



Prince George's County
Local Workforce Development Area
Local Integrated Public Workforce System Plan
2021 – 2024



PRINCE GEORGE'S COUNTY
WORKFORCE DEVELOPMENT BOARD

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Message from the Chair of the Board

The Workforce Innovation and Opportunity Act requires that each local workforce development area and board develop and submit a local workforce plan. The Prince George's County Workforce Development Board decided this was not just merely a policy document, but a means to drive economic sustainability to our businesses and residents. In our quest to become the most effective workforce development board and system in the United States, this plan has become our road map to helping our local economy recover from the economic recession caused by the COVID-19 Pandemic, upskill and connect our residents to livable wage careers, and assist our businesses in maximizing their productivity and revenues. It is an honor to serve as the Board Chair of the Prince George's County Workforce Development Board through this pivotal period of transition for Prince George's County.



Charnetia Young, Board Chair

Since 2018 the Board has been focused on creating a 21st Century Workforce System. Our goal is to create an integrated workforce development system to meet our businesses' immediate, short-term, and long-term needs, and blend government legislation and policy requirements with our local economy's stakeholders, residents, and businesses' practical needs. We have prioritized our businesses' needs as we believe they are the workforce system's driving force. If we can meet the talent needs of businesses, in real-time, by helping our residents unlock their full potential, everybody wins.

Integration and partnership are as crucial to Prince George's County as it is to the federal government. We have taken steps to create the Prince George's County American Job Center Network to increase non-traditional workforce system partners' local system involvement. As a business leader, like many of colleagues on the Board, I know that businesses partner with many groups to meet their needs, as does our Board. The Board believes that our system needed such a diverse group of partners to build a better Prince George's County, increase the Prince George's County Public Workforce System's offerings, and meet job seekers' and businesses' needs. All of our workforce system partners are now members of a coalition, the Prince George's County American Job Center Community Network. The Prince George's County American Job Center Community Network is poised to drive residents' upskilling, connect them to careers, and improve businesses' productivity.

In 2020 we not only experienced the COVID-19 Pandemic, but we also experienced the murders of George Floyd, Breonna Taylor, and several other whose stories made the national news. In this time of increased focus on social justice and ending discrimination, the Prince George's County Workforce Development Board made a concerted effort to prioritize diversity. We are committed to continuing our efforts to ensure ALL Prince George's County residents have the opportunity to achieve the "American Dream."

I am so proud of our Board diversity efforts which ensure it reflects Prince George's County's diverse communities. I am also equally as proud of our continued focus on serving returning citizens, increasing our focus on mental health, and providing services for residents who are English language learners, refugees, and immigrants. On behalf of the Prince George's County Workforce Development Board, I would like to share our excitement and full support the 2020-2024 Prince George's County WIOA plan.

A handwritten signature in black ink, appearing to read 'C. Young', with a stylized flourish at the end.

Charnetia Young
Board Chair

Prince George's County Workforce Development Board

Message from the Executive Director

The Prince George's County Workforce Development Board, and the Prince George's County Public Workforce System, have been on a remarkable, and at times, an unbelievable journey. In 2016 we published Prince George's County's first WIOA plan, and over the past 4 years we have completely transformed the County's workforce system to be one of the best in the United States. The past four years have had many first and many restarts. During this period, with the support and partnership of Prince George's County's Office of the County Executive and the Prince George's County Council, the Prince George's County Workforce Development Board rebranded the Prince George's County Public Workforce System as the Prince George's County American Job Center Community Network. Additionally, Prince George's County and the Prince George's County Workforce Development Board welcomed a new quasi-government nonprofit, Employ Prince George's Incorporated, in 2018. Today we are proud to serve over 35,000 job seekers and business have over 40 members of the Prince George's County American Job Center Community Network.



Walter L. Simmons, Executive Director

The past four years had a focus on rebuilding and developing our workforce system, but the next four years will be dedicated to strengthening and preparing this workforce system for long-term sustainability. Employ Prince George's Incorporated is now anchoring this new workforce system, the Prince George's County American Job Center Community Network, now has strong partnerships and multiple career service providers. In 2018, along with the launch of Employ Prince George's Incorporated, we remodeled the Prince George's One Stop into American Job Center Largo. American Job Center Largo was partnered with the County's first Youth Career Center, located in Suitland, Maryland, and in 2021 we will open American Job Center National Harbor. We have strong WIOA Title I Career Service Providers with Eckerd Connects and Latin American Youth Center/Maryland Multicultural Youth Center. The providers, centers and partner center our workforce development system and ensure we have equitable access to all the residents and businesses of Prince George's County. The partners are offering a robust amount of services that have continuously served more job seekers and businesses every year since 2016. From 2020 – 2024 my priorities will be strengthening every partnership, increasing the capacity of our centers and partners, increasing workforce development funding, and continuously improving our programming to ensure we are meeting the needs of our job seekers, businesses and community.

While I am optimistic about the future of the Prince George's County Workforce Development Board and the American Job Center Community Network, it's imperative that I acknowledge the negative impacts of the Covid-19 pandemic. Our greatest obstacle during this next period will be helping the Prince George's County economy, residents and businesses recover from the current recession and lasting impacts of Covid-19. Thousands of lives have been lost due to the pandemic, thousands of businesses have closed, we don't know when businesses will reopen, over 200,000 Prince George's County workers have filed for unemployment, and Prince George's County has seen unemployment rates exceed 10%. What makes these times more fearful than others, and specifically the Great Recession, is due to social distancing requirements the American Job Center Community Network can't serve the massive amount of needs of our residents and businesses. We are working diligently to convert in-person services to virtual, providing emergency response and economic recovery services, and maintain our commitment to be the workforce development one-stop for Prince George's County.

It is an honor to serve as the Executive Director of the Prince George's County Workforce Development Board!



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

"Successful people can tell you of a time when they took advantage of an opportunity. Failures can tell you of a time when something happened to them."

Background

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014. WIOA became effective July 1, 2015. Full implementation was mandated to take place on July 1, 2017. WIOA replaced the Workforce Investment Act of 1998 and amended 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 need qualified job seekers.

Section 108 of WIOA requires that Local Workforce Development Boards develop and submit a comprehensive Local Plan for their Local Workforce Development Area to the Governor. The Local Plan should be a four-year action plan that identifies partners, aligns services, and creates integrated service delivery strategies and resources for the local public workforce system. The Local Plan should support achievement of the State's vision and goals, as outlined in the State Plan. This is described in WIOA Section 108(a), and the contents of the Local Plan are described in WIOA Section 108(b) and 20 CFR 670.560. Local Plans must be consistent with the vision and goals of the State Plan and should include the information requested below.

In 2018, the Prince George's County Workforce Development Board redesigned and rebranded its public workforce system as the Prince George's County American Job Center Community Network. The Prince George's County American Job Center Community Network is an integrated public workforce system operating as a network of nonprofit organizations, faith-based entities, community development organizations, educational institutions, workforce development entities, and government agencies as members. In accordance with the law, the Prince George's County Workforce Development Board has created this 2020 – 2024 Local Integrated Public Workforce System Plan for the Prince George's County American Job Center Community Network.

Introduction

The Prince George's County 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 in the Prince George's County Workforce Development Area. The WDB is a 34-member board, comprising of 31 voting members and 3 non-voting members, appointed by the Prince George's County Office of the County Executive. The mission of the WDB is to provide strategic direction that drives innovation, guiding the success of the workforce system locally and regionally to prepare individuals for the labor market – connecting a qualified & diverse workforce to the business community. The WDB, in agreement with the Prince George's County Office of the County Executive, through the Prince George's County Local Workforce Development Area WIOA Local Governance Agreement (Attachment 3), has designated Employ Prince George's, Inc. (Employ Prince George's or EPG) to serve as a Fiscal Agent, Administrative Agent and Career Services Provider for WIOA Title I Adult, Dislocated Worker and Youth. The President & CEO of Employ Prince George's serves in a dual capacity as the Executive Director of the WDB.

This plan describes the mission, vision, and goals the WDB will implement through 2024 to increase the efficiency and effectiveness of the Prince George's County Public Workforce System, branded as the Prince George's County American Job Center Community Network (AJCCN). Additionally, this plan includes the strategies the WDB will implement to increase AJCCN memberships, how AJCCN members will coordinate services, and how the AJCCN will develop the infrastructure to maximize services to job seekers and businesses in Prince George's County. In the development of this plan, and continuous improvement of the AJCCN, the WDB has ensured the plan and AJCCN operations align with the Governors State WIOA Plan and the State of Maryland's Benchmarks of Success. Lastly, this plan outlines specific programs and initiatives the WDB plans to implement by the close of 2024, through competitively procured operators, service providers, contractors, and members operating within the AJCCN.

Over the next four years the WDB will continue to develop its integrated public workforce system, the AJCCN, designed to leverage all of Prince George's County resources to build a robust public workforce system that meets the needs of Prince George's County job seekers and businesses. The WDB has set a priority to ensure programmatic service delivery strategies are targeted to meet the individual needs of job seekers, while preparing them to meet the workforce development needs of businesses. Additionally, the WDB has a priority to increase the number of services provided to businesses, increase the variety of services provided to businesses, and the quality of services the AJCCN provides to businesses. The goal of this priority is to ensure Prince George's County businesses can compete in regional and global markets.

The WDB believes that a robust, efficient and highly effective AJCCN will create a high functioning labor force, 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 increases in the productivity and competitiveness of the Prince George's County economy, encouraging existing businesses to remain in Prince George's County and inviting businesses outside of the area to relocate to Prince George's County. The success of our integrated public workforce system 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 partner, entities, and stakeholders in the DC Metropolitan Region.

This WDB's is excited to present this 2020 – 2024 Local Integrated Public Workforce System Plan Update to provide all stakeholders with an overview of the current operations of Prince George's County Public Workforce System, again branded as the Prince George's County American Job Center Community Network and see the WDB's vision to grow the workforce system through 2024.

Systematic & Infrastructure Changes

The WDB fully adopted the American Job Center branding, removing all references to One-Stop, in 2018. Included in this rebranding was a redesign of the Prince George's County Public Workforce System from a traditional workforce system to a free membership network that united the delivery of workforce services across a full spectrum of services providers, including community-based organizations, government agencies, nonprofit organizations, faith-based organizations, for-profit service providers, educational providers and individual residents. This new network was branded as the Prince George's County American Job Center Community Network.

The Prince George's County American Job Center Community Network was designed based on the core Workforce Innovation and Opportunity Act principle of **PARTNERSHIP**. The WDB believes that the redesign of the Prince George's County Public Workforce System to a free membership network will allow the WDB to leverage multiple funding sources, community resources, subject matter expertise, and community connections to provide high-quality workforce development services, career services, education and training, supportive services, and business services to the doorsteps of job seekers and businesses throughout Prince George's County. Today, the Prince George's County American Job Center Community Network has over 40 members, providing services throughout Prince George's County, with a website, www.pgcajc.com, that highlights members, their programs, and services.

The Prince George's County American Job Center Community Network increased the accessibility to workforce development services to tens of thousands of Prince George's County residents by developing partnerships with service providers throughout the County. The WDB's second infrastructure change was creating a Prince George's County American Job Center Community Network portal, housed on the www.pgcajc.com website, to unite service providers virtually. The Prince George's County American Job Center Community Network portal allows members to communicate with each other, identify services and programs within the network, make referrals, participate in professional development trainings, view current events, and eventually share customers via an integrated customer relationship management tool. The portal will launch to members by Program Year (PY) 2022/Fiscal Year (FY) 2023.

Additionally, the WDB will be opening American Job Center National Harbor in PY 2021/FY 2022. American Job Center National Harbor will be the second American Job Center built in Prince George's County and the first job center in built in Southern Prince George's County. American Job Center National Harbor will be located at [Tanger Outlets National Harbor/Washington, DC](#). American Job Center National Harbor will be staffed by employees from Employ Prince George's, and the WDB hopes partners from the Prince George's County Department of Family Services, Maryland Department of Labor, Maryland's Division of Rehabilitative Services, Prince George's County Department of Social Services, Prince George's Community College, Goodwill of Greater Washington, Collaborative Solutions for Communities, Project Opportunity, and Maryland Legal Aid will collocate at the center to provide a menu of workforce development services. The WDB is expecting American Job Center National Harbor to serve 3,000 – 7,000 job seekers and over 200 businesses annually.

