes in-depth orientations for program participants and worksite supervisors, job coaches, biweekly evaluations, and awards banquet.

The KEYS Program has proven to be a successful model for providing support in assisting youth in reaching their career and academic goals. Partnerships with the Prince George's County Public Schools, Prince George's Community College, Department of Social Services, Juvenile Justice, DORS, and other local non-profit organizations strengthens the KEYS Program design with the recruitment of disconnected youth.

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

The WDB is dedicated to being the link amongst the workforce system. The WDB began coordinating Title I staff conducting outreach at high schools in Prince George's County in Program Year 2016. The goal was to learn about what skills students are interested in learning, what training (vocational and technical) they were interested in and what high growth occupations and in-demand industries they are interested in. These activities allow the WDB to cultivate new ideas for services and trainings outside of existing offerings.

In addition to cultivating ideas, close connections with the high schools will assist with getting referrals for those students who will be leaving high school, and don't have existing career plans. Connecting with students prior to graduation decreased the chance of the students become disconnected youth, and helps increase the pipeline of job seekers going into the skilled trades and eventually entering the

County's pool of highly skilled and job ready residents. The WDB will work closely with the Perkins postsecondary partner, the Prince George's Community College, to assure sequencing of courses from secondary to postsecondary and to ensure that participants achieve both a credential and job placement. The WDB will work with Eligible Training Providers as well.

Along with coordinating links between high schools and post-secondary training providers, the WDB is committed to bridge the gap between Title II programs, the American Job Center Largo and post-secondary training providers. PGCC offers limited WIOA Title II services at the American Job Center Largo. Along with colocation PGCC and the WDB are coordinating dual career planning efforts of Title II students to ensure students are placed on a career pathway.

Lastly, the WDB is increasing the amount of post-secondary offerings help at the American Job Center Largo. The WDB believes that a truly integrated customer centered design approach to workforce services in Prince George's County, is a design that features an American Job Center Largo where Title I, Title II and post-secondary training are offered simultaneously and in one location. In 2018, the WDB, through a partnership with EPG, added MedCerts (occupational skills training provider) to the American Job Center Largo. Byte Back, an occupational skills training provider and EARN grantee, began providing occupational skills training at the American Job Center Largo in 2018 as well.

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

The WDB is an advocate for customers and employers in regard to workforce transportation issues and solutions. The WDB is committed to ensuring that the Department of Socials Services is a fully integrated partner in the Prince George's County workforce system and that resources for supportive services are fully understood by the AJCCN members, American Job Center Largo partners, customers and employers. The WDB is also committed to working with Prince George's County officials to discuss and increase the public transportation system and it's access in rural areas and areas where job seekers are unable to enroll in training or work due to a lack of public transportation.

The WDB is also committed to ensuring that DORS is a fully integrated partner in the Prince George's County public workforce system and that multiple resources and supportive services are fully understood by the One Stop Partners, customers and employers. The WDB is committed to work with the Local officials to create a partnership that is beneficial to the customers, employers and AJCCN Members of the Prince George's County workforce system. The WDB will work closely with the Financial Aid Officer(s) at Eligible Training Provider institutions to ensure that customers are able to explore all options for assistance with tuition, fees, transportation and cost of attendance.

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

The WDB will ensure services for all WIOA funded programs and American Job Center Largo follow priority of service regulations based on Table 3.1 in Section 3(K). Successful implementation of priority of service for targeted groups in the State Plan will be achieved by policy development for priority services from the WDB, cross training of all staff and partners operating within the local workforce system and continuous monitoring and evaluation by the One Stop Operator.

Along with priority of service implementation, the WDB is implementing a two-pronged approach to engage, connect, partner, and increase and improve services for priority groups in Prince George's County. The WDB is hosting WDB Community Forums targeting specific priority groups that will connect local workforce partners, One Stop partners, employers and elected officials in discussions to improve the local workforce system for priority groups. Along with hosting community forums, the WDB is coordinating strategic outreach to engage priority groups with the One Stop system.

Through policy development, community forums and strategic outreach, the WDB ensure priority services and targeted groups in the State Plan are engaged in all WIOA funded programs and services at the One Stop Career Centers in Prince George's County.

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

Employment and training activities under Title I include training and career services throughout Prince George's County.

The WIOA Title I program staff have developed a plan that will direct all prospective training candidates to their local American Job Center, where general information and referrals to WIOA programs are available. Those who identify themselves as interested in training services may be directed to the WIOA training associate schedule according to days/times available at either Career Center.

See Section 3 (B) above to review the services and activities available for description of the adult and dislocated worker employment and training activities in the Prince George's County Workforce Development Area.

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

The WDB definition of self-sufficiency for an Adult is an income level that is 150 % of the Health and Human Services poverty level for an annualized time period based on family size. The WDB definition of self-sufficiency for a Dislocated Worker is an income level equal to or greater than 150% of the wage at dislocation.

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

The WDB defines "unlikely to return" in the broad terms: family, personal, lack of necessary skills, or financial circumstances that may affect the likelihood of the job seeker to return to a previous industry or occupation. Particularly, the definition states that:

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

- The number of jobs in the job seekers previous industry and occupation is declining based on Labor Market Information data; or
- The projected annual increase in employment growth within the local area based on Labor Market Information or O*Net is fewer than 100 jobs in the previous industry, including replacements, or the projected annual increase in growth openings is fewer than 30 jobs in the previous occupation; or,
- The job seeker is dislocated from a job not on the WDB's in-demand industry list; or,
- The job seeker has conducted a dedicated but unsuccessful job search in their previous industry and occupation, as evidenced by employer rejection letters, lack of offers of employment, employer contact logs and etc.; or,
- The job seeker is unable to perform the duties of the previous job due to age, ability, or disability; or,
- The job seekers skills set's and education for a specific occupation or industry have been deemed obsolete or the local market is saturated with similar skill sets and retraining would increase their chances for successful employment at a self-sufficient wage or better; or,
- The job seekers individual circumstances family/financial are preventing them remaining in their previous occupation or industry

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

The Local Board interprets "requires additional assistance to complete an educational program or to secure or hold employment " as set forth in the State's Youth Policy and WIOA sections 129(a)(1)(B)(iii)(VII) and (a)(C)(iv)(VII); as any youth with a barrier to employment (including individuals with a disability) who requires additional education, vocational training, or intensive career counseling and related assistance, in order to participate successfully in regular schoolwork or to secure and hold employment. It is further defined as a lack of employability skills including social skills, documented through completion of a competency checklist; an inability to retain jobs (lost two or more jobs during the 12 months preceding eligibility determination), documented by the career consultant, in-school youth or out-of-school youth, during initial assessment; or, a lack of prior work experience (has not worked for the same employer for longer than three consecutive months in the year preceding eligibility determination), documented by the counselor during initial assessment. Eligibility will be documented using the informal assessment in MWE.

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

The documentation required to demonstrate a "need for training" includes the KEYS Career Survey, Informal Assessment, and Youth Individual Service Strategy (ISS) completed by the Youth Career Consultant. These documents ascertain information that includes: educational background, attainment of diploma and certifications, employment history, barriers to employment (transportation, housing, legal, medical, substance abuse/dependency, etc.), literacy and numeracy assessments, and career assessments.

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

The local area's strategy is to provide a seamless workforce service delivery system in which all eligible youth will be able to gain access to meaningful training and employment opportunities. In an effort to ensure the effectiveness of this strategy to serve youth with special needs and barriers, the local area will collaborate with the WDB Youth Committee to ensure that all eligible populations are adequately represented in the development of the delivery of services and the programming meets WIOA's requirements regarding youth program design.

In the County the youth program is operated through multiple providers:

- Employ Prince George's
- Eckerd Connects
- Latin American Youth Center

Outside of EPG's in-house program KEYS (Knowledge Equals Youth Success), identified as a WIOA Title I Youth Service Provider by the CLEO, providers are selected through a rigorous RFP process. The combination of in-house and vendor-funded services ensures that the fourteen youth program elements are available in the county.

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

Immediately after WIOA was signed into law, the WDB redesigned the requirements for youth service providers in the local workforce area to include work-based training as a core element of their program designs. This requirement ensures that 20% of WIOA Youth Funds in the local area are used for work-based training activities.

The requirement in each RFP specifically mandates that all youth program designs include at least one or more of the following work-based training activities for the majority of the youth served:

- Paid Internships
- On-the-Job Training
- Summer Work Experience
- Annual Work Experience
- Suite of Work Based Learning Activities

The WDB believes that work-based training activities are essential to the successful employment of the youth in Prince George's County. This is the bases of mandating that the core of youth program designs are inclusive of work-based training activities.

This practice has consistently ensured that 20% of Youth Funds are used for work-based training activities in Prince George's County. All current youth providers have a work-based training component and the current RFP's have requirements for work-based learning components.

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

The Local Board strategy to serve 75%+ of out of school youth includes an in-house OSY programing and only requesting services for Out-of-School youth thru the RFP process. Steps were taken in 2014 to

redesign and develop programing in the American Job Center Largo that focused on out of school youth only. EPG's KEYS Career Component was developed for out of school youth 18-24, with a high school diploma but skills deficient, and in need of additional services. The first cohort was in March of 2015. Program design includes work ready, soft and life skills workshops, remediation in math and reading, paid work experiences during remediation, and unsubsidized employment.

Based on severe budget cuts in FY18/PY17 and FY19/PY18, the WDB may discuss no longer allocating funding for in-school youth services. If a decision is made it will be based on the FY20/PY19 WIOA allocation for Prince George's County. The process to cease in-school youth WIOA activities may take a year or more, and not be fully implemented until FY21/PY20.

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

The WDB has procured two providers, Latin American Youth Center and Eckerd Connects. The Latin American Youth Center is located in Riverdale, Maryland offering job readiness training that positions out-of-school youth to increase their employability skills and makes them eligible to participate in the internship program offered. The program also provides GED preparation for out-of school youth ages 18 to 24 years of age.

Latin American Youth Center's extensive network of employer partners that host our youth for short-term internships in a variety of high growth industries is a cornerstone of its job readiness programs. Many of these internships offer stipends, extended mentorship opportunities, and lead to permanent job placement.

Eckerd Connects, was on-boarded in FY19/PY18. They are still in the process of formalizing their programs at the Youth Career Center, and currently aligning service strategies for implementation.

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

To allow for seamless services, streamlined referral and integrated customer centered service delivery, the WDB created the WIOA Strategic Partnership Workgroup to address the coordination of basic and individualized services. This work group is developing various processes, documents and procedures such as universal intake, universal assessment, universal referrals, information release forms and other aspects of an integrated service delivery system that will be utilized by all partners. Along with forms and processes, the group is strategizing the development of shared tracking system. This will reduce the burden on a client to produce similar information multiple times and increase efficiency of the process.

The WDB through will further ensure the American Job Center system is integrated and aligned through effectively negotiating the Memoranda of Understanding and Resource Sharing Agreement that will highlight each AJCCN member's expertise in delivering Career Services. The negotiations related to Career Services will focus on:

- The WIOA definition of Career Services;
- The WIOA Regulations' definition of Career Services;
- The One Stop Partners expertise in delivering Career Services as defined by WIOA and Regulations;
- Delivery of Career Services throughout Prince George's County
- Delivery of Career Services effectively and efficiently by minimizing duplication of effort.