2020 brought about the Covid-19 pandemic. Covid-19 has led to social distancing requirements that closed all America Job Centers and shuttered the Prince George's County American Job Center Community Network. To ensure the thousands of residents and businesses in need of workforce development services, the WDB is working with all partners to help them expand their capacity to provide virtual services. Most providers are providing virtual services and/or limited in-person services. The WDB is working with Employ Prince George's on two pilot projects that they hope to expand to the entire Community Network by Program Year 2022. The first is a virtual career center that provides comprehensive workforce development services to job seekers and businesses, www.employpgedge. The second is an online electronic learning management system, Skill Up Prince George's County, that provides over 4,500 free virtual training programs for Prince George's County residents and businesses. The WDB is dedicated to innovative workforce development solutions to help Prince George's County residents and businesses overcome the negative economic impacts of the Covid-19 pandemic.

Acronym List

Table 1.0 Prince George's County Local Plan Acronym List

Abbreviation	Meaning
2U	2U, Inc.
ADA	American with Disabilities Act
AEFL	Adult Education and Family Literacy Act
AHLEI	American Hotel & Lodging Educational Institute
AIP	Apprenticeship Innovation Program
AJCCN	Prince George's County American Job Center Community Network
AJC Committee	Prince George's County Workforce Development Board American Job Center/One-Stop Delivery System Standing Committee
ARPA	American Rescue Plan Act
BC	Business Consultant
Business Committee	Prince George's County Workforce Development Board Business Standing Committee
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
CEX	Prince George's County Office of the County Executive
CJT	Customized Job Training
CLEO	Chief Local Elected Official
COVID-19	Coronavirus Disease 2019
CRM	Customer Relationship Management System
CSS	Career Services Specialist
CTE	Career Technical Education
CWP	Prince George's County Construction Works Program
DCAO	Deputy County Administrative Officer
DFS	Prince George's County Department of Family Services
DOL	Department of Labor
DORS	Division of Rehabilitation Services
DSB Committee	Prince George's County Workforce Development Board Disability and Severe Barriers Standing Committee
DSS	Maryland Department of Social Services
DVOP	Disabled Veterans Outreach Program
EC	Eckerd Connects
EDC	Prince George's County Economic Development Corporation
EYA	Eckerd Youth Alternatives
EPG	Employ Prince George's, Inc.
EPIC	Prince George's County Educational Partnership for IT Careers
EO	Equal Opportunity
ETA	Employment, Training and Assessments Department
ETP	Maryland Department of Labor Eligible Training Providers
ETPL	Maryland Department of Labor Eligible Training Provider List
Executive Committee	Prince George's County Workforce Development Board Executive Standing Committee
Finance Committee	Prince George's County Workforce Development Board Finance Standing Committee

FSC	Prince George's Financial Services Corporation
FY	Fiscal Year
GED	General Equivalency Diploma
GWIB	Governors Workforce Investment Board
HAI	Prince George's County Hospitality & Accommodation Institute
HFT	Healthcare Fast Track
HSD	High School Diploma
I-BEST	Integrated Basic Education Skills and Training
IBP	Prince George's County Industry Bridge Program
IEP	Individual Employment Plan
IRC	International Rescue Committee
ISA	Individual Services Account
ISR	Industry Sector Report
ISS	Individual Service Strategies
ISY	In-School Youth
ITA	Individual Training Account
KEYS	Knowledge Equals Youth Success
KRA	KRA Corporation
LAYC	Latin American Youth Center
LEO	Local Elected Official
LGA	Local Governance Agreement
LMA	Labor Market Analysis
LMB	Prince George's County Local Management Board
LMI	Labor Market Information
LOA	Local Operations Agreement
LTP	Prince George's County Workforce Development Board Local Training Provider
LTPL	Prince George's County Workforce Development Board Local Training Provider List
LVER	Local Veterans Employment Representative
MATP	Maryland Apprenticeship and Training Program
MD Labor	Maryland Department of Labor
MLA	Maryland Legal Aid
MMYC	Maryland Multicultural Youth Centers
MOU	Memorandum of Understanding
MSDE	Maryland State Department of Education
MWE	Maryland Workforce Exchange
OCS	Prince George's County Office of Central Services
OJT	On the Job Training
OSO	One Stop Operator
OSY	Out-of-School Youth
OYP	Office of Youth Programs
PGCC	Prince George's Community College
PGCDHCD	Prince George's County Department of Housing & Community Development
PGCMNCPPC	Prince George's County – Maryland-National Capital Park and Planning Commission
PGCPS	Prince George's County Public Schools
PIP	Performance Improvement Plan
POS	Priority of Service
PPDM	Employ Prince George's Program Performance & Data Management
PSI	Professional Services Institute
PY	Program Year
QCEW	Quarterly Census of Employment and Wages

RDA	Redevelopment Authority of Prince George's County
RTW	Ready to Work
RSA	Resource Sharing Agreements
SBE	Significant Barriers to Employment
SEWDP	Prince George's County Sustainable Energy Workforce Development Program
SNAP	Supplemental Nutrition Assistance Program
SOP	Standard Operating Procedure
START	American Hotel & Lodging Educational Institute's Skills, Tasks and Results Training
TA	TranZed Apprenticeships
TABE	Test of Adult Basic Education
TAD	Talent Acquisition Department
TALC	Transportation and Logistics Consortium
TANF	Temporary Assistance for Needy Families
TAWS	TranZed Academy for Working Students
TCA	Temporary Cash Assistance
TCGI	The Children's Guild Institute, Inc.
UCAP	Prince George's County United Community Action Partnership
UIPL	Unemployment Insurance Program Letter
USDOL	United States Department of Labor
WARN	Work Adjustment and Retraining Notification
WDB	Prince George's County Workforce Development Board
WIA	Workforce Investment Act
WIOA	Workforce Innovation and Opportunity Act
WSD	Prince George's County Economic Development Corporation-Workforce Services Division
Youth Committee	Prince George's County Workforce Development Board Youth Standing Committee

Section 1 – Economic Analysis

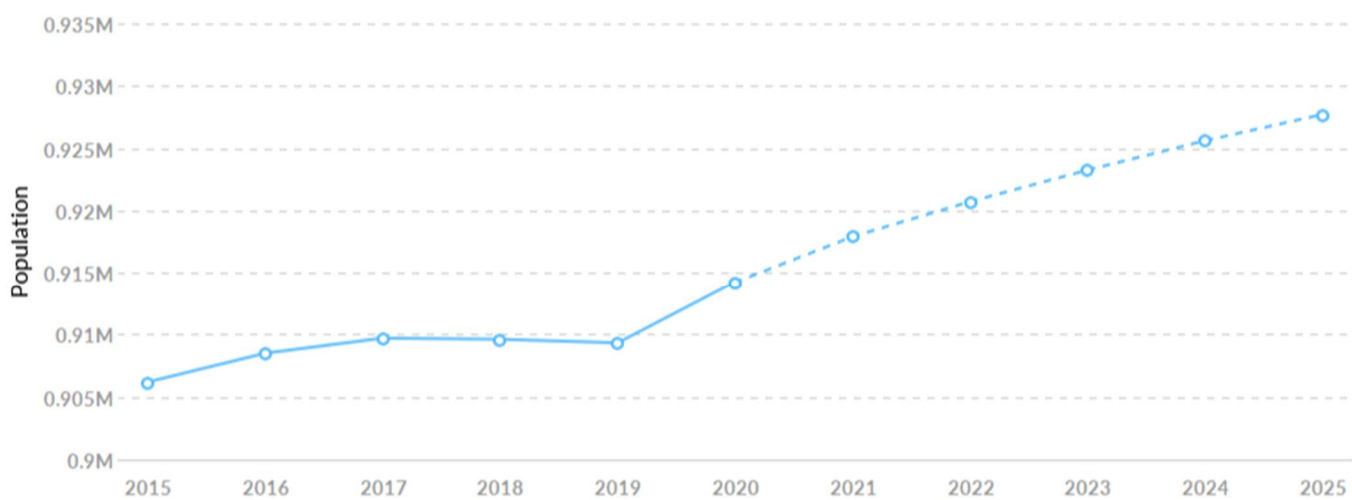
(A) An analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations and the employment needs of businesses in those industry sectors and occupations. The analysis should identify local priority industries based on employer (and WIOA partner) input as well as how the Local Board plans to maximize opportunities for sustainable employment through those local industry priorities and needs.

Of the 50 states in the United States, Maryland is one of the smallest and it has one the fewest number of local governments. There are 24 main local jurisdictions in Maryland, 23 counties and Baltimore City. Prince George’s County is the second most populous of those 23 counties, with a 2020 population of 914,232.

Table 1.1 Prince George’s County Population Trends

Population Trends

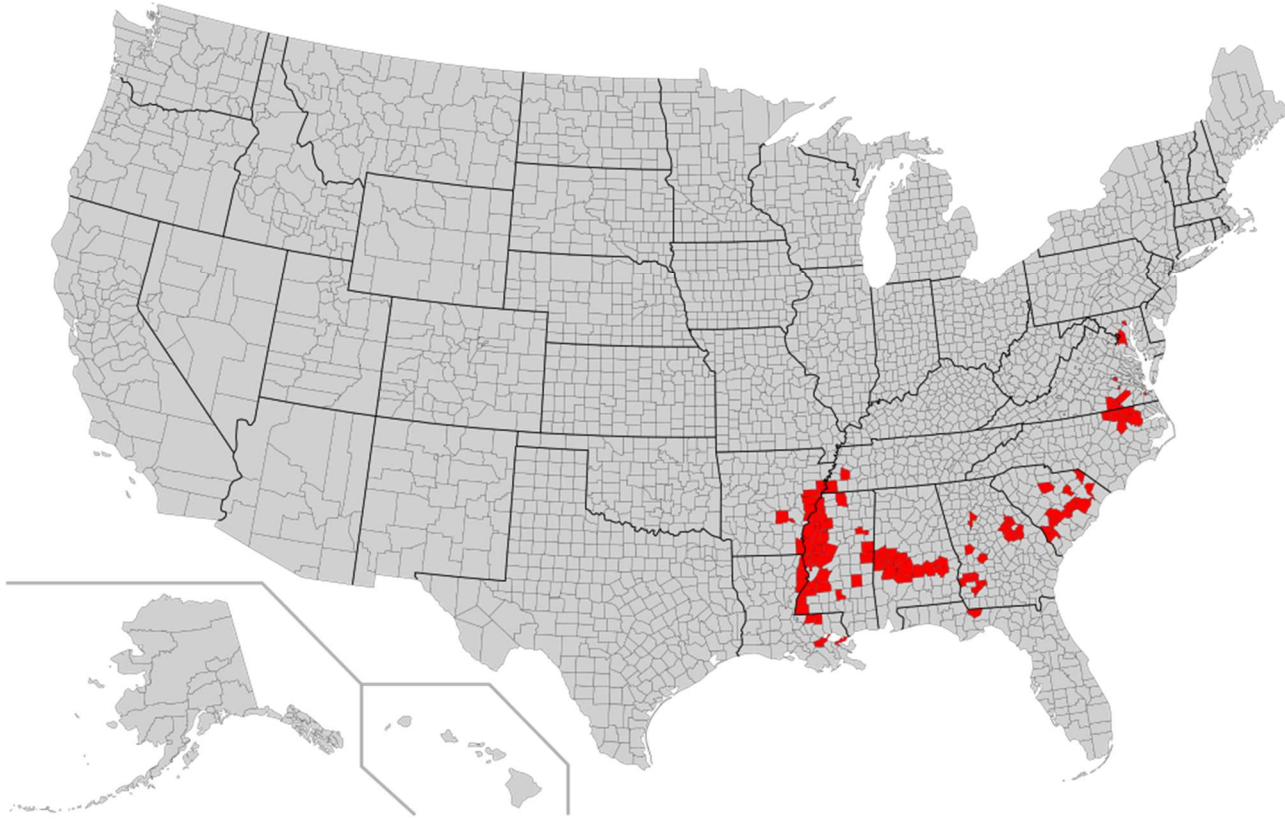
As of 2020 the region's population increased by 0.9% since 2015, growing by 8,035. Population is expected to increase by 1.5% between 2020 and 2025, adding 13,486.



Source: EMSI Prince George’s County Population Trends

Along with being home to the University of Maryland and the Washington Football Team, previously the Washington Redskins, Prince George’s County is also known for being the most affluent African American majority counties in the United States. In 2020, WUSA 9 DC quoted a 2017 Black Entertainment Television (BET) article, “10 Most Affluent African American Neighborhoods in America”, with five of the ten neighborhoods being located in Prince George’s County. This has been a consistent designation, with the Atlanta Black Star identifying the ten most affluent Black communities in America and five being in Prince George’s County as well. “We’re diverse, educated, well-compensated and mobile,” is a quote by David Iannucci, President & CEO of the Prince George’s County Economic Development Corporation, describing Prince George’s County. Prince George’s County is anything but monolithic, it is a diverse, high-value, and continually expanding county with an equally diverse economy.

Table 1.2 2020 Majority Black Counties in the United States



Source: https://en.wikipedia.org/wiki/List_of_U.S._counties_with_African-American_majority_populations#/media/File:Majority_black_counties_2010.svg

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 Global Campus. Additionally, Prince George's County is home to 2U, Inc. (2U). 2U, based in Lanham, MD, is an educational provider that helps colleges and universities increase their online learning opportunities, provide virtual services and create innovative educational offerings, such as boot camps. 2U offers an industry-leading learning digital platform, clinical placement opportunities, and career counseling. They bring over 75 educational partners, over 475 educational offerings, and a talent pool in excess of 275,000 to Prince George's County.

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, Top Golf, 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. National Harbor's 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 continuous growth 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 has a growing healthcare industry due to the new University of Maryland Regional Medical Center opening in 2021 and the Kaiser Permanente Medical Center. The transportation industry is also growing due to the Purple Line (16-mile light rail connecting Montgomery County and Prince George's County) project and it's 36-year maintenance contract.

The economic drivers listed above are defining characteristics in the County's thriving economy and ever-changing labor market. From 2012 to 2017, Prince George's County added 317 new businesses. This increase regained the County's businesses that were lost during the recession, along with 50 more. Additionally, and based on a Maryland Department of Labor Quarterly Census of Employment and Wages (QCEW) data, from 2013 to 2018 Prince George's Count saw jobs grow by 21,236, or 7.1%. This growth led Prince George's County to have the fastest growing job market in Maryland during that period, outpacing Montgomery County (added 19,540 jobs in the period, a gain of 4.3 percent) by 1,696 jobs. This culminated in Prince George's County seeing its lowest unemployment rates in 2019, with the lowest being 3.2% in December of 2019.

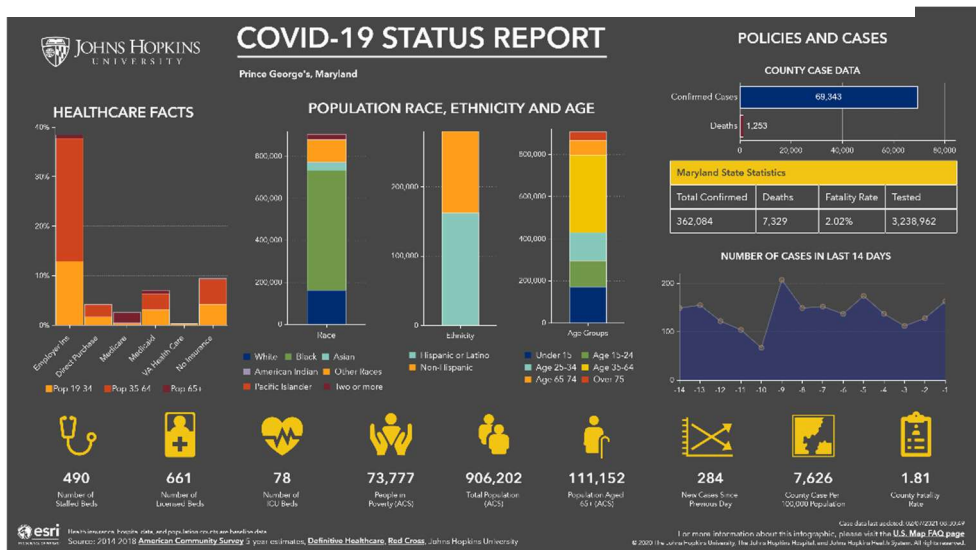
Table 1.3 Prince George's County Annual Unemployment Rate Statistics

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2016	Annual	501485	479096	22389	4.5
2017	Annual	507781	486103	21678	4.3
2018	Annual	507208	486413	20795	4.1
2019	Annual	513953	494665	19288	3.8

Source: U.S. Bureau of Labor Statistics – Prince George's Local Area Unemployment Statistics

Prince George's County residents and its economy were devastated in 2020 by the Coronavirus (Covid-19) pandemic. By July of 2020, Prince George's County had more Covid-19 cases than 20 states. As of February 2021, Prince George's County had 69,343 confirmed cases and 1,253 deaths. Prince George's County has contributed to 19% of all State of Maryland Covid-19 cases. Due the excessive Covid-19 cases, Prince George's County implemented social distancing requirements that caused a partial economic shutdown.

Table 1.4 Prince George's County Covid-19 Status Report

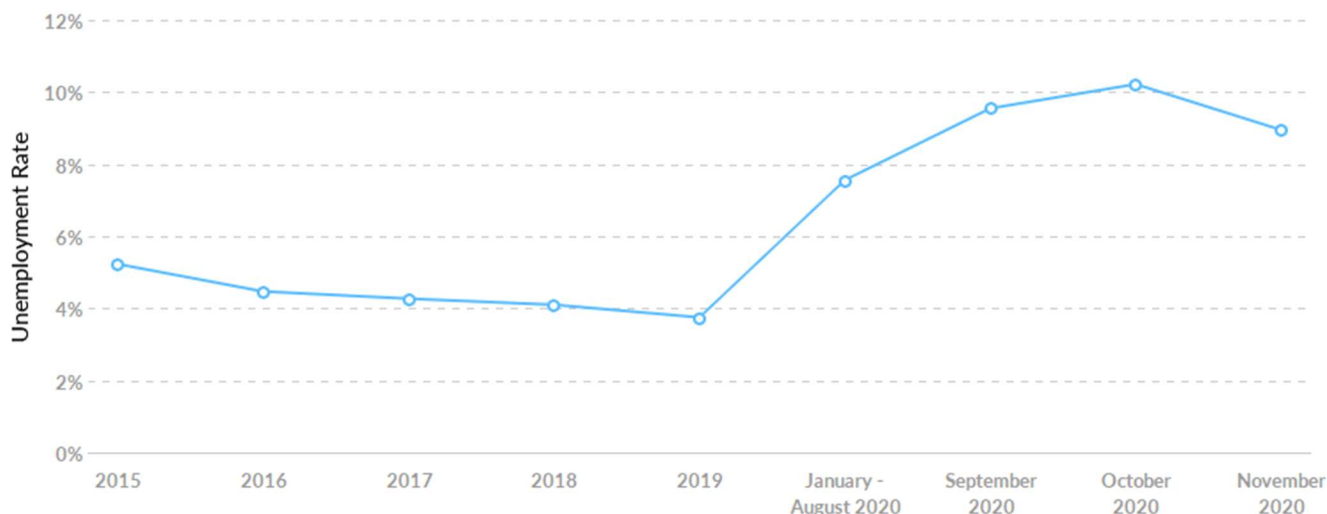


The partial economic shutdown had numerous negative impacts to the Prince George's County economy. In 2020, Prince George's County saw its greatest amount of Work Adjustment and Retraining Notification's (WARN), 44. WARN's are mass layoffs, permanent and temporary, of businesses in a local workforce development area. In addition to WARN's, Prince George's County had 269,362 unemployment claims by December 26th. Prince George's County's 269,362 unemployment claims represented 55% of all the State of Maryland's unemployment claims in 2020. Additionally, Prince George's County saw its highest monthly unemployment rate, since unemployment rates began being tracked, in May at 10.9%.

Table 1.5 Prince George's County Unemployment Rate Trends

Unemployment Rate Trends

Prince George's County, MD had a November 2020 unemployment rate of 8.95%, increasing from 5.23% 5 years before.



Source: EMSI

The WDB is working closely with the Prince George's County Office of the County Executive, the Prince George's County Government Economic Development Cluster, various elected officials from Prince George's County, and community partners to help Prince George's County return to its previous trend of economic success prior to the pandemic. Prior to the pandemic, Prince George's County was amidst a multibillion-dollar economic boom producing promising economic trends of a growing population, labor force, and consistently increasing employment participation rates.

Prince George's County's unique geographical location makes it extremely attractive to businesses around the world. Based on data from the Maryland Department of Labor (MD Labor), <https://www.dllr.state.md.us/lmi/wiagrowthind/pg.shtml>, the top 5 projected growth industries within Prince George's County are Accommodation and Food Services, Construction, Wholesale Trade, Health Care and Social Assistance, followed by Professional, Scientific and Technical Services. 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. The Prince George's County Economic Development Corporation, in partnership with many Prince George's County entities, will be releasing an upcoming report in 2021/2022. The WDB will be monitoring the findings in the upcoming report.

Table 1.6 Prince George's County In-demand Industries

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

Based on the labor market information provided by the Bureau of Labor and Statistics, MD Labor, and the Prince George's County State of the Workforce Report, the WDB has identified the industries above as the primary in-demand industries of focus for the Prince George's County Public Workforce System. These industries were chosen based on their contribution to the Prince George's County GRP, employment, location quotient, and projected growth within Prince George's County. The Prince George's County State of the Workforce Report didn't include the Accommodation and Food Services, nor did it include the Retail Trade, as being Prince George's County in-demand industries, but the WDB included these industries due to multiple factors.

As seen in Table 1.7 below, the Retail Trade is one of the top three industries in Prince George's County with the most advertised job openings on the Maryland Workforce Exchange (MWE). Accommodation and Food Services and the Retail Trade are consistently ranked in the top five and seven of Prince George's County's advertised job openings in MWE, pre and post pandemic. The WDB predicts that the vast amount of job openings in the Retail Trade 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	1,594
2	Health Care and Social Assistance	1,546
3	Retail Trade	1,325
4	Accommodation and Food Services	1,259
5	Administrative and Support and Waste Management and Remediation Services	648
6	Transportation and Warehousing	462
7	Educational Services	409
8	Construction	298
9	Wholesale Trade	285
10	Finance and Insurance	227

Source: Maryland Workforce Exchange - Online advertised jobs data

The WDB released the Prince George's County State of the Workforce Report in 2019 for Prince George's County Public Workforce System stakeholders. The report can be viewed on the WDB page on the AJCCN website, <https://pgcabc.com/workforce-board/>. The report was commissioned in in Program Year 2017 and released in Program Year 2018. The data is presented in the State of the Workforce Report is referenced throughout this Local Plan and seen as a guide for Prince George's County. It is the WDB's plan to release the Prince George's County State of the Workforce Report every four years, pending the availability of funding.

Current labor market information for Prince George's County varies slightly from the growth projections, but the County shows great strength with the highest advertised job openings by industry totaling over 8,000 jobs monthly. Of the average 8,000 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, with rapid increases once the pandemic social

distancing requirements cease. These indicators and trends are what the WDB will use to continuously assess and develop career pathways, service strategies, and education and training options for the public workforce system.