The efforts listed above will ensure the Prince George's Public Workforce System is effective and efficient.

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

Through the WIOA implementation process the WSD formed the Data Quality and Performance Management Unit, this unit transitioned with the incorporation of EPG and became EPG's Department of Performance & Data Quality (PDQ). PDQ was created to manage all EPG's management information systems, the performance of EPG and ensure the quality of services performed by EPG to meet local state and federal standards. Follow-up services are a top priority of this unit, as the WDB and EPG believe that effective follow-up services lead to positive performance.

Working with PDQ, WIOA staff and additional partners as designated by the MOU will contact customers on a monthly basis for one year following exit. The contact may be accomplished by email, electronic message, and phone, in person or through contact initiated by a AJCCN members. Contact with the customer will be documented via an electronic case note. If there is an indication that additional services may be beneficial, the customer will be referred to a WIOA Training Associate for an assessment for additional services. If a customer is unreachable for three months in a row, the customer will be placed in an inactive follow up status, and a final follow up attempt will be made at the twelve-month date.

Along with the efforts by WIOA staff and partners, the PDQ newly Retention and Data Validation Specialist will provide additional in-program follow-up and post program job placement services in support of customers' job retention and career progression efforts as well as obtain documentation ensuring successful completion of specific benchmarks related to the goals of the participants of all WIOA programs.

Section 6 – Title II – Adult Education and Family Literacy Functions

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

documentation (DLLR WIOA Alignment Form) of the review and any recommendations for increased alignment to the applicant for Title II services in a timely manner.

To ensure that all County residents have an opportunity to enhance their skills to meet the needs of business in Prince George's County, the WDB will be the driver of innovative workforce strategies, such as contextualized learning that blends both adult basic skills and industry skills, allowing individuals multiple entry-points on to career pathways, dual enrolling adult education students into pre-apprenticeships and apprenticeships, co-case management of adult educations students and more. The WDB actively supports

the development of the career pathway maps for occupations within in-demand industries will is embarking on the journey to lead in the innovation. The Innovation & Opportunity Manager at EPG is leading this effort, and it includes the Prince George's County State of the Workforce Report and specific Industry Impact Analysis.

The WDB will ensure strong alignment between workforce and adult education services by building on the preexisting colocation of PGCC at the American Job Center Largo and identifying innovative and efficient collaboration tools to strengthen connectivity. Along with colocation, the WDB has already instituted the practice of ensuring the local Chief Adult Education Director is a member of the WDB and additional adult education staff are on WDB committees and the WIOA Strategic Partnership Work Groups.

The efforts established by the WDB will ensure alignment of services and efficiency of their delivery are maintained.

The WDB will review the Adult Education grant applications to make sure that the application is in line with the WDB's local plan, vision and priorities.

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

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

Adult Education and workforce partners will administer the TABE, CASAS and other National Reporting System (NRS) approved assessments to participants in need of basic skills remediation. Participants with limited English language proficiency will be referred to the ESL programs for further assessment and services. Participants entering the National External Diploma program (NEDP) will be administered the TABE, CASAS or other NRS approved assessments. The WDB MOU will include core partners and will address the specific responsibilities of each partner under Title II.

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

A process will be developed to ensure that participants are efficiently referred to and from workforce and Adult Education providers. A referral form will be developed and will include basic demographic information and assessment scores. An Information Release (written in accordance with FERPA)

statement will be included on the referral form and signed by participants. Referral forms will be sent to the identified contact person within each organization. In addition, the partner organizations will work together to develop a shared, electronic case management database in which pertinent participant information will be stored and will be readily accessible by all partners.

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

The WDB will develop a policy on this issue. The WDB will maintain the integrity of the tests and assessments and follow regulations and guidelines. Trained assessment staff will administer the TABE and CASAS, or other approved NRS assessments, to participants interested in entering various workforce programs. The Adult Education provider will provide professional development, as needed, to workforce partners who administer the TABE and CASAS and advise staff on the state Assessment Policy to ensure compliance. Workforce partners will assess participants based on the requirements for various training programs: the choice of assessments will be dictated by the needs of the customer and requirements/needs of their desired industry.

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

Workforce development will assess participants who are eligible for their programs. If participants are identified as lacking a high school credential, demonstrate an English language proficiency or they are basic skills deficient, they will be referred to Title II services. Referrals will be made to and from the Title II programs as appropriate. The WDB will work with all Title II service providers to coordinate the alignment of assessments and sharing of assessment results.

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

In the WDB assessment policy, certification and training of staff responsible for administering adult education and literacy assessment will be addressed.

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

The Title II representative on the WDB will have regular communications with other adult education providers in Prince George's County regarding relevant items discussed by the WDB. Additionally, Title II funded providers will be represented on WDB American Job Center Committee. Participation on the WIOA Strategic Partnership Workgroup will be available to Title II funded providers as well.

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

Adult Education services are provided at the American Job Center Largo weekly. As previously stated, the WDB's vision to collocate adult education services, post-secondary training and Title I services at the American Job Center Largo to improve access to job seekers and improve outcomes.

As the Prince George's County Public Workforce System expands, the WDB will work with adult education service providers so collocate services to improve access and convenience to Prince George's County residents.

Included in the integrated workforce services approach are regularly scheduled partner meetings held at the American Job Center Largo, coordinated by the One Stop Operator. These meetings increase the alignment between adult education services and along with the additional services offered at the American Job Center Largo.

Section 7 – Title III – Wagner-Peyser Functions

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

29 United States Code 49 f describes how Wagner-Peyser funds may be used. According to the law and the WDB's local interpretation, Basic Career Services/Wagner-Peyser Services delivered by Wagner-Peyser funded staff (DLLR) and locally funded WIOA staff (WSD). Additional Basic Career Services may be delivered by other One Stop Partners once further WIOA implementation conversations commence and the Memoranda of Understanding and Resource Sharing Agreements are created.

Basic Career Services/Wagner-Peyser Services, delivered on behalf of the Secretary of Labor, provide services without eligibility for job seekers and employers in the Prince George's County area. The WDB recognizes the expertise of DLLR staff in the delivery of Basic Career Services for job seekers and services for employers. The WDB vision for Wagner-Peyser coordination may be summarized as "jobs for people, people for jobs". Local staff and AJCCN members provide Basic Career Service to supplement the efforts of DLLR staff and increases the efficiency of the Prince George's County Public Workforce System.

The WDB will ensure that the Wagner-Peyser functions listed below will be discussed, negotiated and included in the Prince George's One Stop Memoranda of Understanding:

- Job search and placement services to job seekers, including unemployment insurance claimants, employment counseling, testing, occupational and labor market information, assessment, and referral to employers.
- Appropriate recruitment and technical assistance services for employers.
- Linkages between EARN, Apprentice and Training, programs and projects funded through the Governor's WIOA set aside and other state initiatives not included under WIOA legislation, including the provision of labor exchange services at education sites.
- Provision of services for workers who have received notice of permanent layoff or impending layoff, or workers in occupations which are experiencing limited demand due to technological change, impact of imports, or plant closures.
- Developing and disseminating labor market and occupational qualification information.

- Administering the work test for the State unemployment compensation system, including making eligibility assessments, and providing job finding and placement services for unemployment insurance claimants.
- Providing unemployment insurance claimants with referrals to, and application assistance for training and education resources and programs, including Federal Pell Grants under subpart 1 of part A of title IV of the Higher Education Act of 1965 (20 U.S.C. 1070a et seq.), educational assistance under chapter 30 of title 38 (commonly referred to as the Montgomery GI Bill), and chapter 33 of that title (Post-9/11 Veterans Educational Assistance), student assistance under title IV of the Higher Education Act of 1965 (20 U.S.C. 1070 et seq.) [and 42 U.S.C.2751 et seq.], State student higher education assistance, and training and education programs provided under titles I and II of the Workforce Innovation and Opportunity Act [29 U.S.C. 3111 et seq., 3271 et seq.], and title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.).

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

The local areas hasn't experienced request to provide services to, or for, Migrant and Seasonal Farm Workers, but the Prince George's County Local Workforce Development Area is fully committed to serving all populations within Prince George's County. The local area is also fully committed to, and complying, with all WIOA regulations related to providing services to Migrant and Seasonal Farm Workers (MSFW).

If an MSFW service provider was identified in the Prince George's County Local Workforce Development Area, EPG and the WDB would ask them to join the AJCCN to develop a partnership to connect their MSFW's to an AJC and WIOA services.

Section 8 – Title IV – Vocational Rehabilitation Functions

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

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

- Provide intake, orientation, assessments for disabled individuals and develop an Individualized Plan for Employment for those who are both eligible to receive services and meet the Division's Order of Selection criteria;
- Provide guidance and counseling, physical restoration, and training to financially eligible persons with disabilities;
- Provide Pre-Employment Transitioning Services, for students with disabilities as defined by WIOA;
- Provide follow-up services to enhance job retention;
- Provide Supported Employment Services for youth with disabilities as defined by the Workforce Innovation and Opportunity Act (WIOA);
- Provide performance information as required by WIOA;
- Provide cross training and technical assistance to workforce staff on disability related issues and on assistive technology;
- Engage employers through the Division's Business Liaisons;

Work in a collaborative manner to coordinate services among the workforce partners for individuals with disabilities.

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

The WDB has and will continue to ensure that all customers and employers will be served seamlessly in the American Job Center Largo. To meet the needs of customers with disabilities, the WDB began to engage DORS prior to WIOA. The initial engagement of DORS and the WDB led to a partnership where DORS staff are collocated and providing services at the Prince George's One Stop. Building on the partnership, the WDB will conduct good faith negotiations with DORS to renegotiate DORS's role, their integration and impact on the local workforce system to ensure they align with WIOA. A successful partnership between DORS and the WDB will ensure that supported employment services and additional wraparound services are provided to customers with disabilities through a customer centered design approach.

In the coming months and years, the WDB will strategically partner with DORS to grow and strengthen services for customers with disabilities. Under the existing partnership and system, DORS staff are collocated in the American Job Center Largo and serve all individuals with disabilities who are both eligible to receive services and meet the Division's Order of Selection criteria through referrals from other partners who are self-directed. For those individuals who do not meet DORS Order of Selection criteria and subsequently are placed on a waiting list for services, referrals to partners are coordinated to ensure connection to appropriate resources. The growth and strengthening of the WDB's partnership with DORS will be outlined in the One Stop Memoranda of Understanding and Resource Sharing Agreement.

As stated above, DORS staff are collocated at the American Job Center Largo and serve as the link between the agency, WIOA services providers and additional partners within the One Stop Career Center. DORS staff ensure efficient services and referrals of services are offered to individuals with disabilities, including supported services as defined by WIOA. The staff adhere to policies and procedures of the WDB in regards to identifying available resources, training, and employment

opportunities. A universal referral form and service delivery process will be designed in the upcoming program year to ensure individuals visiting the local workforce system are afforded the opportunity to select the services that best suit their needs, which in turn, will make the process more efficient. In addition, the service delivery process will be designed in such a way as to ensure that all information and provided services are accessible, regardless of the individual's abilities or disability.