Table 1.8 Prince George's County Earnings per Worker

Top Industry Earnings

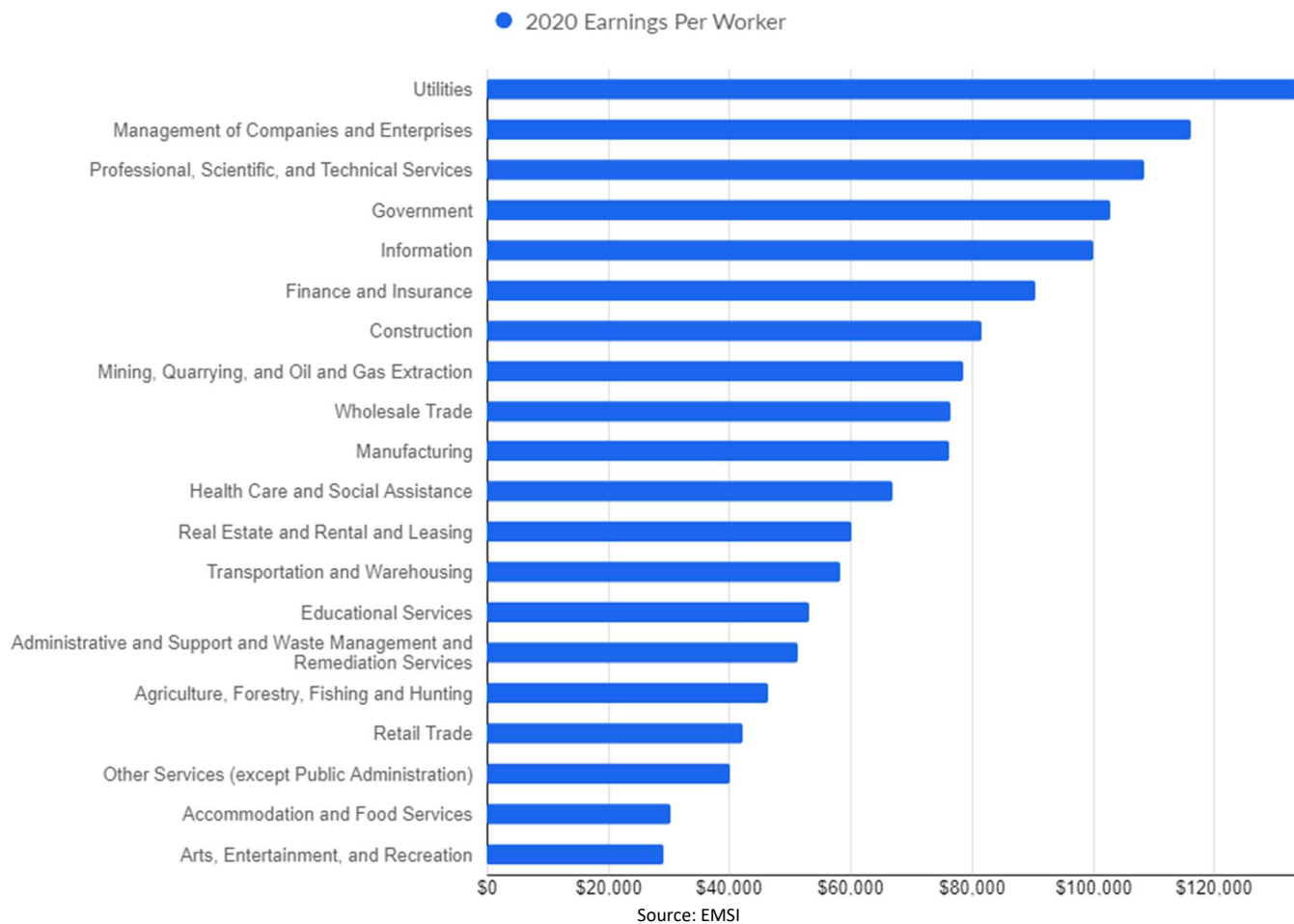


Table 1.9 Prince George's County Top 10 Occupations by Advertised Jobs

Top 10 Occupations by Advertised Job Openings February - 2021		
Rank	Occupation	Job Openings
1	Registered Nurses	867
2	Retail Salespersons	355
3	First-Line Supervisors of Food Preparation and Serving Workers	284
4	Combined Food Preparation and Serving Workers, Including Fast Food	275
5	Customer Service Representatives	239
6	Managers, All Other	212
7	Heavy and Tractor-Trailer Truck Drivers	195
8	Driver/Sales Workers	182
9	Laborers and Freight, Stock, and Material Movers, Hand	174
10	First-Line Supervisors of Retail Sales Workers	169

Source: Maryland Workforce Exchange - Online advertised jobs data

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.

Currently, the top 10 occupations by advertised job opening in Prince George's County total 2,953. This is a change from the last report which had a total of 1,947. The WDB has equated this to the demand of Registered Nurses, aligning with the needs of the pandemic. Of the current 1,947 job openings, 90% 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 wages have increased in the last Local Plan, and 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	322,126	\$28.78	\$1,151	\$59,824
Maryland	2,689,697	\$29.20	\$1,168	\$60,736
Washington-Arlington-Alexandria (DC-VA-MD-WV MSA)	955,983	\$31.08	\$1,243	\$64,636

* Assumes a 40-hour week worked the year round.

Source: Maryland Workforce Exchange – Employment Wage Statistics

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 60% of job seekers in Prince George's County desire wages below the average annual salary of \$59,824 for 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	3,305	20.98%
2	\$5,000 - \$19,999	51	0.32%
3	\$20,000 - \$34,999	2,160	13.71%
4	\$35,000 - \$49,999	3,963	25.15%
5	\$50,000 - \$64,999	2,571	16.32%
6	\$65,000 - \$79,999	1,458	9.25%
7	\$80,000 - \$94,999	854	5.42%
8	\$95,000 or more	1,395	8.85%

Source: Maryland Workforce Exchange – Desired Salary of Available Candidates

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 the WDB's 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.

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.**

As seen in Table 2.1, 18.7% of Prince George's County residents possess a Bachelor's Degree, 1.3% below the national average. Additionally, 6.2% of Prince George's County residents hold an Associate's Degree, 2.4% below the national average. While Prince George's County's undergraduate degree attainment levels fall short of national averages, Prince George's County's graduate degree attainment levels are at 14%, which is 2% 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, 60%. This is a positive attribute for the County, and the WDB believes it increases Prince George's County's attractiveness to local businesses.

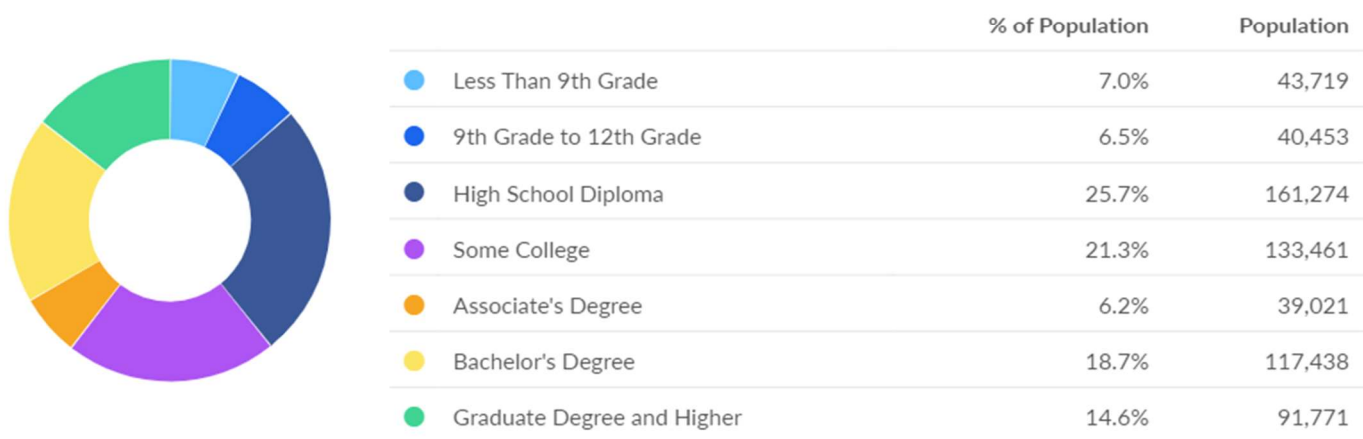
Prince George's County's large percentage of residents with post-secondary training translates to higher levels of educational attainment, a bachelor's degree or higher, of Prince George's County job seekers. As seen in Table 2.2, a

majority (51%) of Prince George's County job seekers in MWE hold an Associate Degree, Bachelor's Degree, or higher. The WDB believes that high levels of educational attainment of a majority of the areas job seekers, along with the consistently increasing availability of jobs, led to Prince George's County seeing record low unemployment rates prior to pandemic. Unfortunately, the pandemic has massively impacted occupations requiring less educational attainment, laying off thousands of workers with lower educational attainment rates. If these employment opportunities don't return, the WDB is concerned that these residents have the potential to become unemployed for an extended period. For these reasons, the WDB supported Employ Prince George's efforts to launch the Covid-19 Workforce Development Recovery Program in 2020.

Table 2.1 Prince George's County Educational Attainment

Educational Attainment

Concerning educational attainment, 18.7% of Prince George's County, MD residents possess a Bachelor's Degree (1.3% below the national average), and 6.2% hold an Associate's Degree (2.4% below the national average).



Source: EMSI

Table 2.2 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	301	1.89%
3	High School Diploma or Equivalent	3,955	24.80%
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	Vocational School Certificate	1,219	7.64%
8	Associate's Degree	1,402	8.79%
9	Bachelor's Degree	4,452	27.92%
10	Master's Degree	1,922	12.05%
11	Doctorate Degree	318	1.99%

12	Specialized Degree (e.g. MD, DDS)	95	0.60%
13	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. As seen in Table 2.3 below, and based on the available data, Prince George’s County job seekers with an Associate Degree or higher exceeds the job openings requiring an Associate Degree or higher. Likewise, Prince George’s County’s supply of job seekers with less than an Associate degree exceeds the demand of positions by employers requiring an Associate degree or less.

MWE has a large percentage of jobs that are listed as “Not Specified” in relation to education level. This skews the MWE’s 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. The WDB and its largest WIOA Title I Career Services Provider, EPG, are able to source and distribute Labor Market Information (LMI) from EMSI, MWE and BLS, but they also provide Labor Market Analysis (LMA). LMA is the ability to identify the differences in various data sets and the ability to translate LMI into a functional tool that business and job seekers can utilize in their day to day efforts. LMA is key when assessing EMSI and MWE data.

As an example, EMSI provides underemployment data that compares the minimum educational attainment requirement for jobs posted in Prince George’s County with the educational attainment of Prince George’s County residents. This data is provided in Table 2.4. EMSI data is similar to the MWE data presented in Table 2.3, with the exception that MWE’s data compares the minimum educational attainment requirement for jobs posted in Prince George’s County with the educational attainment of Prince George’s County residents. The analysis of the LMI data provided by EMSI an MWE lead to a LMA that explains that Prince George’s County residents lack the educational attainment required by local employers, but Prince George’s County imports more than enough job seekers, and workers, who have the educational requirements that local employers desire.

Table 2.3 Prince George’s County Education Level of Jobs & Candidates

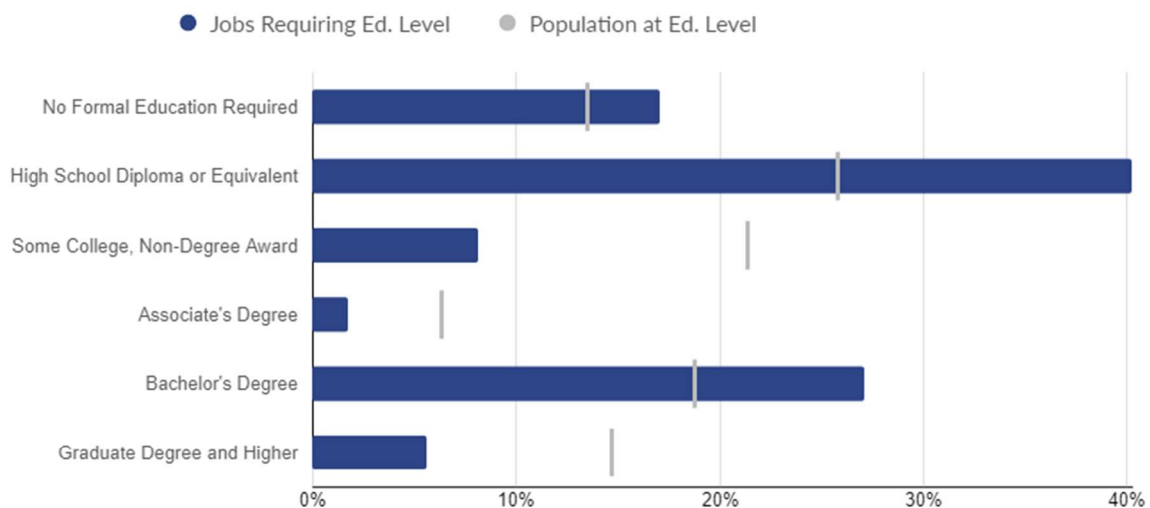
Education Level of Jobs & Candidates				
Education Level	Job Openings	Percentage of Job Openings	Potential Candidates	Percentage of Potential Candidates
No Minimum Education Requirement	422	3.39%	0	N/A
Less than High School	0	N/A	301	1.89%
High School Diploma or Equivalent	644	5.17%	3,955	24.80%
1 Year of College or a Technical or Vocational School	4	0.03%	0	N/A
2 Years of College or a Technical or Vocational School	2	0.02%	0	N/A
3 Years of College or a Technical or Vocational School	6	0.05%	0	N/A
Vocational School Certificate	4	0.03%	1,219	7.64%
Associate's Degree	89	0.71%	1,402	8.79%
Bachelor's Degree	629	5.05%	4,452	27.92%

Master's Degree	43	0.35%	1,922	12.05%
Doctorate Degree	21	0.17%	318	1.99%
Specialized Degree (e.g. MD, DDS)	0	N/A	95	0.60%
Not Specified	10,593	85.04%	0	N/A

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

Table 2.4 Prince George's County Underemployment

Underemployment



Education Level	Jobs Requiring Ed. Level	Population at Ed. Level	Difference
No Formal Education Required	17%	13%	4%
High School Diploma or Equivalent	40%	26%	15%
Some College, Non-Degree Award	8%	21%	-13%
Associate's Degree	2%	6%	-4%
Bachelor's Degree	27%	19%	8%
Graduate Degree and Higher	6%	15%	-9%

Source: EMSI

Table 2.5 Counties Prince George's County Residents are Employed

Counties Prince George's Residents are Employed		
County	Number of Workers	Percentage
District of Columbia	118,433	30.8%
Prince George's County	107,530	28%
Montgomery County	46,786	12.2%
Anne Arundel County	19,178	5%
Fairfax County	16,850	4.4%

Source: Maryland Department of Labor

Additionally, the WDB's LMA of the LMI that compared the educational requirements of Prince George's County employers with the educational attainment of Prince George's County residents and job seekers tells the story of the excess commuting of Prince George's County's talent pipeline. This data is called commuting data. Commuting data

details, the amount of people residing within a jurisdiction that work outside of that jurisdiction, and the amount of people from outside of a jurisdiction that work within the jurisdiction.

MD Labor reports that 72% of Prince George’s County Residents work outside of the County. Both MD Labor and the Prince George’s County State of the Workforce Report state that a majority of these Prince George’s County residents working outside of the Count are residents that have a high educational attainment. Table 2.5 details the Counties where the majority of Prince George’s County residents work. More detailed information is located on the MD Labor website,

[https://mwejobs.maryland.gov/admin/gsipub/htmlarea/uploads/PrinceGeorge's WorforceRegion Commuting Pattern s.pdf](https://mwejobs.maryland.gov/admin/gsipub/htmlarea/uploads/PrinceGeorge's_WorforceRegion_Commuting_Patterns.pdf).

As previously mentioned, Prince George’s County exceeds the national average for residents with graduate degrees. Prince George’s County has historically been a residential community whose residents work for the federal government and other industries whose primary locations are in the District of Columbia. Prince George’s County, having the second largest population behind Montgomery County in Maryland and a population larger than the District of Columbia, Arlington County, VA and Alexandria, VA, has an abundance of talent available for the region. According to the Prince George’s County State of the Workforce Report, Prince George’s County and Montgomery County are the only jurisdictions in the DC Metropolitan Region that have negative net commuters, see Table 2.6 below. Net commuters means that a majority of Prince George’s County’s talent is leaving the County daily to go to work.

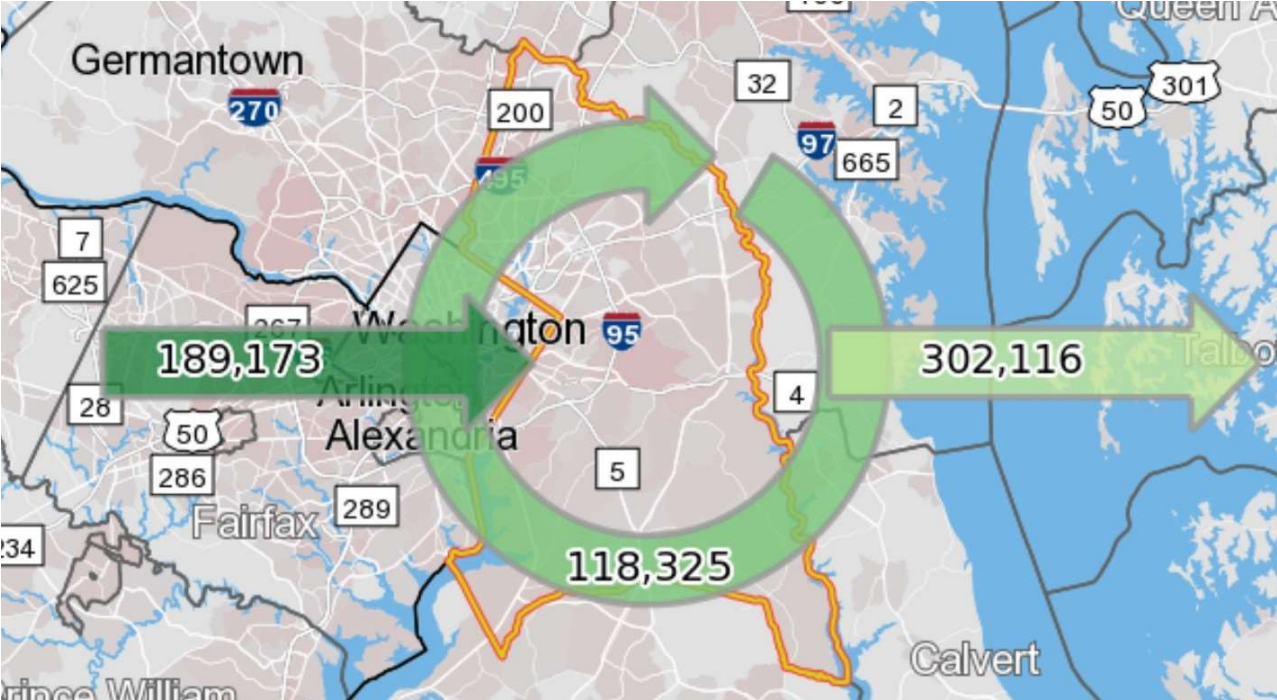
Table 2.6 Number of Resident Workers and Net Commuters by Area

County	2012 Jobs	2012 Resident Workers	2012 Net Commuters	2017 Jobs	2017 Resident Workers	2017 Net Commuters
Prince George’s County	342,913	497,999	(155,067)	364,698	534,229	(169,520)
Anne Arundel County	303,123	293,494	9,629	336,257	313,982	22,275
Montgomery County	508,926	523,376	(14,450)	528,991	535,162	(6,171)
Northern Virginia	287,770	204,844	82,926	296,482	215,432	81,049
Washington DC	768,257	342,139	426,118	805,259	369,883	435,376

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

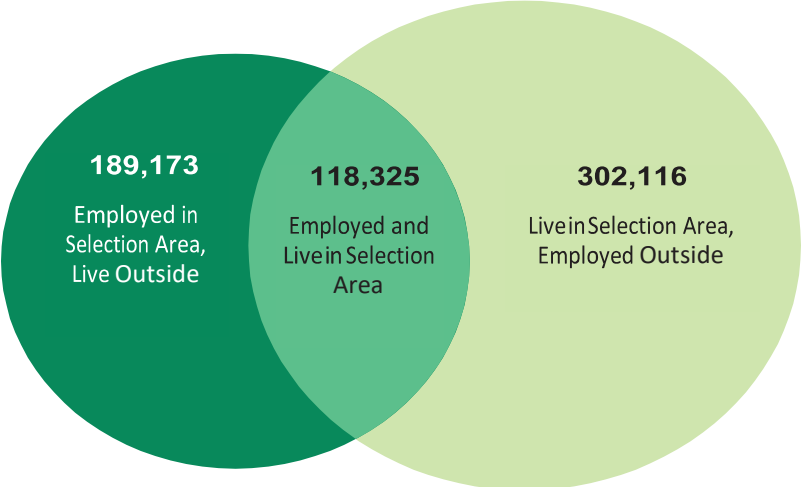
Table 2.7, from the Prince George’s County State of the Workforce Report, also shows the inflow and outflow of Prince George’s County workers, using more dated Census data, as well as how many residents are available within 15 miles, 30 miles, and 45 miles of Prince George’s County. Table 2.8, also from the Prince George’s County State of the Workforce Report, further explains the commuting patterns of Prince George’s County.

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



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

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 LODS 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 its only 6,000 compared to Prince George's County's 160,000. The lower number in Montgomery County, compared to Prince George's County, 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, MWE data, and the operational knowledge of Board Members and staff, the WDB has synopsisized 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. This information is detailed on the next page.

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.

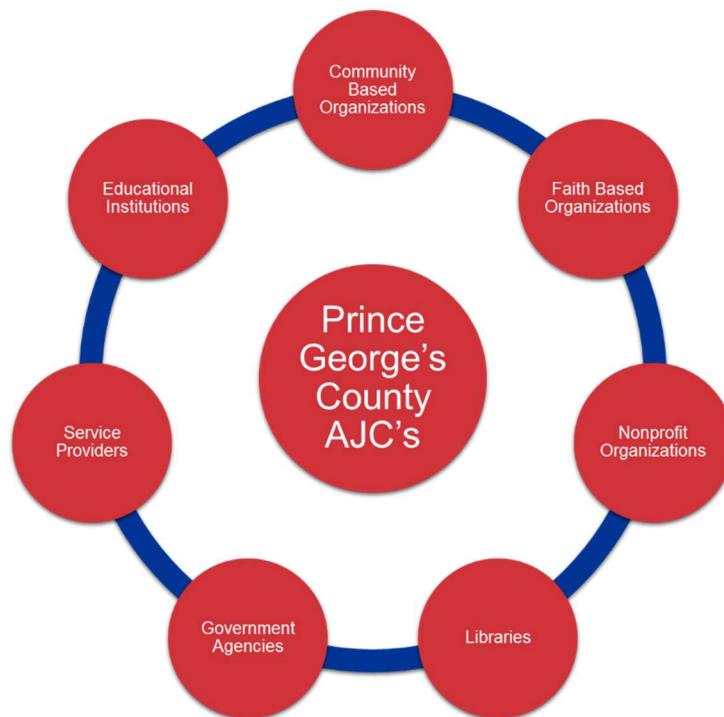
Based on the general synopsis above, the WDB is challenged with narrowing its focus to select areas and setting realistic goals and benchmarks. The WDB understands that Prince George’s County’s issues are similar to other areas across the nation, and it must manage and overcome these challenges by addressing 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.

(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.**

As previously mentioned, the WDB has fully rebranded and designed the Prince George’s County Public Workforce System as the Prince George’s County American Job Center Community Network (AJCCN) in 2018. The AJCCN includes a tier membership to maximize participation in the Prince George’s County Public Workforce System. Membership levels are 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
- ❖ **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 AJCCN programming and notifications, but don’t provide workforce development services or access to workforce development services

Table 2.9 Prince George’s County American Job Center Community Network



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

The AJCCN design increases access, leverages multiple county resources, creates more opportunities for communication and partnership to increase effectiveness, increases name recognition amongst partners, and increases the traffic flow of job seekers. The launch of the network coincided with the rebranding of the County's career center from the Prince George's One Stop to American Job Center Largo. In PY21/FY22, the WDB is opening American Job Center National Harbor. The central point of service delivery of the AJCCN are the County's American Job Centers.

Table 3.0 Prince George's County American Job Center

American Job Center	Address	Center Affiliation
American Job Center Largo	1801 McCormick Drive, Suite 120, Largo, Maryland 20774	Comprehensive Center
American Job Center National Harbor	6800 Oxon Hill Rd, National Harbor, MD 20745	Satellite Center
Youth Career Center	5001 Silverhill Road, Suite 310, Hillcrest Heights, MD 20746	Satellite Center

The American Job Center Largo is the Prince George's County Local Workforce Development Area's comprehensive center. The following partners provide services at the center.