After services are rendered and customers with disabilities are deemed job ready through the Ready to Work assessments, they will be placed in the Ready to Work talent pool. Placement of customers with disabilities into the Ready to Work talent pool with increase their connections to employers and likelihood of becoming employed in the County. DORS staff were trained on Ready to Work in January of 2017. Under the direction of the One Stop Operator, the WDB hopes to increase the placement rate of customers with disabilities who are enrolled with DORS and those accessing services through the local workforce system.

It is the goal of the WDB that all individuals, whether they have a disability or not, who access the Prince George's County Public Workforce System, have a seamless, efficient, productive and enjoyable experience. In addition, the goal is to ensure that all information and services are provided are accessible, regardless of the individual's disability. DORS will provide training to the partners in such areas as: programmatic and physical accessibility, serving individuals with disabilities that require support services, disability etiquette and sensitivity training, assistive technology.

The effectiveness of the established referral process, service delivery, service accessibility and Ready to Work will be regularly monitored and evaluated by the WDB and One Stop Operator, and any identified necessary changes will be implemented accordingly.

Section 9 – Temporary Assistance for Needy Families Functions

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

The WDB's goal is to ensure that Temporary Assistance for Needy Families (TANF) recipients have the skills needed to become self-sufficient and to advance on a career path to middle- and high-skill jobs. Therefore, the Director of the Prince George's County Department of Social Services (DSS) is a member of the Board, and staff from DSS are on the One Stop Operations Committee and the WIOA Strategic Partnership Workgroup.

DSS staff are collocated at the American Job Center Largo. DSS agreed to provide an additional staff member at the American Job Center Largo, and now have an ABAWD, SNAP and TANF liaison to assist customers with essential skills workshops, life skills and job readiness training, case management, barrier removal, career exploration, hard skills enhancement/occupational training, work and learn opportunities, connection to employment, and follow up and retention services to DSS customers to ensure that they are self-sufficient.

The WDB will be also put an emphasis on working with adults and their children at the same time to implement two generational approach and break the cycle of generational poverty.

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

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

As previously stated, DSS staff are collocated at the American Job Center Largo, and are continuing to increase their presence with additional staff at the center. Additionally, the WDB and EPG are partnering with DSS on several other projects to collocate multiple Title I staff at multiple services sites throughout the County.

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

To increase services delivery and efficiency of the AJCCN, DSS provided the WDB with additional staff as an in-kind contribution. Along with their in-kind contribution DSS, EPG and the WDB are working on coordinating dual enrollment and co-case management to increase services, integration and resources. The increased staff and dedication to integration will create a seamless approach to the coordination of services amongst multiple programs.

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

The entire AJCCN, including the EPG and DSS, are participating in AJCCN monthly cross training facilitated by the One Stop Operator. These trainings ensure all front line staff are aware of the services provided by all partners in the American Job Center Largo, and varying external partners who are AJCCN members.

- Ensure that activities are countable and tracked for the TANF Work Participation Rate;

DSS contracts with two vendors (KRA, Inc. and EDSI Corporation) to provide workforce development services to TANF applicants and recipients. KRA serves applicants while EDSI serves recipients. The three-member team of DSS staff collocated at the American Job Center Largo serve as the liaison between the Work Program vendors and the WIOA partners. This team will perform the following tasks:

- Receive referrals directly from the Vendors, DSS staff, and WIOA partners.
- Monitor their attendance and participation.
- Assist participants to register in Maryland Work Exchange System (MWE).
- Review the assessment completed by the vendors, DSS staff, or WIOA partners as well as the information from MWE to determine the appropriate track for placement in a countable activity.
- Guide participants with the completion of the AJC Ready to Work Assessment tool.
- Refer candidates that were identified as ready to work to meet with the Talent Acquisition Specialist.
- Monitor and track their activities with the Talent Acquisition Specialist.

- Refer customers who need additional training to be successful to the training opportunities available through the WIOA partners.
- Obtain weekly participation time sheet from the participants and the WIOA partners and update WORKS accordingly.
- Capture job placements and update CARES and WORKS.
- The DSS team and the Vendor will track the WORKS Systems daily and weekly.

Through the colocation of DSS staff at American Job Center Largo, they are able to connect TANF customers with WIOA programs to leverage funding between both program and coordinate dual enrollment. Dually enrollment of TANF customers into WIOA focus on connecting the customers with job search and work-based learning activities targeted toward increasing their WPR and placement in employment. The ultimate goal is that TANF customers are enrolled into Ready to Work and efficiently connected with employers for placement.

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

The DSS management, in conjunction with EPG leadership will ensure that their Business Services Team will partner and integrate with TANF job developers. The integration will include joint meetings and the inclusion of information about TANF services in marketing materials provided to the local business community. Through increased partnership the Business Services Team and the DSS Vendors will share information regarding their relationships and activities with local businesses thus eliminating duplication. Furthermore, the Business Services team and the DSS Vendors will coordinate and hold joint job fairs thus reducing the burden on business communities of attending separate job fairs conducted by each entity.

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

The Prince George's WIOA partner fair was held on May 12, 2017, and a second is planned for 2019. During this session, information about programs and services was provided by the partners. This included information on eligibility, data collection and reporting requirements. Data sharing between the WIOA partners has been a topic of discussion in the One Stop Committee meetings consistently.

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

For over a decade the WDB has had DSS representation on the Local Board. The individual has always been the DSS Director and works closely within the Prince George's County Public Workforce System operations and has been a part of the multiple committees. The DSS member has been involved in the establishment of the One Stop Memorandum of Understanding and other related responsibilities. The membership of the DSS Director on the WDB led to the early integration of DSS into the Prince George's County Public Workforce System.

(D) Provide a description of what strategies the Local Board will employ to support TANF recipients in accessing skills and credentialing, life management skills, and employment to improve the financial status of those exiting the TANF program.

The WDB has the Prince George's County DSS Director as member of the Board to represent all DSS programs and recipients, including TANF. The WDB will follow the lead of the DSS WDB Board Member and DSS staff on the WDB standing committees in developing a local workforce system that offers support services and strategies carried out by AJCCN members and AJC partners. This is monitored by the One Stop Operator. The One Stop Operator ensures that all customers receive skills assessment, access to credential training, critical thinking skills, and assistance with placement in livable wage employment. The goal is that livable wage employment will TANF households self-sufficient and no longer in need or eligible for TANF.

Section 10 – American Job Center Delivery System

(A) A list of Community Service Block Grant (CSBG) providers in the Local Area and whether they provide employment and training activities.

United Communities Against Poverty Prince George's County (UCAP) is the local community action agency for Prince Georges County, a CSBG grantee, and UCAP provides employment services for Prince George's County residents. The WDB was connected to UCAP this fiscal year, FY19/PY18, through the Maryland Department of Housing and Community Development (DHCD).

The WDB and UCAP are in the process of scheduling a meeting to aligning their services with American Job Center Largo and the local workforce area and identify local partnership opportunities.

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

- Potential co-location of Community Action Agencies (CAAs) and/or WIOA Partners at American Job Centers or CAAs depending on the nature of local partnerships and operations;

EPG, serving as staff to the WDB, have spoken and met with UCAP to discuss partnerships and colocation. It has conditionally been determined, without an official WDB meeting, that UCAP will not collocate at the AJCL, but EPG will provide WIOA Title I services at UCAP's location.

UCAP has been connected to the AJCL OSO to begin discussions related to the FY20/PY19 MOU and RSA.

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

EPG, as the staff to the WDB, is having conversations with UCAP about leveraging resources and the coordination of services. The WDB will have a plan by the close of 2019.

- Cross train and provide technical assistance to all WIOA Partners about CSBG;

UCAP has been invited by the OSO to participate, and be a guest speaker, at one of the monthly AJCL partner meetings. These meetings allow for partners to present and discuss their services, eligibility and general operations to AJCL staff.

- Ensure that activities are countable and tracked for CSBG performance metrics;

UCAP and the WDB will follow the state and federal regulations related to CSBG grantees and their partnership within local workforce systems.

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

EPG, as the staff to the WDB, will have conversations with UCAP about leveraging coordinating and providing access to businesses services. The WDB will have a plan by the close of 2019.

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

EPG, as the staff to the WDB, will have conversations with UCAP WIOA data, regulations and mandates. The WDB will have a plan by the close of 2019.

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

UCAP isn't currently on the WDB. The CLEO may appointment a UCAP representative in the future. The WDB may refer to DLLR of DHCD for technical assistance on the role of UCAP in the local workforce system.

Section 11 – Jobs for Veterans State Grants Functions

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

The Veterans' Employment and Training Service (VETS) - a federal program of the Department of Labor - provides funding to State Workforce Agencies through the Jobs for Veterans State Grants (JVSG) program. Through these grants, the state funds two positions in the One Stop Career Center System:

1. Disabled Veterans' Outreach Program (DVOP) Specialist - provides intensive services to veterans with significant barriers to employment to facilitate their transition into meaningful civilian employment.
2. Local Veterans' Employment Representative (LVER) - performs outreach to local businesses and employers to advocate for the hiring of veterans.

Locally, DLLR funds one LVER and three DVOP's in the Prince George's County Local Workforce System.

The Prince George's County Public Workforce System provides priority of service to veterans in all Department of Labor and local job training programs.

Table 3.8 Prince George's County Local Workforce Development Board POS Populations

Prince George's County Local Workforce Development Board Priority of Service		
Priority	Group	Explanation
1	Veterans and Eligible Spouses	Veterans and eligible spouses who are also low-income (may include unemployed individuals) or recipients of public assistance, or individuals who are basic skills deficient.
2	Public Assistance Recipients, Economically Disadvantaged or Basic Skills Deficient	Individuals, other than Veterans, who are low-income, recipients of public assistance or basic skills deficient.
3	Veterans and eligible spouses	Veterans and eligible spouses who are not low- income and are not recipients of public assistance with income under 150% of poverty and are not basic skills deficient.
4	Non-Veterans/Eligible Spouses and not a target population identified by the State of Maryland	Individuals who are not veterans and do not meet criteria to be considered a target population

Our Local Veterans' Employment Representative (LVER), Disabled Veterans' Outreach Program Specialist (DVOP), and One Stop Career Center Staff utilize and integrated approach in providing employment solution for businesses and job seekers. WIOA services providers provide intensive services such as case management, career counseling, transition assistance, individual job development, and referrals to employment. There is a referral process to WIOA partners in place to connect eligible veterans with local programs that will pay for training, licenses, and certifications for in-demand occupations.

The Veterans Program offers assistance from a DVOP specifically to veterans with significant barriers to employment. A host of AJCCN members provides services to all other veterans. Various partners provide numerous training programs specifically designed to prepare veterans for civilian careers. Those partners include, but are limited to, EPG, Easter Seals, and US Vets. Partners also provide access to veteran benefit information, assistance with government job applications and federal resumes, and priority hiring through federal contractors.

Since the inceptions of WIOA the local workforce system has implemented processes to identify veterans as they come into the American Job Center Largo. There are specific criteria which determine if a veteran or qualifying spouse are eligible to receive intensive services from a DVOP, or all services (basic or individualized) through AJC staff. Existing assessments and process will be evaluated and improved, if deemed necessary, by the One Stop Operator.

The United States Code Title 38 Chapter 41 defines an eligible spouse as: (A) The spouse of any person who died of a service-connected disability, (B) the spouse of any member of the Armed Forces serving on active duty who, at the time of application for assistance under this chapter, is listed, pursuant to section 5 the following categories and has been so listed for a total of more than ninety days: (i) Missing in action, (ii) Captured in line of duty by a hostile force, or (iii) Forcibly detained or interned in line of duty by a foreign government or power, or (C) The spouse of any person who has a total disability permanent in nature resulting from a service-connected disability or the spouse of a veteran who died

while a disability so evaluated was in existence. Detailed MWE reports of newly enrolled vets are run daily by JVSG staff and all veterans are delivered an invitation to come to the Center along with a Menu of Services and a current monthly calendar of events.

Every customer who enters an AJC in Prince George's County and declares them self as a veteran, staff advises them that veterans receive priority of services and asks them the services they are requesting. Additionally, staff ask if they will participate in a brief survey to help determine their employment needs and eligibility for specific services. If they are not already enrolled in MWE, staff assistance is provided in setting up an account in MWE. Using the MWE questions and answers, staff are able to complete the Veteran Eligibility Survey. MWE captures the majority of the required information, however, a few Veteran Eligibility Survey questions request more detail on active duty time and Reserve and Guard duty. While assisting with MWE enrollment, staff will check off answers on the SBE checklist. This process will answer the questions needed to clarify: eligibility, significant barriers to employment, job readiness, and subsequent steps for our veteran customer.

The Veteran Eligibility Survey is a set of questions designed to determine if the veteran meets JVSG or WIOA priority of service definitions. If the veteran meets JVSG priority of service on the Veteran Eligibility Questionnaire, then the Significant Barriers to Employment (SBE) checklist is utilized to determine the need for intensive services from the DVOP. Significant Barriers to Employment (SBE) include (but are not limited to) service-connected disability, homelessness, prior incarceration, age 18-24, and low income (Adult Income Chart for FCWS (note: use 70% of LLSIL column is used for income eligibility). When veterans have an SBE they are eligible for intensive services with the Disabled Veteran's Outreach Program Specialist (DVOP). When veterans do not have an SBE, they are eligible for core and potential intensive services with the One Stop Career Center. At this point in the process the veterans are encouraged to speak with a Career Consultant or attend an AJC Orientation Workshop to receive an overview of AJCCN members, services and resources to assist with their job search and employment goals.

The WDB, adopted priority of service in 2014 and will continue to adhere to priority of service provisions as defined in Maryland's State Plan.

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

Local Veterans Employment Representatives (LVER) conduct outreach to employers and engage in advocacy efforts with businesses to increase employment opportunities for veterans and encourage the hiring of veterans. LVER's are the equivalent to EPG's Business Consultants, but designated strictly for the Jobs for Veterans State Grant (JVSG) serving Veterans with Significant Barriers to Employment (SBE).

The WDB will promote LVER services through social media, job fairs and email blasts based on information provided to the WDB by the LVER. The WDB will include the LVER in employer meetings convened in support of determining employer needs related to Career Services, Training Services or Educational Services. The LVER will be included in meetings and efforts convened by and on behalf of the One Stop Partners, including meetings and efforts convened by the One Stop Operator.

Section 12 – Trade Adjustment Assistance for Workers Program Functions

(A) A description of how Trade Adjustment Assistance services will be provided in the American Job Center system within the Local Area.

The Trade Adjustment Assistance (TAA) program is a federal entitlement program established under the Trade Act of 1974, as amended by the Trade Adjustment Assistance Reform Act of 2002. The TAA Program provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of foreign trade. More information on petitions for TAA can be found on the DLLR website. (https://www.dllr.state.md.us/employment/taa.shtml)

Individuals who qualify for Trade Adjustment Assistance can receive services through the AJC. Wagner-Peyser staff, supervised by DLLR supervisors, typically have primary responsibility for the program at the One-Stop Career Centers and WIOA funding provides several services to assist TAA participants with completing and submitting all paperwork required to receive training. Staff also assist participants with completing documentation to receive Trade Readjustment Allowances (TRA), and applying for and renewing waivers.

Coordination and the reduction of duplication of services is tracked through the Maryland Workforce Exchange (where appropriate), which directly tracks the labor exchange for all job seekers services, employer services, and training services under WIOA and TAA (Trade Adjustment Act). AJC staff with access to the Maryland Workforce Exchange (MWE) will maintain and monitor the delivery of individualized career services to participants within the system.

Services available through the Trade Act:

- Training- classroom training, on-the-job training, and customized training designed to meet the needs of a specific employer or group of employers, apprenticeship programs, and more.

- Trade Readjustment Allowances (TRA) -income support available in the form of weekly cash payments to workers who are enrolled in a full-time approved training course and have exhausted all rights to State and Federal Unemployment Insurance.

- Work Search Allowances- may be payable to cover expenses incurred in seeking employment outside your normal commuting area.

- Relocation Allowances- provide reimbursement for approved expenses if you are successful in obtaining employment outside your normal commuting area for you to relocate to your new area of employment.

- Alternative Trade Adjustment Assistance (ATAA) and Reemployment Trade Adjustment Assistance (RTAA)- a wage subsidy for up to two years that is available to reemployed older workers, age 50 and over, and covers a portion of the difference between a worker's new wage and his/her old wage (up to a specified maximum amount).

Section 13 – Unemployment Insurance Functions

(A) A description of how Unemployment Insurance claimants will be supported by the American Job Center system within the Local Area. This description should include how the Local Board will utilize the Wagner-Peyser program to provide access to local workforce development services for Unemployment Insurance claimants.

DLLR's Wagner-Peyser staff are the designated partner in the AJCCN and AJC to provide counsel to individuals regarding Unemployment Insurance questions and who can determine how best to disseminate necessary claim information. The AJC is consistently updated with Unemployment Insurance brochures Unemployment Insurance information for staff and job seekers. When DLLR staff and the outreach materials mentioned above are not available, WIOA Title I staff will provide job seekers with the DLLR Division of Unemployment Insurance website, https://www.dllr.state.md.us/employment/unemployment.shtml.

Section 14 – Senior Community Service Employment Program Functions

(A) A list of Senior Community Service Employment Program providers in the Local Area.

The Prince George's County Department of Family Services is the local Senior Community Service Employment Program provider. They have staff located in the AJC.

(B) A description of how Senior Community Service Employment Program services will be provided in the American Job Center system within the Local Area.

The Senior Community Service Employment Program (SCSEP) and its services are included on the menu of services offered in the local workforce area and at the AJC. All frontline staff in the AJC have been trained on SCSEP resources, eligibility and program contacts for the region. The AJC offers a bi-weekly 50+ workshop, partners to host an older worker job fair, and other outreach events throughout the County.

Section 15 – Reintegration of Ex-Offenders Functions

(A) A description of how the American Job Center system in the Local Area will work alongside the Re-Integration of Ex-Offenders grantee.

The local area does not have any Re-Integration of Ex-Offenders grantees. If there were any grantees in the local area, the WDB would ask that they join the AJCCN and integrate their services into the AJC and the Bridge Center at Adam's House, the County's reentry center. AJCCN partners provide services for returning citizens at the AJC, Bridge Center at Adam's House and the County jail.

Section 16 – WIOA Section 188 and Equal Opportunity Functions

(A) A designation of the local Equal Opportunity Officer, including their name, location, email, and telephone number.

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(B) A description of how entities within the American Job Center delivery system, including American Job Center operators and the American Job Center partners, will comply with Section 188 of WIOA and 29 CFR Part 39, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities and individuals with Limited English Proficiency, including providing staff training and support for addressing the needs of individuals with disabilities and for individuals with Limited English Proficiency.

Services to individuals with disabilities are fully integrated into the Prince George's County Public Workforce System. A Vocational Rehabilitation Specialist from the Division of Rehabilitation Services (DORS) is co-located at the Prince George's One Stop. The DORS Specialist meets with customers who are in need of rehabilitation supportive services and coordinates service delivery through DORS as needed. The One Stop also has a designated Equal Opportunity (EO) Officer. The EO Officer is responsible for conducting investigations on disability grievances and complaints of discrimination; handles less complex reasonable accommodation requests to determine appropriate action to take.

The facilities and equipment are ADA compliant. If an American Sign Language Interpreter is needed a request is made for this service to be provided as soon as possible. The WSD facilitates yearly training of One Stop Career Center staff on ADA requirements and how to be sensitive to and work effectively with customers who may have disabilities. The WSD also conducts routine audits once per year to ensure the Center is equipped with the required communication devices and that the ADA work station equipment is up to date.

The Customer Resources Coordinator (CRC) and the Information Specialists (IS) are responsible for accommodating wherever and whenever possible customers with disabilities. They do this by taking the time needed to provide individual assistance and helping customers to use adaptive equipment.

Along with customers with disabilities, customers with Limited English Proficiency are identified and provided the available services at the AJC. When services aren't available at the AJC, staff utilize Language Line services. If job seekers with Limited English Proficiency schedule an appointment prior to vising the AJC, an interpreter may be made available depending on the availability of funding.

The WSD ensures that the One Stop Career Center's partner with organizations which openly promote equal opportunity in their programs and events.

By receiving support at the One Stop Career Center, individuals with disabilities will have access to the full array of services that are available in the system. The Prince George's County One Stop Career Centers are compliant with the ADA legislation in that it is fully accessible, both programmatically and architecturally, to meet the needs of this population.

The WDB is partnering with WIOA Title IV, the Maryland Division of Rehabilitation Services to have training and support provided to all core and required partner staff addressing the needs of individuals with disabilities.

The WDB expects to make a Technical Assistance request of the Governor's Workforce Development Board for expertise and funding to ensure compliance with Section 188 of WIOA.

(C) An acknowledgment that the Local Board understands that, while Section 188 of WIOA and 29 CFR Part 39 ensure equal opportunity for individuals with disabilities, sub-recipients may also be subject to the requirements of:

- Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance;
- Title I of the ADA, which prohibits discrimination in employment based on disability;
- Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability;
- Section 427 of the General Education Provisions Act; and
- Maryland Anti-Discrimination laws, including Code Ann. §10-1102-1103, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

The WDB will require in the FY20/PY19 Memoranda of Understanding with partners and other written agreements with partners to disclose any additional compliance requirements that are not included in Section 188 of WIOA. The WDB is collaborating with the One Stop Operator and DORS to have training and support provided to all AJCCN members, and mandated for AJC partners, on addressing the needs of individuals with disabilities.

The WDB may make a technical assistance request for expertise and funding to ensure compliance with Section 188 of WIOA, Section 504 of the Rehabilitation Act, Title I and Title II of ADA, Section 427 of the General Education Provisions Act, Maryland Anti-Discrimination laws, and other laws and regulations.

(D) A description of how the Local Board will ensure meaningful access to all customers.

Through the creation of the Prince George County One Stop Community Service Network Basic Career Services will be expanded and grant countywide access to job seekers in Prince George's County. The newly formed network of partners will ensure meaningful access is granted to job seekers by coordinating efforts with multiple partners including, but not limited to: the Department of Social Services, the Division of Rehabilitation Services, the Prince George's Public School System, Department of Corrections, the Public Library system, faith based and community organizations. The efforts will be directed towards increasing communication and service alignment among partner agencies that provide basic needs assistance to low income households, self-sufficiency

services and workforce service. Train the Trainer opportunities will be made available to staff of these agencies and outreach events to their patrons.