Table 3.1 Prince George's County Comprehensive American Job Center Partners

American Job Center Largo Partners			
#	Partner Name	Mandatory Partner	Service Category
1	Employ Prince George's Incorporated	Yes	Workforce Development Services
2	Maryland Department of Labor (MD Labor)	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	International Rescue Committee (IRC)	No	Refugee & Immigrant Services
9	Maryland Legal Aid	No	Legal Services
10	Eckerd Connects	Yes	One Stop Operator

The American Job Center Largo partners, who are also AJCCN members, offer career and basic skills assessments, 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.

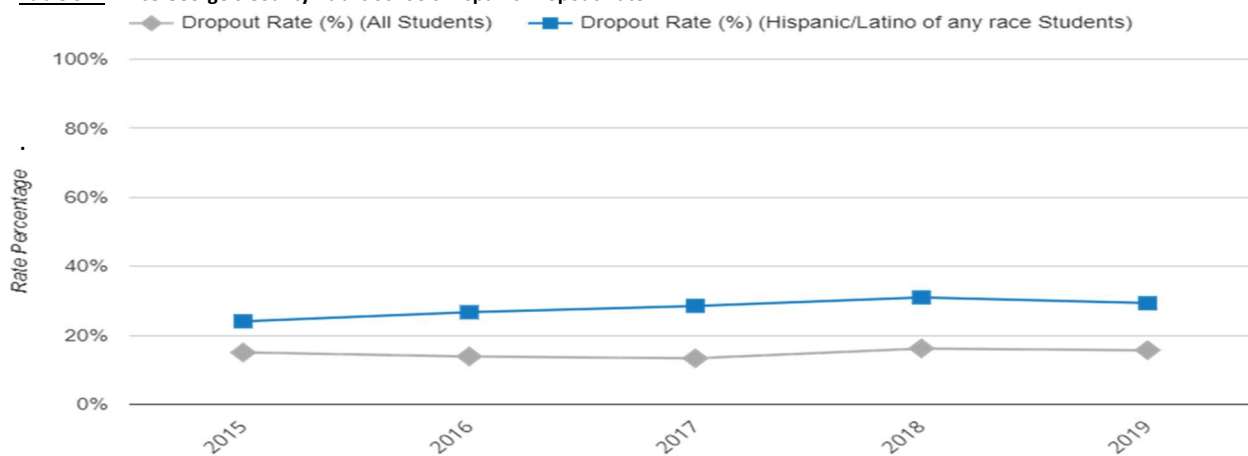
The AJCCN members make-up a comprehensive network of service providers that offer free career counseling, supportive services, wrap around services, occupational skills training and follow up services. The WDB has also built regional partnerships that allow the American Job Center Largo One Stop Operator and AJCCN members 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.

The WDB has multiple WIOA Title I Career Services Providers offering workforce development services. EPG serves as the WDB's WIOA Title I Adult and Dislocated Worker Career Services Provider. The WDB has three WIOA Title I Youth Career Services Providers: EPG, Latin American Youth Center and Eckerd Connects. In accordance with the AJCCN branding, the WDB converted one of its WIOA Title I Youth Out-of-School Youth (OSY) providers to be an informal operator and service provider for Maryland's first Youth Career Center (satellite center). The current provider for the Youth Career Center is Eckerd Connects. Eckerd Connects' Youth Career Center programming is designed to put youth and young adults, ages 18 – 24, on the fast track to their career. The Youth Career Center creates individualized career pathways for each participant to increase their employability skills, they connect participants to, and provide in-house, trainings that earn national certifications, and they provide hands-on experience through their paid internship program. The Youth Career Center is adjacent to the Bridge Center at Adam's House in Suitland, Maryland.



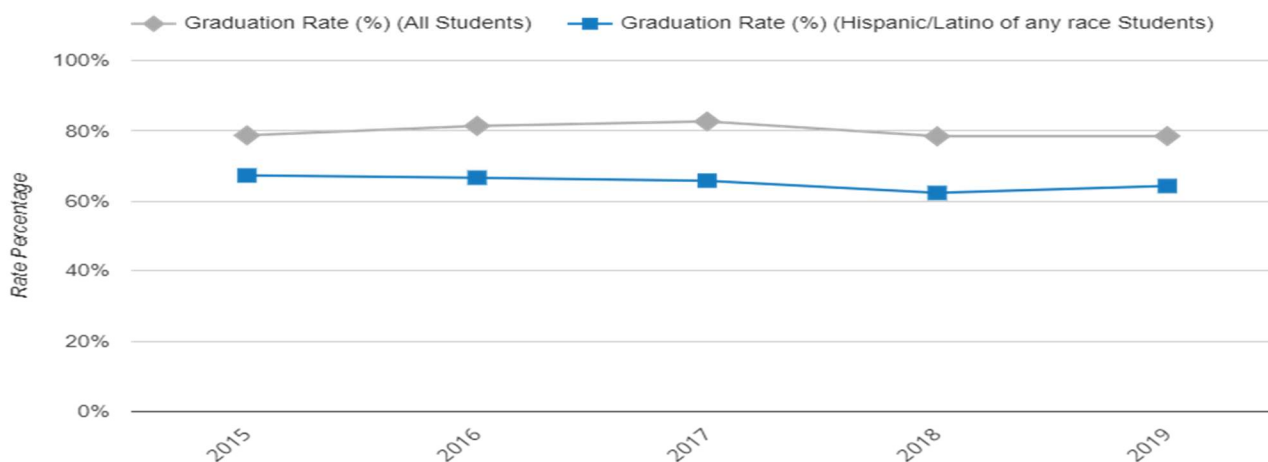
While as a whole, Prince George's County has the largest population of adults in Maryland without a high school diploma, Hispanics have the highest dropout rates at Prince George's County Public Schools (see Table 2.9). Additionally, Hispanics having the lowest graduation rates at Prince George's County Public Schools (see Table 3.0). The WDB has contracted with a second WIOA Title I OSY Career Services Provider, Latin American Youth Center (LAYC), to provide services catered toward Prince George's County's Hispanic residents. LAYC operates its Maryland Multicultural Youth Center (MMYC) in Riverdale, Maryland. Included in LAYC's program design, offered at the MMYC, is adult education, job readiness, and work-based learning that lead to a high school credential and livable wage employment.

Table 3.2 Prince George's County Public Schools Hispanic Dropout Rate



Source: Maryland State Department of Education – Maryland Report Card

Table 3.3 Prince George's County Public Schools Hispanic Graduation Rate



Source: Maryland State Department of Education – Maryland Report Card

The WDB's third WIOA Title I OSY provider, EPG's Youth Services Department located within its Workforce Services Division, operates the Knowledge Equals Youth Success (KEYS) program. EPG's KEYS program is designed to provide OSY, ages 18-24 years old with a high school diploma, with the necessary tools to become competitive in the workforce. The KEYS program provides career pathways, credential attainment, and supportive services to those who may face barriers to employment. The KEYS program has a concentrated focus on providing career readiness and work-based learning opportunities. Each participant receives six weeks of career readiness training in a cohort model and an option of choosing and occupational skills training track or work-based learning track. This program is a partnership with Prince George's County Local Management Board, staffed by the Prince George's County Department of Family Services.

WIOA Title I Adult and Dislocated Worker Career Services are made available through the County's American Job Centers. Additional workforce development and supportive services are offered by the members of the AJCCN who aren't located in the American Job Center Largo and American Job Center National Harbor. Basic and Individualized Career Services are provided by the WDB's WIOA Title I Career Service Providers and MD Labor staff. These services include weekly group orientations, now offered virtually due to the pandemic, 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 services 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 entry to middle skill occupations within those industries. To access training, a job seeker meets can visit an American Job Center or visit www.EmployPGedge.com. Through either access point, a Prince George's County Career Consultant 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 have 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 members of the AJCCN that provide Business Services, led by Employ Prince George’s Department of Business Services. The Prince George’s County Local Workforce Development Area’s Business Services Plan is an attachment included in the Local Plan. All partners who provides business services in the AJCCN agreed to, are included, and contributed to the development of the Business Services Plan.

In PY19/FY20, the AJCCN increased its businesses served to over 1,600 businesses. The AJCCN’s Business Services Team is consistently expanding its capacity to meet the need of the Prince George’s County economy. To meet the projected increased opportunities provided by the AJCCN’s Business Services Team and efficiently connect those opportunities to job ready graduates of programs offered by AJCCN partners, EPG created a new department, Talent Acquisition. The Talent Acquisition Department has 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 AJCCN Business Services Team working with businesses in their desired industry.

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 MD Labor staff.

One of the local areas greatest achievements since 2018, and area with great opportunity, is EPG’s Industry Bridge Programs. In 2017 the WDB and Employ Prince George’s, Inc. (EPG) partnered to launch its first 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 3.4 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
Capital Area Healthcare Alliance	CAHA	Healthcare and Social Services ¹
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
Transportation and Logistics Consortium	TALC	Transportation & Logistics



CAPITAL AREA

HEALTHCARE ALLIANCE



Transportation and Logistics Consortium



Each Industry Bridge Program was developed, and is operated by, data from the Prince George's County State of the Workforce Report, MWE, LMI, and the WDB's and EPG's LMA, coupled with direct employer and job seeker survey data. This information is 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. The Transportation and Logistics Consortium Industry Bridge Program is in discussion and could be launched in Program Year 2021/Fiscal Year 2022.

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.

(C) 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 Area economic growth and economic self-sufficiency.

From 2015 through 2018 the WDB launched 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:

- (A) Create career pathways with stackable credentials based on industry (blue collar and higher skilled)
- (B) Create career pathways based on sector strategy research conducted in Prince George’s County and the Capital Region
- (C) Assess and provide wrap-around services to meet mental health and/or learning issues.

- (D) 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
- (E) 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.)
- (F) Convene annual meetings to conduct conversations with all of the business and economic development entities
- (G) Identify the barriers of the hardest-to-serve and create customized services to address specific barriers
- (H) Obtain alternative funding sources outside of WIOA to minimize the percentage of WIOA dollars funding the public workforce system
- (I) Identify methods and strategies to address the barriers experience by a large portion of the unemployed population in Prince George’s County
- (J) Conduct cross-training and continuous training with internal and external partners
- (K) Provide excellent and consistent customer service by developing and enforcing SOP’s
- (L) 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’
- (M) Develop marketing collateral and training materials that are consistent in their messaging
- (N) Create a vehicle for developing available talent pools that promote business retention and expansion by identifying OJT opportunities and utilizing incumbent worker training
- (O) 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
- (P) 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. Afterwards the WDB worked 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 believed that if it accomplished these goals to the fullest extent possible, the Prince George’s County Public Workforce System would effectively and efficiently engage, prepare, educate, up skill and connect all job seekers, including youth, individuals with severe barriers, and job seekers with minimal barriers, to employment. Below is an update, as of PY20/FY21, of the WDB’s progress on their strategic priorities.

1. **Establish its independence (Completed)** – The WDB has successfully separated from the EDC, separated from EPG by establishing substantive administrative firewalls, separated from EPG publicly by establishing AJCCN and the AJCCN’s brand, and the WDB launched the AJCCN’s website: www.PGCAJC.com.