The WDB will launch efforts to:

- Streamline WIOA eligibility to improve access to individualized career services, training activities and supportive services in coordination with all partners to lessen duplication and ensure easy access.

- Provide career pathway guidance for customers with employment challenges including entry level opportunities with clear identification of career pathways, and opportunities for certifications and other industry specific qualifications.

- Utilize supportive services funding for participants when appropriate and in coordination with partner programs with the intention of enabling participants in WIOA funded programs and activities to secure and retain employment.

- Develop a seamless point of entry to increase co-enrollment into WIOA.

- Develop WIOA training and partner engagement opportunities for all stakeholders, and partners to further enhance the many workforce access points.

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

- Complaints alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIOA Title I – financially assisted program or activity;
- Complaints and grievances not alleging illegal forms of discrimination. This includes grievances from individuals alleging labor standards violations; and
- Remedies that may be imposed for a violation of any requirement under WIOA Title I, limited to, suspension or termination of payments under the title; prohibition of placement of a participant with an employer that has violated any requirement under WIOA Title I; reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment (where applicable); and other equitable relief as appropriate.

The EPG CFO is designated as the grievance and complaint officer for compliance with Equal Opportunity (EO) for the local workforce area. The WDB role related to EO in the local workforce system has been designated to the staff of the WDB, EPG. EPG has designated the CFO as the EO Officer to act in an Information and Referral role with the EO Officers designated for each AJC partner. The WDB has designated the One Stop Operator as the first point of contact for EO

grievances. After EO grievances have been confirmed as a possible EO concern the EPG CFO will assume control of addressing the grievance or complaint.

As EPG is a new entity and new staff and fiscal agent of the WDB, a formal policy and process is in development and will be published by the close of the first quarter of FY20/PY19.

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

The WDB is developing policies and procedures related to accommodations. The WDB's policies and procedures are based on EPG's policies and procedures. As a new organization, these haven't been published yet, but they will be developed and published by the close of 2019.

(G) A description of the steps the Local Board will take to meet the language needs of individuals with Limited English Proficiency who seek services or information. The description should include how the Local Board proposes that information will be disseminated to individuals with Limited English Proficiency, including using oral interpretation and written translation services in accordance with Maryland Anti-Discrimination laws, including Code Ann. §10-1102-1103, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.

The AJC, through a partnership with EPG, has brought the International Rescue Committee of Maryland (IRC) to the AJC. The IRC is a refugee and immigrant service organization that is assisting English Language Learners accessing services at the AJC. The IRC has two navigators on site at the AJC. The exact staff vary and speak a variety of languages. Along with IRC staff, various AJC staff speak French, Spanish and several other languages. When a specific language isn't spoken by staff in the AJC, AJC staff utilize the language line and interpretation services.

AJC staff are trained to utilize the language line annually and the partners have contributed funds in the RSA for an interpreter as needed.

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

Reasonable Accommodations will be provided in the AJC, and will be addressed in the FY20/PY19 Memoranda of Understanding.

The WDB will include grant assurances with all WIOA contracts for consultants, vendors and sub-recipients that include reasonable accommodation as an assurance.

The WDB reviews, and will continues to review, all vendors included on the Local Eligible Training Provider List verifying that training vendors have a reasonable accommodation policies and processes.

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

The WDB, through the AJC One Stop Operator, is working with DORS to assess the AJC's procedures, processes, and operations relating to communicating and providing services to with individuals with disabilities. The WDB will have an assessment, policies and procedures developed and implemented by the close of 2019.

(J) A description of the steps the Local Board will take to meet the language needs of individuals with Limited English Proficiency who seek services or information. The description should include how the Local Board proposes that information will be disseminated to individuals with Limited English Proficiency, including using oral interpretation and written translation services in accordance with Maryland Anti-Discrimination laws, including Code Ann. §10-1102-1103, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

The WDB is working on translating all core documents to Spanish, the second most spoken language in Prince George's County. The WDB has also encouraged AJC partners and staff to hire a diverse population of staff that speak multiple languages. Over eight languages are spoken by staff at the AJC.

Additionally the AJC, through a partnership with EPG, has brought the International Rescue Committee of Maryland (IRC) to the AJC. The IRC is a refugee and immigrant service organization that is assisting English Language Learners accessing services at the AJC. The IRC has two navigators on site at the AJC.

As a last resort staff at the AJC have been trained to utilize the language line and the partners have contributed funds in the RSA for an interpreter as needed.

Section 17 – Fiscal, Performance, and Other Functions

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

EPG has been designated by the CLEO and the WDB as the Fiscal Agent for the WDB. The CLEO, WDB and EPG have an agreement that specifies the relationship between the WDB and EPG.

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

The dependence of all WIOA Partners on the federal budget process, federal budget funding levels and allocation methodologies results in a level of risk for the sustainability of the local workforce system.

The allocation formula(s), implemented by the Governor, is a driving factor in the sustainability of the American Job Center(s) in that the formula allocates funding based on local economic conditions. The WDB will evaluate the sustainability of the One Stop Career Centers on an annual basis and determine if adjustments need to be made. The WDB evaluation will include an analysis of factors including but not limited to: reduction in days of services, reduction in lease costs, reallocation of costs among One Stop Partners and co-location with other entities to reduce costs.

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

All WDB procurements are processed through EPG. EPG's procurement process is detailed and aligned based on the WDB procurement policy. The policy details the competitive selection procedures and processes listed in Section 10 (Q). The procedures prescribe for the EPG to prepare the Request of Proposal (RFPs) with the guidance of the designated WDB committee. Following the RFP's preparation and release the Board provides continuous advisement and RFP evaluation and scoring by the designated WDB committees. WDB committees review and score all RFP's prior to making a recommendation to the WDB. The WDB follows the recommendation with a vote to select a vendor. Following the approval and selection, EPG contracts with the vendor.

Risk assessments are included in the RFP data collection process. All vendors must provide previous performance and fiscal documentation to ensure they have the operational experience, staffing, and qualifications to perform the functions the WDB is requiring. The fiscal documentation and assessment ensures the vendor is in a stable financial state to continuously provide services through EPG's cost reimbursement contracts.

Conflict of Interest Agreements are signed by the WDB, EPG and all WDB Committee members. These agreements ensure that all participants in the evaluation, administration and decision-making processes of competitive process of the WDB are knowledgeable of what conflict of interest are and agree not to break conflict of interest agreements. The WDB staff consistently evaluate any conflict of interest amongst decision makers in competitive processes, interview those participating in the processes when possible issues occur and, if needed, recuse persons from the processes if they aren't done voluntarily. All conflict of interest and recusals are documented for the official record.

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

The WDB became a member of the National Association of Workforce Boards (NAWB) in 2016 and has continued to be a member of NAWB, and will be a member of NAWB annually as funding permits. The WDB joined NAWB to take advantage of the NAWB member benefits such as:

- Information about the innovations and customer successes of the workforce systems nationally
- Technical assistance provided by NAWB's experts and partnered public consulting group

- Professional Development Workshops
- Boot Camps
- Conferences and Events
- Information on advocacy regarding the public workforce system

Additionally, NAWB provides access to a national network of best practices, board development and additional workforce resources. It is a goal of the WDB to maintain its NAWB membership and take advantage of resources related to high performing boards.

Through its NAWB membership, the WDB will take advantage of resources and technical assistance related to the review and evaluation of the WDB and the Prince George's County Public Workforce System.

> (E) A description, including a copy of, the Local Area's Individual Training Account policy. The description should include information such as selection process, dollar limits, duration, etc. and must be in accordance with the State's WIOA Title I Training and the Eligible Training Provider List policy.

It is the WDB policy that Prince George's County Public Workforce System customers seeking training assistance through the utilization of WIOA Title I funds will be allowed to choose training courses approved by the state's Eligible Training Provider List (ETPL). There are several exemptions to this policy all of which would be approved by the WDB:

- Training provider is not on the ETPL list, but is reputable training provider, provides training in and in-demand area and the training concludes with the attainment of nationally recognized industry credentials
- Training is directly correlated to immediate or future openings in Prince George's County, Capital Region or D.C. Metro Region
- Training is offered by an employer and has a 100% guarantee of employment for at least 90% of the job seekers who complete the training
- Training is offered by a labor union or industry affiliated organization and the training will lead to employment with union companies or companies affiliated with the organization

The WDB has placed a $5,000 cap on ITA funded trainings and a mandate that the trainings should not be more than 12 months or 1 year.

In some instances, participants may be better served by providers on the ETPL list outside of Prince George's County. This is accepted based on an assessment by AJC staff of the feasibility of the customer to travel to and from the class.

Any exceptions to the WDB's ITA processes and policies, must be brought to the attention of the WDB and officially approved by the WDB. All exceptions must be documented in the customer's case file and the WDB official records.

> (F) A description of how training services under chapter 3 of subtitle B will be provided in accordance with Section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training

accounts under that chapter and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

In the delivery of training, using Title I funds, for the Prince George's County Public Workforce System customers, the WDB will ensure that customer choice is the basis for the training decision. Customer Choice is a WDB mandated requirement for all WIOA training activities.

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

The MWE is the labor exchange, case management and performance accountability system used for Prince George's County Career Centers and American Job Centers operated throughout Maryland.

The WDB MOU discussion amongst core, required and additional local partners, including those in the AJCCN, will include conversations requiring all partners to use MWE as their central registration and service delivery database for all customers receiving Basic Career Services in the Prince George's County Public Workforce System. The One Stop Operator includes the use of MWE as a deliverable, responsible for determining which partners are using MWE and for what purposes.

The WDB is an advocate of extending the full range of MWE capabilities of Wagner Peyser services to all One Stop MOU partners that have agreed to enter into a written data sharing agreement with the WDB. The WDB believes that countywide access to MWE by job seekers, businesses and partners case management, intake, assessment, referrals and performance accountability is necessary in the implementation of WIOA and to allow the WDB to implement its "No Wrong Door" public workforce system.

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

- The roles and responsibility of staff in facilitating this procedure;
- A requirement that all subgrantee agreements and contracts be monitored at least annually;
- Procedures for determining that expenditures have been made against the cost categories and within the cost limitations specified in the Act and WIOA regulations;
- Procedures for determining compliance with other provisions of the Act and regulations and other applicable laws and regulations, including the method of monitoring to be used for subgrantees and contractors;
- Provisions for the recording of findings made by the recipients' monitor(s), the forwarding of such findings to the subgrantee or contractor for response and the recording of all corrective actions;
- Provisions of technical assistance as necessary and appropriate; and
- Specific local policies developed by the Local Board for oversight of the American Job Center system, youth activities and employment and training activities under Title I of WIOA.

The WDB provides oversight and monitoring of WIOA activities through the periodic review of the One Stop Operator. The WDB provides oversight of Title I WIOA implementation by reviewing program and fiscal monitoring letters from the Maryland Department of Labor, Licensing and Regulation.

Following WIOA guidelines, the WDB provides oversight of Title I WIOA implementation by reviewing and accepting the single audit performed each year by an independent entity. This entity is procured annually through a competitive process that follows federal procurement guidelines. Once approved by the board this independent entity will work with the WDB Director to ensure the audit is conducted in full transparency without any conflicts of interest. Results of the audits will be reviewed by the WDB and presented to the County Executive's Office to determine next steps. The WDB will also review and accept the federal performance outcomes each year when the final report becomes available.

The WDB will review written documentation of the United States Department of Labor Title I audit or monitoring should such activities take place in Prince George's County.

- The WDB has delegated internal oversight and monitoring to EPG staff:
    - EPG – Administrative Division
    - EPG –Performance & Data Quality Department (located within the Workforce Services Division)
- All agreements will be monitored annually.
- Fiscal monitoring is based on the Uniform Grant Guidance, WIOA and the WIOA Regulations, WDB/EPG policies and the written agreement between the WDB and the contractor, vendor or sub recipient.
- Monitoring will include a letter detailing the results of the monitoring.
- Corrective actions will be required and implemented, if warranted.
- Technical assistance will be provided and/or procured by a WDB designee, if warranted.
- Monitoring results may be subject to appeal, before becoming final.

EPG's two monitoring offices listed above will perform two variations of audits, desk and on-site. The audits will occur quarterly and be conducted on a pre-determine schedule or random. Services providers will be given seven (7) business days' notice prior to random audits. American Job Center staff will be given three (3) days' notice for random audits.

Any noncompliance, misapplication of funds, nonperformance or issues regarding usage of federal funds and WIOA programing will be brought to the attention of DLLR for technical assistance remedies to the issues.

(l) A description of the Local Board's policy and procedures regarding the safeguarding and handling of personally identifiable and confidential information (ex., physical and electronic files), including the incident response plan for loss of records.

In accordance with Federal and State Law, individuals applying for the Workforce Innovation and Opportunity Act or other funded services must be provided an opportunity to submit written authorization allowing the service provider to share their personal and confidential information and records. Each individual must also be informed that they can request their personal and confidential information not be shared among the partner agencies of the workforce system and this request does not affect their eligibility for services. If individual declines to share their personal and confidential information and is eligible for and receives services, the WDB will work with the State to identify a pseudonym to document the participant's program services.

The WDB will review the existing guidance, create policies, create procedures and conduct trainings with staff to ensure handling of personable identifiable and confidential information is safe and in compliance with federal regulations. The process for review, revision, updating and publishing new policies will be completed by June 30, 2020.

(J) A description of the Local Board's procurement system, including a statement of assurance that the procedures conform to the standards in USDOL regulations set forth in 29 CFR Part 95, Part 97 and 2 CFR 200. Note that this should include details on how the Local Board would award emergency contracts when current contracts have been eliminated for just cause, in accordance with the Local Board's procurement system.

COMPETITIVE PROPOSAL PROCEDURES

Competitive proposals are used when there is more than one prospective bidder, the lowest price is not necessarily the determining factor for award, and either a fixed price or cost reimbursement agreement will be awarded. The following procedures will apply as conditions and requirements for competitive proposal procurement:

1. Requirement to use competitive proposals:

- The request for proposal (RFP) contains all pertinent specifications and defines the items or services to be procured in sufficient detail response;
  →*Instructions and Information*—RFP will indicate the submission requirements, including the time and date set forth for receipt of the proposals and the address where proposals are to be delivered, *and*
  →*Specifications*—RFP will indicate the purchase description, work statement or scope of services on delivery or performance schedule, technical and legal requirements to fulfill, the eligible population, and any special instructions necessary.
  →*Price Proposal*—RFP will state negotiations may be conducted, statement of when and how price should be submitted, and the statement that price proposals are irrevocable for 120 days following the closing date for submission of price proposals.
- The RFP is publicly advertised, and bids are solicited from an adequate number in sufficient detail for a response;
  →*Publication*—RFP will be published in a general circulation newspaper thirty (30) days before the proposal submission date and any response to the publicized RFP will be honored to the maximum extent practical.
- The RFP will be mailed or distributed to a sufficient number of bidders for the purpose of securing a "fair" and "open" competition.
  →Distribution—RFP will indicate where, when, and for how long the RFP may be obtained with the description of the supply or services required and other appropriate information.

- The RFP will contain the objective measurable and weighted selection criterions to conduct technical evaluations of proposals to determine the award.
- The RFP will require the acknowledgement of the receipt of all amendments, addenda, and changes issued.

2. All proposals are publicly opened at the time and place prescribed in the RFP;

3. Awards are made to selected bidders whose proposals are most advantageous to the program based on price and the other evaluation factors;

4. All RFPs and vendors' proposals must be documented in writing logged prior to staff assignment for evaluation and rating, and kept on file as a part of the process; *and*

5. Any, all, and/or part of any proposal may be rejected if there is a sound documented reason

NON-COMPETITIVE PROPOSAL PROCEDURES

Non—competitive proposal are procurements through solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is determined inadequate. Non-competitive procurements are allowable under 29 CFR 97.36 but are considered to be a "last resort" option and used only when there is a documented reason or State of Maryland Department of Labor, Licensing and Regulation (DLLR) documentation for a sole source selection. EPG will exercise caution when using non-competitive procurements and ensure that the competitive process is fair and open. The following procedures will apply as conditions and requirements for non-competitive proposal procurement:

1. Procurement by non-competitive proposals may be used only when the award of a contract is infeasible under small purchase procedures, sealed bids or competitive proposals and one of the following conditions apply:

- The item is available from only one source
- Public emergency precludes delay, i.e. Dislocated Workers Services under WIOA being procured to meet the immediate needs of a plant closing:
- The awarding agency authorizes the specific noncompetitive procurement with a formal request for approval;
- The competition is determined inadequate when the competitive process has been used and there are insufficient bidders;
- On-the-job (OJT) contracts, except OJT brokering contracts will be selected competitively;
- Enrollment of individual participants in classroom training, i.e. individual referrals for tuition programs or off-the-shelf programs or enrollments of limited numbers of students less than class size;
- In-school programs with local education agencies after negotiating, appropriately, as to price, delivery and terms;
- The compatibility of equipment, accessories or replacement parts is the paramount considerations; or
- When certain public utility services are to be procured and only one source exists

2. A cost analysis is required entailing verification of the proposal cost data, and evaluation of the specific elements of cost and profits; and

3. Awarding agency approval along with the documented justification must be attached to the proposed non-competitive procurement and kept on file as part of the process.

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

Equipment and Furniture Purchased with Federal Funds

Employ Prince George's may occasionally purchase equipment and furniture that will be used exclusively on a program funded by a Federal agency.

Capitalization Policy

Physical assets acquired with unit costs in excess of $1000 are capitalized as fixed assets on the financial statements. Items with unit costs below this threshold shall be expensed in the year purchased.

Capitalized fixed assets are accounted for at their historical cost and all such assets, except land and certain works of art and historical treasures, are subject to depreciation over their estimated useful lives.

For purposes of Federal award accounting and administration, "equipment" shall include all assets with a unit cost equal to $5,000 or more. All purchases of "equipment" of $5,000 or more with federal funds shall be approved in advance in writing by the federal awarding agency. In addition, the following policies shall apply regarding equipment purchased and charged to federal awards:

1. Any equipment that is owned by the Federal government and given to Employ Prince George's for use in a program shall be marked as such.

2. Adequate insurance coverage will be maintained with respect to equipment and furniture charged to Federal awards.

3. For equipment (or residual inventories of supplies) with a remaining per unit fair market value of $5,000 or less at the conclusion of the award, Employ Prince George's shall retain the equipment without any requirement for notifying the federal agency. If the remaining per unit fair market value is $5,000 or more, Employ Prince George's shall gain a written understanding with the federal agency regarding disposition of the equipment. This understanding may involve returning the equipment to the federal agency, keeping the equipment and compensating the federal agency, or selling the equipment and remitting the proceeds, less allowable selling costs, to the federal agency.

4. The Employ Prince George's Grant Manager shall determine whether a specific award with a Federal agency includes additional equipment requirements or thresholds and requirements that differ from those described above.

5. A physical inventory of all equipment purchased with federal funds shall be performed at least once every two years. The results of the physical inventory shall be reconciled to the Finance records of and federal reports filed by Employ Prince George's.

Grant Funded Assets

All assets acquired as part of a Federal or State grant shall be expensed to the respective grant in accordance with the specifications of the said grant. Details of this category of assets shall be maintained within the fixed asset register with the necessary capability of accounting for and/or reporting the existence and/or status of these assets to the EPG Chief Financial Officer.

Establishment and Maintenance of a Fixed Asset Listing

All capitalized fixed assets acquired with unrestricted funds shall be recorded in a property log. This log shall include the following information with respect to each asset:

1. Date of acquisition
2. Cost
3. Description (including color, model, and serial number)
4. Location of asset
5. Depreciation method
6. Estimated useful life
7. Source of Funding

A physical inventory of all assets capitalized under the preceding policies will be taken on a biannual basis by EPG. This physical inventory shall be reconciled to the property log and adjustments made as necessary. All adjustments resulting from this reconciliation will be approved by the EPG CFO.

Receipt of Newly-Purchased Equipment and Furniture

At the time of arrival, all newly-purchased equipment and furniture shall be "eyeballed" for obvious physical damage. If an asset appears damaged or is not in working order, it shall be returned to the vendor immediately. In addition, descriptions and quantities of assets per the packing slip or bill of lading shall be compared to the assets delivered. Discrepancies should be resolved with the vendor immediately.

Upon determining that the asset is acceptable, they are to be tagged (numbered tag) and recorded in the fixed asset register.

Depreciation and Useful Lives

All capitalized assets acquired with unrestricted funds shall be maintained in the special fixed assets

account group and are not to be included as an operating expense. Fixed assets are depreciated over their estimated useful lives using the straight-line method.

Estimated useful lives of capitalized assets shall be determined by the Finance Division in conjunction with the department or employee that shall utilize the asset. The following is a list of the estimated useful lives of each category of fixed asset for depreciation purposes:

Furniture and fixtures Up to	10 yrs
General office equipment	5 yrs
Computer hardware and peripherals	3-5 yrs
Computer software	2-3 yrs
Leased assets	life of lease
Leasehold Improvements	remaining lease term

Alternatively, at the direction of the EPG CFO, capitalized assets may be depreciated over useful lives expressed in terms of units of production or hours of service in place of the preceding useful lives expressed in terms of time.

For Finance and interim financial reporting purposes, depreciation expense will be recorded on a monthly basis.

Repairs of Fixed Assets

Expenditures to repair capitalized assets shall be expensed as incurred if the repairs do not materially add to the value of the property or materially prolong the estimated useful life of the property.

Expenditures to repair capitalized assets shall be capitalized if the repairs increase the value of property, prolong its estimated useful life, or adapt it to a new or different use. Such capitalized repair costs shall be depreciated over the remaining estimated useful life of the property. If the repairs significantly extend the estimated useful life of the property, the original cost of the property shall also be depreciated over its new, extended useful life.

Dispositions of Fixed Assets

In the event a non-expendable asset is sold, scrapped, donated or stolen, adjustments need to be made to the fixed asset listing and property log. If money is received for the asset, then the difference between the money received and the "book value" (purchase price less depreciation) of the asset will be recorded as a loss if the money received is less than the book value and a gain if the money received is more than the book value.