2. **Build a strong network of partners (Completed)** – The WDB has successfully launched the AJCCN and grown the membership to over 45 partners. Additionally, the WDB has established processes to sustain the AJCCN’s membership and continually grow the membership.
3. **Develop its WIOA service providers (Completed)** – The WDB has successfully develop its WIOA Title I Career Services Providers, leading to all of the WDB’s WIOA Title I Career Service Provider being removed from performance improvement plans (PIP).
4. **Improve the operations and efficiency of its comprehensive American Job Center (Completed)** – The WDB has successfully increased the operation of the American Job Center Largo, largely through the development of the American Job Center Largo One Stop Operator (OSO), increased the occupancy of the American Job Center Largo to 114%, and grew the amount of customer served to over 25,000 job seekers and 1,600 businesses. This has led to the WDB expanding its operations to opening American Job Center National Harbor, potentially growing the Youth Career Center to be an official satellite job center and launching a third American Job Center in the inner beltway of Prince George’s County.
5. **Rebrand the WDB, the County’s careers centers and the County’s Public Workforce Systems (Completed)** – The WDB has successfully created and launched the AJCCN and branded all of the County’s career centers as American Job Center or a Youth Career Center (operating as a satellite) with the American Job Center Network.
6. **Expand and increase access to the local workforce system and its partners (Completed)** – The WDB has successfully expanded the AJCCN, the amount of partners operating within American Job Center Largo, created a new American Job Center, grown the AJCCN to exceed 45 partner, and working toward serving 30,000 job seekers and 2,000 businesses.
7. **Assist the local workforce areas services providers build programs that meet the needs of job seekers and business simultaneously (Completed)** – The WDB has successfully helped its WIOA Title I Career Service Providers develop and improve its programming to meet the needs of job seekers and businesses.
8. **Increase the local workforce systems presence in the community (Completed)** – The WDB has successfully expanded the AJCCN and bolstered EPG’s Community Development Department to increase the WDB’s presence in Prince George’s County. The Outreach Specialist operating within EPG’s Community Development Department attended over 600 events in PY19/FY20. Additionally, the WDB has purchased an American Job Center Mobile Unit, launching in PY21/FY22.
9. **Improve the WDB’s membership, operations and efficiency (Completed)** – The WDB made it a priority to not only be a national best practice related to workforce development programming, but also be a national best practice administratively. These efforts have led to the WDB launching its AJCCN website, www.PGCAJC.com, posting all of it’s policies on the website, developing and posting strategy documents on the website, expediting the WDB’s Local Training Provider List policies and posting it on the website, drafting and executing new bylaws, redesigning the WDB membership, including three nonvoting elected officials, along with creating Board Administrator position and hiring the staff member to fill the role, a role split between being the Board Administrator and the Director of EPG’s Community Development Department. The WDB has a goal to make the position be a full time Board Administrator and not be split between EPG and the WDB.
10. **Ensure the Prince George’s County workforce system is in compliance with all laws, policies and regulations (Completed)** – The WDB has successfully met and exceeded the required federal and state laws, policies and regulations related to Local Workforce Development Boards and WIOA Title I grantees.

Additionally, the WDB agreed, and still agrees, with the State of Maryland that state and local workforce systems should place people above performance. Based on this practice the WDB has focused its system on generating IMPACT. The WDB is ecstatic with the progress and successes associated with the goals in the 2016-2020 Local Plan, and as the 2020-2024 Local Plan begins, the WDB will continue to focus on serving job seekers with barriers and maximizing impact, while meeting WIOA performance measures. Below are the WDB’s plans for the AJCCN during the operational years included in the 2020-2024 Local Plan to align its efforts with the State of Maryland’s Benchmarks of Success.

1. Increase the earning capacity of Maryland's workforce system customers by maximizing access to employment;

The WDB's plans to maximize the earning capacity of Maryland's workforce system customers, specifically the customers in Prince George's County, by maximizing access to employment is to develop the capacity and services of the AJCCN members who serve businesses, increase the integration and partnerships of the AJCCN's business serving members, expand the amount of members utilizing a consultative approach to business services, and allow these efforts to increase the amount of businesses served by the AJCCN, job orders, employment opportunities posted, and activities that connect job seekers to businesses.

2. Increase the earning capacity of Maryland's workforce system customers by maximizing access to and use of skills and credentialing;

The WDB's plans to increase the earning capacity of Maryland workforce system customers, specifically the customers in Prince George's County, by maximizing a customer's access to, and use of, skills and credentialing by leveraging non-WIOA funds to increase the amount of training providers and trainings eligible for tuition assistance in Prince George's County, through the Prince George's County WDB Local Training Provider List (LTPL). The LTPL includes training providers and trainings not included on the Maryland Eligible Training Provider List (ETPL) and trainings that are not eligible for funding through WIOA grants. The WDB's LTPL is not a Local Eligible Training Provider List, similar to those used in other local areas that are exercising their ability to require additional performance measures of training providers and trainings included on the ETPL.

The WDB is also securing non-WIOA funding to expand the services available through its WIOA Title I Career Services Providers. The WDB, through EPG, is simultaneously working its WIOA Title I Career Services Providers to enhance their existing programming to ensure the programs and services develop a job seeker skills and qualifications to ensure they align with the needs of employers. By diversifying the WDB's funding, passing that funding on to the WDB's WIOA Title I Career Service Providers, the providers will be able to increase access to services and training that develop a job seeker's skills and leads to industry and nationally recognized credentials. It also leads to the delivery of services that traditionally aren't eligible under WIOA.

Lastly the WDB is automating, and improving the efficiency of, the processes of ensuring job seekers, staff of WIOA Title I Career Service Providers, and the staff American Job Center partners are aware training providers and trainings eligible for tuition assistant. The WDB has created a centralized location for the job seekers and training providers to gain access to the training providers and trainings included on the ETPL, the training providers and trainings included on the WDB's LTPL, and a listing of training providers who have received a local area exception that qualifies their training for WIOA tuition assistance. By June of 2022 all of the trainings listed above will be available, along with information on the WDB's Service Providers, at <https://pgcajc.com/training/>.

3. Increase the earning capacity of Maryland's workforce system customers by maximizing access to and use of life management skills; and

The WDB's plans to increase the earning capacity of Maryland's workforce system customers, specifically the customers in Prince George's County, by maximizing a customer's access to and use of life management skills by incorporating life coaching services in every American Job Center and requiring WIOA Title I Career Service Providers to incorporate life management skills into their programming.

4. Increase the earning capacity of Maryland's workforce system customers by eliminating barriers to employment.

The WDB's plans to increase the earning capacity of Maryland's workforce system customers, specifically the customers in Prince George's County, by eliminating a customer's barriers is to develop partnerships with hundreds of partners, including mandated and non-mandated partners, transitioning these partners to become AJCCN members, helping AJCCN members to become access points for job seekers and service providers, and

working with every member to increase their capacity, develop their program design so that it helps remove a job seekers barriers to employment, and facilitate AJCCN members partnering with each other to provide a holistic approach to workforce development.

**In Prince George's County the WDB identifies businesses as the "customer", job seekers as the "product", and the public workforce systems partners as "manufacturers".*

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, Prince George's County Local Workforce Development Area has received a steady decline in WIOA Title I funds. While funds have declined, the WDB administrative/fiscal agent, EPG, at the direction of the WDB has increased its outreach and engagement to develop partnerships and resources to ensure the system met the needs of Prince George's County job seekers and businesses. EPG's increased outreach and engagement led to the development of EPG's Community Development Department, the creation of EPG's Director of Community Development, and the Director becoming the Board Administrator of the WDB. EPG's increased outreach and engagement efforts led to a consistent increase in job seekers and businesses requesting services and visiting 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 over 25,000 job seekers and 1,600 businesses served in PY19/FY20.

The Prince George's County Local Workforce Development Area's Comprehensive American Job Center, American Job Center Largo, increases in job seekers and businesses served aren't connected to the area's unemployment rate as the 2016 unemployment rate was 4.47% to a low of 3.2% in December 2019. Prior to Prince George's County executing maximum social distancing requirements, March 16, 2020, the County's unemployment rate was 3.5%. Additionally, business serving partners serving over 1,600 businesses in PY19/FY20 was truly amazing as the American Job Center Largo was closed for over three months. The WDB has concluded that the increase in job seekers and businesses trafficking the American Job Center Largo is due to an increase in EPG's outreach and community engagement efforts, and that there was is underlying need for workforce development in Prince George's County that is commonly missed.

In 2018, and 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 businesses, and ensure the workforce system had the capacity to meet the quantity of job seekers and businesses requesting workforce development services. The WDB's solution was the creation of the Prince George's County American Job Center Community Network (AJCCN), a complete rebranding of the Prince George's County Public Workforce System and the first public workforce system in the United States that operates as a free membership network. Since 2018, the WDB has utilized the AJCCN to work with the various entities, adding them as members of the AJCCN, to carry out the core programs and partner members administering core programs with various community partners, also AJCCN members, to align and leverage resources and achieve the strategic vision and goals of the WDB.

The AJCCN has not only been a rebranding, it is a new approach to operating local public workforce development systems, with an increased focus on partnership, integration and leveraging local area resources to maximize federal performance outcomes and a positive impact on the local economy. As referenced earlier in the plan, the WDB has created a tiered membership model for the AJCCN.

Table 3.5 American Job Center Community Network Tiered Membership Model

Tier	Group	Description
1	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	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	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	Entities who provide free services, or access to free services, that relate to workforce development or basic needs.
3	General Member – Partners who would like access to AJCCN programming and notifications, but don’t provide workforce development services or access to workforce development services	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 AJCCN’s collective of partners, including all WIOA mandated partners, American Job Centers, community-based organizations, government agencies, service providers, educational entities, and faith-based organizations maximize access to, and range of available, workforce development services that prepare job seekers for employment, assist the needs of businesses wanting to maximize their profits, and the connection of job seekers seeking employment and businesses in need of qualified and productive employees. Again, with the AJCCN being built on a core WIOA principle of **PARTNERSHIP**, the AJCCN leverages government funding with community resources and community connections to provide high-quality workforce development services, education and training, and supportive services in a collective impact model to the doorstep of job seekers and businesses throughout Prince George’s County.

The AJCCN is managed by the WDB’s Administrative and Fiscal Agent, EPG. Specifically, the AJCCN and the administrative operations of the WDB are managed by the EPG’s Office of the President Division and the Community Development Department, operating within the Office of the President. The principal staff of the AJCCN and the WDB is the EPG’s President & CEO, serving as the Executive Director of the WDB, and EPG’s Director of Community Development, serving as the Board Administrator of the WDB. The Executive Director and Board Administrator of the WDB are supported by

staff operating within the Community Development Department of EPG's Office of the President, EPG's Finance Division, and EPG's Administrative Division. EPG's Workforce Services Division (WSD) has been removed from all WDB administrative and fiscal operations, as the WSD is a WDB WIOA Title I Career Services Provider, and the WDB and EPG have diligently worked to create stringent firewalls. Operated by EPG, the Prince George's County Public Workforce System, branded as the AJCCN, has become one of the most diverse, accessible, high capacity and high performing public workforce systems in the United States.

The AJCCN success, and coordination, is based on the WDB's, through EPG, coordination of members. EPG assesses every prospective partner prior to them becoming an AJCCN member and EPG provides an orientation once a partner becomes an AJCCN member. The goal of EPG is to ensure each member's missions aligns with the mission of WDB and the mission of AJCCN. AJCCN members receive the following benefits:

- Training on, and how to utilize, the Maryland Workforce Exchange
- Training on Job Readiness Coaching
- Job Readiness Materials
- Weekly American Job Center Hot Jobs
- AJCCN Event Announcements
- Access to Workforce Development Services across Prince George's County
- Ability to Partner and Integrated with Workforce Stakeholders across Prince George's County
- Connections for Participants to Workforce Development, and Workforce Development Related, Services across Prince George's County
- Ability to Leverage Partnerships, Resources and Diverse Funding Sources
- Through the AJCCN Portal, a Centralized Location to Track Participant Outcomes and Services Delivered
- Access to the AJCCN's Virtual Career Center and Thousands of Workforce Trainings
- Organizational Capacity Building Services & Trainings
- Staff Professional Development Trainings
- Grant Writing Services
- Access to Physical Space for Service Delivery
- Consistent Communication with AJCCN Members
- Access to Labor Market Information

EPG, as the operator of the AJCCN, catalogs all AJCCN members, provides AJCCN member information to the One Stop Operator for use in the County's American Job Centers and coordination amongst other members, connects, coordinates, and disseminates information to AJCCN members through the following mechanisms:

- Monthly AJCCN Business Servicing Member Meetings
- Monthly AJCCN Member Professional Development Trainings
- As Needed, and Specialized, AJCCN Member Professional Trainings
- Quarterly AJCCN Member Meetings
- Monthly AJCCN Member Polls
- Monthly AJCCN Newsletters
- Notice of AJCCN & Community Events
- Community Updates & Workforce Policy Updates

The WDB has a goal to increase the AJCCN to 75 access points and over 100 members by the close 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, branded as the AJCCN, as it implements and administers WIOA regulations and requirements. The Chief Local Elected Official (CLEO), the County Executive, appoints members to this board as required under federal and state WIOA regulations. The WDB’s 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 the nonprofit community. Since its designation, the WDB has maintained compliance with all federal and state regulations. 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, along with EPG as the administrative and fiscal agent, the board directs the strategic disbursement, and retains accountability, of more than \$4 million in annual funding for workforce development services on behalf of the CLEO and Prince George's County Government.