Write-Offs of Fixed Assets

The EPG CFO approves the disposal of all capitalized fixed assets that may be worn out or obsolete. Property that is discovered to be missing or stolen will be reported immediately to the Chief Financial Officer. If not located, this property will be written off the books with the proper notation specifying the

reason.

Assets purchased under a grant agreement of contract, may not be disposed of in any way unless with the written approval of the grantor - DLLR or DOL. Upon approval from DLLR or DOL the assets might either be donated to various non-profit agencies or sold. Dispositions of fixed assets as gain will be recorded as program income and expended for the program.

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

The WDB Conflict of Interest Policy will be updated based on federal and state regulations and WIOA implementation in the Prince George's County Local Area.

The policy will be submitted to the WDB for approval. Upon approval a Conflict of Interest Agreement will be created and approved by the WDB. The following parties and their leadership, if deemed necessary, will be required to sign the Conflict of Interest Agreement.

- WDB Members
- WDB Staff
- Fiscal Agent
- Committee Members
- One Stop Operator
- WIOA Service Providers

Conflict of Interest agreements will be signed annually by all mandated parties. Refusal to comply with Conflict of Interest policies and procedures will exclude persons and parties from participating in WDB activities and activities related to their entities involvement in the Prince George's County Public Workforce System.

The WDB Conflict of Interest Policy will include, but aren't limited to, the following elements:

- Participation in matters that may affect the businesses, programs and organizations represented by the members
- Participation in matters that have a direct financial interest to the members
- Participation of businesses, programs and organizations in procurements where the member representing the entity participated in the procurement process
- Using the WDB for personal or professional gain
- Disclosure of confidential information
- Public disclosure of any potential conflict with the conflict of interest policies and procedures
- Acceptance of good or valuables
- Penalties for violating Conflict of Interest policies and procedures

The WDB Conflict of Interest Policy will be signed, executed and governed by the WDB and the Prince George's County Executive's Office.

(M) A description of the Local Board or fiscal agent's accounting procedures, including the procedures used in preparing reports to the State. In addition to the requirement that all financial transactions be conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following in the accounting procedures. This description must address how the fiscal system:

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

Classification of Income and Net Assets

All income received by Employ Prince George's is classified as "unrestricted", with the exception of the following:

1. Grants and other awards received from government agencies or other grantors, which are classified as temporarily restricted
2. Special endowments received from donors requesting that these funds be permanently restricted for specific purposes

From time to time, Employ Prince George's may raise other forms of contribution income which carry stipulations that Employ Prince George's utilize the funds for a specific purpose or within a specified time period identified by the donor of the funds. When this form of contribution income is received, Employ Prince George's shall classify this income as Temporarily Restricted income.

As with all Temporarily Restricted net assets, when the restriction associated with a contribution has been met (due to the passing of time or the use of the resource for the purpose designated by the donor), Employ Prince George's will reclassify the related net assets from "Temporarily Restricted" to "Unrestricted" in its Statement of Financial Position and reflect this reclassification as an activity in its Statement of Activities.

From time to time, the Employ Prince George's Board of Directors may determine that it is appropriate to set funds aside for specific projects. To the extent these set-asides result from a Board action, rather than a donor-imposed requirement, the resulting set-aside shall be classified as "unrestricted". However, to identify these funds as being set aside for special projects, such set-asides shall be labeled "Board-Designated" funds within the unrestricted net assets of Employ Prince George's, and shall be reported as a separate component of unrestricted net assets on the Employ Prince George's financial statements.

Billing and Financial Reporting

Employ Prince George's strives to provide management, staff and grantors with timely and accurate financial reports, as applicable to federal awards. These reports include the following columns: (1) monthly and cumulative expenditures, (2) approved line item budget, and (3) line item budget balance remaining.

Employ Prince George's shall prepare and submit financial reports as specified by the financial reporting clause of each grant or contract award document. Preparation of these reports shall be the responsibility of the Chief Financial Officer, subject to review and approval by the CFO. Copies of each financial report must be maintained in appropriately labeled report folders in the Finance Division and a copy sent to the Employ Prince George's Director of Job Seeker Services.

The following policies shall apply to the preparation and submission of billings to federal agencies under awards made to Employ Prince George's:

1. It is the policy of Employ Prince George's to request reimbursement after expenditures have been incurred, in accordance with the specifications of the grant award, unless the grant award specifies another method.

2. Each award normally specifies a particular billing cycle; therefore, the Employ Prince George's CFO and the PM will follow the reporting schedule that is established for each grant and contract; to ensure that reimbursement is made on a timely basis along with any other reporting that is required in addition to the financial reports.

3. Requests for reimbursement of award expenditures will use the actual amounts as posted to the general ledger as the source for all invoice amounts unless there is a different requirement based on the award. If there is an alternate source then that source must be reconciled with the general ledger on a monthly basis.

4. All financial reports required by each federal award will be prepared and filed on a timely basis; and with the required signature of the CFO. To this extent, Employ Prince George's year-end audit, will result in adjustments to amounts previously reported to federal agencies, with revisions to previously prepared reports, and those reporting's to be filed in accordance with the terms and conditions of each grant award and/or contracts.

Employ Prince George's; shall maintain separate billing records in addition, to the official general ledger financial records. Billing records shall be reconciled to the general ledger on a monthly basis.

If a federal award authorizes the payment of cash advances to Employ Prince George's, the Employ Prince George's CFO may require that a request for such an advance be made. Upon receipt of a cash advance from a grantor, Employ Prince George's; shall reflect a liability equal to the advance. As part of the monthly close-out and invoicing processes, the liability shall be reduced, and revenue recognized, in an amount equal to the allowable costs incurred for that period.

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

The WDB in partnership with the Employ Prince George's creates, reviews and approves the WIOA Title I budget each year. Key staff working with WIOA Title I funds include all EPG leadership staff and all WIOA Career Consultants, Information Specialist, One Stop Career Center Managers and support staff.

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

Standard Financial Statements of the Organization

Preparing financial statements and communicating key financial information is a necessary and critical Finance function. Financial statements are management tools used in making decisions, in monitoring the achievement of financial objectives, and as a standard method for providing information to interested parties external to the organization. Financial statements may reflect year-to-year historical comparisons or current year budget to actual comparisons.

The basic financial statements of Employ Prince George's that are maintained on an organization-wide basis shall include:

1. Statement of Financial Position - reflects assets, liabilities and net assets of the organization and classifies assets and liabilities as current or long-term

2. Statement of Activities - presents support , revenues, expenses, and other changes in net assets of the organization, by category of net asset (unrestricted , temporarily restricted and permanently restricted)

3. Statement of Cash Flows - reports the cash inflows and outflows of the organization in three categories: operating activities, investing activities, and financing activities

4. Statement of Functional Expenses - presents the expenses of the organization in a natural, or objective, format and by function (i.e. which program or supporting service was served)

5. Grant Status Report – reports and list the various grants/programs that are active during the Fiscal year. Categories include: Name of Grant, Current Month Expenses, Total Expended Grant to date, Fiscal-Year-to Date and Remainder to Spend on Grant.

The fiscal agent can produce reports down to the transactional level by grant and by budget line item. Detailed backup is retained for at least three years after closeout (for a total of 5 years on a 2-year WIOA grant), allowing auditors and monitors to trace use of funds from the state reports to the accounting system to the approved source document. This system is framed by internal controls that include qualified staff, compliance training, policies & procedures, segregation of duties, and internal reviews by multiple staff of WIOA spending.

(P) A brief description of the following:

- Fiscal reporting system,

Standards for Financial Management Systems

In accordance with OMB Circular A-110, it is the policy of Employ Prince George's to maintain a financial management system that provides for the following:

1. Accurate, current and complete disclosure of the financial results of each federally-sponsored project or program in accordance with the reporting requirements of Circular A-110 and/or the award.

2. Records that identify adequately the source and application of funds for federally-sponsored activities. These records shall contain information pertaining to Federal awards, authorizations, obligations, unobligated balances, assets, outlays, income and interest.

3. Effective control over and accountability for all funds, property and other assets. Employ Prince George's shall adequately safeguard all such assets and assure they are used solely for authorized purposes.

4. Comparison of outlays with budget amounts for each award. Whenever possible, financial information shall be related to performance and unit cost data.

5. Written procedures to minimize the time elapsing between the transfer of funds to Employ Prince George's from the U.S. Treasury and the issuance and redemption of checks, warrants or payments by other means for program purposes by the recipient.

6. Written procedures for determining the reasonableness, allocability and allowability of costs in accordance with the provisions of the applicable Federal cost principles and the terms and conditions of the award.

7. Accounting records including cost accounting records that are supported by source documentation.

- Obligation control system,

It is the policy of Employ Prince George's to utilize a purchase request system. A properly completed Check Request or Credit Card Request form shall be required for each purchase decision (i.e. total amount of goods and services purchased, not unit cost) , with the exception of travel advances and expense reimbursements , which require the preparation of a separate form. A properly completed Check Request or Credit Card Request form shall be approved by the appropriate program manager, Workforce Services Division Director, Contract Manager and Finance Personnel.

- ITA payment system,

ITA's are recorded in the Accounting System as obligations. Each ITA information such as: name of school, participant name, course description, training period, amount and grant type is recorded per ITA. When invoices are received from the various colleges these are matched against what has been obligated or entered in the system.

- Chart of account system,

Chart of Accounts Overview

The chart of accounts is the framework for the general ledger system, and therefore the basis for Employ

Prince George's Fiscal system. The chart of accounts consists of account titles and account numbers assigned to the titles. General ledger accounts are used to accumulate transactions and the impact of these transactions on each asset, liability, net asset, revenue, expense and gain and loss account.

Employ Prince George's chart of accounts is comprised of eight types of accounts:

1. Assets
2. Liabilities
3. Net Assets
4. Revenues
5. Program Expenses
6. Administrative Expenses
7. Unallowable Costs
8. Gains & Losses

Employ Prince George's shall utilize the following methods of charging specific elements of cost to federal awards as direct or indirect costs:

Salaries and Wages - Salaries and wages shall be charged directly and indirectly based on the functions performed by each employee, as documented on each employee's timesheet, as follows:

Direct costs - The employees of Employ Prince George's charge their time directly when their work is specifically identifiable to specific grants or other (non-federal) programs or functions of the organization.

Indirect costs - Employees that serve numerous grants that are not specifically identifiable charge their time into a pool that is then distributed to each grant on a prorated share.

Compensated absences (vacation leave earned, sick leave used, and holiday pay) are considered part of salary costs. The Finance system of Employ Prince George's records salaries associated with compensated absences as a direct or indirect cost in the same manner that salary costs are recorded.

Employee Benefits - Employ Prince George's incurs costs for the following statutory and non-statutory employee benefits:

FICA

Unemployment insurance Worker's compensation Health insurance Contributions to pension plan Life Insurance

Accidental Death & Dismemberment Insurance Dental Insurance

The total cost of all of the preceding employee benefits shall be determined by summing the cost associated with each benefit. This total employee benefit costs shall then be allocated directly and indirectly in the same proportions as salaries and wages.

Occupancy Expenses - Monthly rent expense and related pass-through expenses shall be allocated directly and indirectly, based on approximate square footage of space utilized, as follows:

Direct costs - The cost of space occupied by a specifically identifiable program is directly charged to the funding grant.

Indirect costs- The costs of space are allocated based on square footage and hours charged to a pool or funding source.

The cost of space associated with common areas, such as hallways, restrooms, and conference rooms, shall be accounted for as an indirect cost and is allocated based on the indirect allocation of occupancy expenses.

Utilities - Utilities costs incurred by Employ Prince George's include electricity and water. Such utilities costs shall be charged directly and/or indirectly in the facilities cost pool.

Supplies and Materials- To the maximum extent possible, office supplies and materials are charged directly to the grant or program/function that uses the supplies or materials, based on the completion of a supplies usage form. All supplies and materials used by staff engaged in indirect activities shall be charged indirectly.

Postage and Shipping- To the maximum extent possible, postage and shipping costs shall be charged directly to the grant or program/function that benefits from the postage or shipping costs.

Photocopying and Printing - Photocopying costs include all paper and copy supplies, copier maintenance charges and the actual lease cost of the copier. Photocopying costs shall be charged directly and indirectly based on the user codes input into the copier prior to making photocopies.

All printing costs are charged directly to the benefiting grant or program/function or to the appropriate pool to be allocated accordingly.

Communications - Communications costs include the costs of local telephone service and long distance telephone charges, including charges associated with telephone calls, facsimile transmissions, and Internet dial-up connections .

Local telephone service costs are charged directly and indirectly based upon the number of telephone units assigned to Employ Prince George's. Each telephone unit of Employ Prince George's is identified to either a direct or an indirect activity, as determined annually based on an approximation of time charges of employees associated with each telephone unit. No telephone units shall be charged as mixed-use units due to the immateriality of the costs involved. For example, if Employ Prince George's has 100 telephone units and 15 of those units are assigned to employees who work directly on a particular grant, 15 percent of each month's local telephone service costs shall be allocated to that grant.

Long-distance telephone calls are charged either directly or indirectly based upon whether a direct or indirect activity benefits from the transmission.

Outside Services - Employ Prince George's incurs outside service costs for its annual audit, legal fees, staff development specialists, training consultants, network consultants and other providers as necessary. Outside service costs shall be charged as follows:
Audit fees - Cost of the financial statement audit and preparation of Form 990 shall be charged as indirect costs.

Legal fees - Legal fees shall be charged directly to the program/function that benefits from the services. Legal fees that are not identifiable with specific direct grants or programs shall be charged indirectly.

Costs associated with staff development specialists, training consultants, network consultants and other providers as necessary; shall be charged directly to the program/function that benefits from the services. Fees that are not identifiable with specific direct grants or programs shall be charged indirectly.

Insurance - To the extent that insurance premiums are associated with insurance coverage for specific grants or programs, those premium costs shall be charged directly. All insurance costs that are not identifiable with specific direct grants or programs (such as the Organization's general liability coverage) shall be charged indirectly.

Credits - The applicable portion of any credits resulting from cash discounts, volume discounts, refunds, write off of stale outstanding checks, trade-ins, scrap sales or similar credits shall be credited directly or indirectly in the same manner as the purchase that resulted in the credit.

- Accounts payable system,

ACCOUNTS PAYABLE MANAGEMENT

It is the policy of Employ Prince George's that the recording of assets or expenses and the related liability is performed by an employee independent of ordering and receiving. The amounts recorded are based on the vendor invoice for the related goods or services. The vendor invoice should be supported by an approved purchase order where necessary, and should be reviewed and approved by the appropriate department director prior to being processed for payment. Invoices and related general ledger account distribution codes are reviewed prior to posting to the subsidiary system.

The primary objective for accounts payable and cash disbursements is to ensure that:

1. Disbursements are properly authorized
2. Invoices are processed in a timely manner
3. Vendor credit terms and operating cash are managed for maximum benefits

Approvals by department directors indicate their acknowledgement of satisfactory receipt of the goods or services invoiced, agreement with all terms appearing on the vendor invoice, agreement with general ledger account coding, and agreement to pay vendor in full. Approvals shall be documented with initials or signatures of the approving individual.

After proper approval checks are processed, printed, signed and distributed by Friday of each week.

- Staff payroll system,
- Participant payroll system, and

Payroll Administration

Employ Prince George's operates on a bi-weekly payroll. For all Employ Prince George's employees and participants paid through payroll during job-training a personnel file is established and maintained with current documentation, as described throughout this section and more fully described in Employ Prince George's Personnel Manual.

Each employee and participant payroll file shall also indicate whether the employee is exempt or non-exempt from the provisions of the Fair Labor Standards Act.

Participant time-sheets differ from that of a Employ Prince George's Employee. A participant timesheet indicates, the Program to be charged, the SITE name where the participant is engaged in job-training etc. Time-sheets are a signed by the participants, the Job Training Worksite Supervisor, the job coach assigned to the participant and finally approved by the Young Program Employee Personnel.

- Participant stipend payment system.

Stipends are processed and prepared under the Accounts Payables System. All documents and notices to pay these stipends are sent to the Finance Department from the respective department conducting the trainings or workshops which generates the stipend.

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

CASH AND CASH MANAGEMENT

Cash Accounts

General Checking Account (operating account):

The primary operating account provides for routine business check disbursements. All cash and credit card deposits, whether received at the Employ Prince George's office is made to this account.

Cash Flow Management

The Chief Financial Officer monitors cash flow needs on a weekly basis to eliminate idle funds and to ensure that payment obligations can be met.

It is the policy of Employ Prince George's to treat all assets of the organization, including those funds that are legally unrestricted, as though they are held by Employ Prince George's in a fiduciary capacity for the purpose of accomplishing the organization's tax-exempt mission and also following WIOA guidelines for

financial management of grant funds. As such, Employ Prince George's recognizes that cash balances maintained should be minimal, normally no more than 7 days of normal expenditures. With that in mind, Employ Prince George's has elected not to establish investment policies.

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

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

As one of its financial management objectives, Employ Prince George's strives to determine the actual costs of carrying out each of its program service and supporting activities. In this regard, it is the policy of Employ Prince George's to charge expenses to the appropriate category of program service or supporting activity. Expenses that serve multiple functions or are not readily identifiable with one function shall be allocated between functions.

Program and supporting service functions of Employ Prince George's are:

Programs:
1.WIOA Adult
2.WIOA Youth
3.WIOA Dislocated Worker

Supporting Services:
1. WIOA Administrative

Direct Charging of Costs

Certain internal costs shall be directly charged to the appropriate Employ Prince George's function based upon underlying documentation. The following costs shall be directly charged based on the documentation or factor listed next to each:

Cost	Basis For Charge
Salaries	Timesheets (hours) or number of employees in a function
Occupancy (facilities) costs	Actual square footage used by each function specifically identifiable
Long-Distance Telephone	Actual when able to be identified
Photocopying	Actual when able to be identified
Postage	Actual when able to be identified.
Supplies	Actual, per request forms when able to be identified

With the exception of salaries, which are recorded with each payroll cycle, all other costs identified above

shall be initially charged to the appropriate account when incurred via purchase order and expensed when invoice received via weekly cash disbursements, indirect charges will be allocated from the pool on a monthly basis.

Allocation of Overhead Costs

On a monthly basis, an allocation of overhead to each program service and supporting activity area shall be recorded via the calculated allocation process.

- Fringe benefits are allocated based on direct salary (hours) cost for each funding source. Actual fringe benefit costs are allocated to the respective grants/contracts of administrative operations based upon the direct labor hours of the employees or other personnel, and in relation to the time devoted to those contracts/grants etc.

- Pooled facilities (Occupancy) costs are allocated on a method utilizing the year-to-date salary cost for each funding source divided by the total year-to-date salary expense to arrive at the percentage base. On a monthly basis, the actual cost accumulated within the pooled facility expense group is allocated to the grants/contracts and other administrative operations in accordance with the percentages in the "Pooled Facilities" worksheet.

- Pooled program costs are those costs, programmatic and administrative, expenses that cannot be readily identified as relating to a specific Grant/contract. In this process these costs will accumulate within that group of expenses. The method utilized will be the same used for Pooled facilities.

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

As the fiscal agent, the Employ Prince George's accounting department invoices and follows up on late invoices on a bi-monthly basis. Debt collection procedures begin with the forwarding of a written payment demand letter that includes the amount of the debt and the date the payment is due to Employ Prince George's. The demand letter will ask for repayment in a lump sum, but a schedule of installment payments may be established if deemed appropriate. If staff, after adequate negotiation, determines that cash repayment is not possible, staff will begin taking legal action to recover the funds.

2016 – 2020 Local Plan Assurances (2019 Local Plan Update)

	#	Assurance
X	1	Consistent with WIOA Section 108(d), for the 2016-2020 Plan, the Local Board has held at least one public comment period of no less than 30 days to obtain input into the development of the Local Plan and to provide the opportunity for comment by representative of business, labor organizations, education, other key stakeholders, and the general public.
X	2	The final Local Plan is available and accessible to the general public.
X	3	The Local Board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.
X	4	The Local Board makes publicly-available any local requirements for the Local Area, such as policies, including policies for the use of WIOA Title I funds.
X	5	The Local Board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.
X	6	The Local Board has copies of memoranda of understanding between the Local Board and each American Job Center partner concerning the operation of the American Job Center delivery system in the Local Area, and has provided the State with the latest versions of its memoranda of understanding.
X	7	The Local Board has written policy or procedures that ensure American Job Center operator agreements are reviewed and updated no less than once every three years.
X	8	The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.
X	9	The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.
X	10	The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.
X	11	The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition therein.
X	12	All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in the Local Area's American Job Centers for individuals with disabilities.

X	13	The Local Board ensures that outreach is provided to populations and subpopulations who can benefit from American Job Center services.
X	14	The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.
X	15	The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.
X	16	The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.
X	17	The Local Board complies with restrictions governing the use of federal funds for political activities, the use of the American Job Center environment for political activities, and the Local Board complies with the applicable certification and disclosure requirements
X	18	The Local Board ensures that American Job Center staff, along with the Migrant and Seasonal Farmworker program partner agency, will continue to provide services to agricultural employers and Migrant and Seasonal Farmworkers that are demand-driven and consistent with Maryland DOL policy.
X	19	The Local Board follows confidentiality requirements for wage and education records including, but not limited to, 20 C. F. R. 603, the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable State laws, Departmental regulations and policies.
X	20	The Local Board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.
X	21	The Local Board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.
X	22	The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.
X	23	The Local Board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.
X	24	The Local Board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, and, in the cases of local government, Local Government Property Acquisition policies.
X	25	The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.
X	26	The Local Board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA

		funded individualized career services and training services, consistent with state policy on eligibility and priority of service.
X	27	The Local Board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.
X	28	The Local Board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.
X	29	The Local Board has a written policy for priority of service at its American Job Centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.
X	30	The Local Board has developed plans and strategies for maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the Local Area through the American Job Center delivery system, to improve service delivery and avoid duplication of services.
X	31	The Local Board will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship

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

Angela D. Alsobrooks
County Executive
Prince George's County

2/25/2020
Date

Charnetia Young
Board Chair
Prince George's County Local Workforce Development Board

2/25/2020
Date

Walter L. Simmons
Executive Director
Prince George's County Local Workforce Development Board

2/25/2020
Date