The WDB oversees the County’s integrated service delivery approach, the AJCCN, of which EPG, MD Labor, DSS DORS, PGCC and several other AJCCN member operating workforce development, and workforce development related programs, that drive our local workforce system. Under the guidance of the WDB, Eckerd serves as the OSO 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 (OSY) 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. With the MD Labor receiving a waiver for local workforce development boards to increase spending for in-school youth (ISY), the WDB will be discussing the relaunch of EPG’s ISY programming in PY21/FY22, and beyond. OSY services were prioritized with the enactment of WIOA in 2014, which included WIOA’s requirement that a minimum of 75% of local area WIOA Title I funds be spent on OSY.

Table 3.6 Key Partners & Roles

Partner	Program Type	Description	Core or Required One Stop Partner
Employ Prince George’s, Inc.	General Workforce Development Programming , 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 College is represented on the local board.	Yes

MD Labor	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 services to eligible residents of Prince George's County.	Yes
Maryland Legal Aid	Pro Bono Legal Services	Provides free civil legal services to low-income people across Maryland. The firm handles cases involving a wide range of issues, including family, housing, government benefits, healthcare, education, employment, and consumer law.	No
International Rescue Committee (IRC)	General Workforce Development Programming	Provides opportunities for refugees, asylees, victims of human trafficking, survivors of torture, and other immigrants to thrive in America.	No

The WDB, through EPG, is a partner or member of numerous organizations and associations at the local, state and national level that support the visibility and vitality of the workforce system. The entities include:

- National Association of Workforce Boards
- United States Workforce Alliance
- Maryland Workforce Association

(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).

The WDB, through the OSO and its Administrative Agent, expands access to employment, training, education, and supportive services for eligible individuals, job seekers with barriers to employment, through the core partners in its American Job Centers and AJCCN member. To ensure services are provided to all eligible job seekers, the WDB leads specialized initiatives to increase services to priority populations, including those with severe barriers to employment. These conversations, initiatives and WIOA funding have led to the WDB working with the following core entities, funding, and programs operating workforce development, and workforce development related, programs in the Prince George's County Local Workforce Development Area:

The Prince George's County Office of the County Executive (CEX), the Executive Branch, is the highest office in Prince George's County Government, working in partnership with the Prince George's County Council, the

County's Legislative Branch, and the County's Judicial Branch, the County's Circuit Court, the state District Court, the Court of Special Appeals and Court of Appeals. Within the CEX is the Economic Development Cluster, reporting to the Deputy County Administrative Officer (DCAO). The WDB, EPG and AJCCN operate within the Economic Cluster. This alignment led to the formation of EPG, as a nonprofit, and EPG serving as the Administrative Agent and Fiscal Agent of the WDB, with the terms being articulated in the Local Governance Agreement (LGA) and Local Operations Agreement (LOA).

Through the LGA and LOA, EPG serves as the principal workforce development entity for Prince George's County Government. As the principal workforce development entity for Prince George's County Government, EPG receives local fiscal and operational support to operate the Prince George's County Public Workforce System, including the administrative operations and fiscal operations of the WDB. EPG receives fiscal and operational support for various workforce development programs, community development programs, and workforce development initiatives.

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 the WDB's WIOA Title I Career Services Adult and Dislocated Worker Provider, EPG, 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.

- Demographic Specific Programs – Programs that address job seekers with specific barriers to employment, and specific needs, designed with customized services to meet the specific needs of priority populations and populations with severe barriers to employment, ensuring job seekers receive the skills and credentials that lead them to livable wage employment and careers.
 1. Pathways to Success (PTS) – Serving Returning Citizens
 2. Career Pathways for All (CPFA) – Serving Immigrants, Refugees, Asylees, English Language Learners, and those residing in these households
 3. Covid-19 Workforce Development Recovery Program – Serving populations impact by the Covid-19 pandemic
 4. Veterans Career Connections (VCC) – Serving Veterans, Transitioning Service Members, and their Spouses
- Industry Bridge Programs – Programs that have a singular focus on a specific industries and sectors that allow the WDB, AJCCN, and EPG 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 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.)
 5. Construction Works Program – Preparing job seekers for careers in Construction and Real Estate Industry

6. Capital Area Healthcare Alliance (CAHA) – Preparing job seekers for careers in Healthcare Industry
7. Educational Partnership for IT Careers (EPIC) – Preparing job seekers for careers in the Information Technology and Cyber Security Industries
8. Hospitality and Accommodation Institute (HAI) – Preparing job seekers for careers in the Hospitality, Tourism, Food & Beverage, Retail, Entertainment, and Customer Service Industries
9. Professional Services Institute (PSI) – Preparing job seekers for careers in the Professional Services, Technical Services, Business Services, Education, and Government Industries/Sectors
10. Transportation and Logistics Consortium (TALC) – Preparing job seekers for careers in the Transportation, Distribution, Logistics and Warehousing Industries/Sectors

Through EPG and the AJCCN, the WDB continuously host and events, engage and facilitates Community Workforce Discussions annually, commissions and publishes a Prince George’s County State of the Workforce Report every four years, and as funds are available, commissions and publishes Industry Spotlight Reports (ISR) to provide LMI data related to a specific industry or sector in the local area. The reports and events educate stakeholders, increase stakeholder engagement, and foster and communication that allows stakeholder to be involved with, and contribute to, the development of the Prince George’s County Public Workforce System.

WIOA Title I Youth programs are delivered through a combination of programing, including EPG and the WDB’s competitively procured youth service providers, Latin American Youth Center (LAYC) and Eckerd Youth Alternatives (EYA). Consistent with statutory requirements, youth providers are required to develop a preparation strategy focused on college-ready and career pathway instruction that includes 21st Century skills. Youth 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. 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 County’s American Job Centers. Currently basic skills remediation is being provided in group settings to adults and dislocated workers in American Job Center Largo. One-on-one basic skills remediation and tutoring is provided to WIOA Title I participants through EPG.

Prince George’s Community College is offers WIOA Title II services, in a limited capacity, at American Job Center Largo, in addition to various efforts through the County, including English Language Learning services in conjunction with IRC and various Integrated Basic Education Skills and Training (I-BEST) programs/initiatives operated by AJCCN members. AJCCN Members, EPG, Prince George’s Community College, and IRC, are collaborating on initiatives to increase services to immigrants, refugees, asylees, and English language learners. EPG will be expanding its Career Pathways for All program (CPFA) in PY21/FY22. As CPFA expands, the partnership and WIOA Title II services will drastically expand throughout the AJCCN. The WDB is also working with EPG and the OSO to collocate WIOA Title II services at American Job Center National Harbor.

As required by the Carl D. Perkins Career and Technical Education (CTE) Act of 2006 (Perkins), and other non-Perkins programming, Prince George's Community College 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 the County's American Job Centers, including paid work experiences, paid internships and on-the-job training's.

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

The Maryland Department of Labor (MD Labor) offers numerous services in Prince George's County including:

Wagner-Peyser services at American Job Center Largo. MD Labor's Wagner-Peyser services include assisting job seekers with skill development for an employment outcome, providing career information and options, limited career counseling, job readiness training, continuously engaging career seekers through the promotion of workshops and related service activities.

Job for Veterans State Grant (JVSG) programming is delivered American Job Center Largo. MD Labor's JVSG program includes Disabled Veterans Outreach Program (DVOP) Specialists and Local Veterans Employment Representatives (LVER) that provide intensive case management services to veterans with barriers to employment, disabled veterans, etc. LVER's conduct outreach to employers and engage in advocacy efforts with hiring executives and managers to increase employment opportunities for veterans. LVER staff are also responsible for ensuring that veterans are provided the full range of priority workforce services in the American Job Center, providing functional oversight over the American Job Center's Veteran's Program and service delivery strategies and services targeting veterans.

The Maryland State Department of Education's (MSDE) Division of Rehabilitation Services (DORS) provides workforce development services to eligible job seekers with disabilities, including job seekers with physical, emotional, intellectual, developmental, sensory and learning disabilities. DORS services are delivered by Rehabilitation Counselors. DORS Rehabilitation Counselors provide, or arrange for, services that may include career counseling, assistive technology, vocational training and/or job placement assistance. DORS services assist job seekers prepare for employment, secure employment, and retain employment. DORS services are delivered at American Job Center Largo, the DORS Prince George's County headquarters in Lanham, MD, and their Suitland, MD office, adjacent to the Bridge Center at Adam's House. Additionally, DORS is planning to offer services at American Job Center National Harbor.

The Prince George's County Department of Social Services (DSS) operates the Temporary Assistance for Needy Families (TANF) programming in Prince George's County. Known in Maryland as Temporary Cash Assistance (TCA), the DSS TANF program provides cash assistance to families with dependent children when available resources do not fully address the family's needs and while preparing program participants for independence through work. TANF programming is delivered at many locations throughout Prince George's County, including American Job Center Largo and they plan to offer services at American Job Center National Harbor. American

Job Center Largo partners and AJCCN members consistently partner with DSS refer job seekers to their services for basic needs assistance and DSS refers existing TANF participants to AJCCN partners for assistance securing employment.

Through consistent communication amongst AJCCN members, leading to innovative and collaborative efforts, EPG, DSS, KRA Corporation (KRA) and MedCerts have partnered on a unique effort to provide cohort training through EPG's Capital Area Healthcare Alliance (CAHA). This partnership with CAHA allows Prince George's County's TANF participants, being served by KRA, to participate in Allied Health Trainings while receiving TANF/TCA benefits. Participants receive MedCerts' virtual occupational skills training, paid by EPG through WIOA Title I, while KRA provides supports to ensure the participants complete the program. DSS ensures that the participants continue to receive their TANF/TCA benefits. These types of partnerships are an example of the WDB's mission for the AJCCN being implemented, to the benefit of Prince George's County job seekers and job seekers with severe barriers to employment.

Maryland Legal Aid joined the American Job Center Largo and the AJCCN in 2018. Maryland Legal Aid (MLA) is the largest provider of free, direct legal services in Maryland, and the state's 3rd largest law firm. As a private, non-profit law firm, MLA provides a full range of free civil legal services to low-income people statewide, in Baltimore City and in Maryland's 23 counties, from 12 office locations. Financial support for MLA's services comes from federal, state and local governments, foundations, law firms, the United Way, and from individual donors. MLA handles civil (not criminal) cases involving a wide range of issues, including child custody, housing, public benefits, consumer law (e.g., bankruptcy and debt collection), and criminal record expungements to remove barriers to obtaining child custody, housing, and employment.

Through a partnership with EPG in 2018, MLA joined the AJCCN and began delivering services in American Job Center Largo. MLA's partnership with EPG led to MLA becoming the principal legal service provider in American Job Center Largo and huge asset to the AJCCN. MLA receives tons of referrals from AJCCN partners and refers many participants to AJCCN partner, both referrals and the services delivered by MLA help to remove barriers of Prince George's County's job seekers. MLA principal partnerships, the partnership with EPG, is based around EPG's Pathways to Success (PTS) program, serving returning citizens. MLA provides expungement and pardon services to help remove a returning citizen's criminal record or be forgiven by the state for their criminal conviction, to help returning citizens secure employment.

International Rescue Committee (IRC) provides workforce development services for refugees, asylees, victims of human trafficking, survivors of torture, and other immigrants resettling in America. IRC became a member of the AJCCN and partner at American Job Center Largo through a WDB facilitated partnership between IRC, Prince George's Community College and EPG. IRC partners with Prince George's Community College's WIOA Title II programming to help its English language learning participants become proficient reading and writing in English, along with securing a high school credential recognized in America.

Additionally, IRC's workforce development focuses assist their participants identify realistic, achievable career paths that have the potential to offer a livable wage. IRC partners with EPG through its Career Pathways for All (CPFA) programming to co-enroll participants and connect participants to career readiness skills training, occupational skills training, and job fairs and hiring events. IRC and CPFA are working to expand their services to students who are first generation American Citizens that reside in households where they are dependents of refugees, asylees, victims of human trafficking, survivors of torture, and other immigrants who have resettled in America

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

Since 2016, the first WIOA Local Plan written by the WDB, the WDB has worked to improve its administrative processes and operations. Included in these improvements, is the process of writing the Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan. The WDB has always engaged all of the core partners in the development of its Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan. The change for the 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan, compared to other plans, is the goal for the 2020-2024 plan and the process that was implemented in writing the plan.

As stated above, one of the greatest process and administrative changes of the WDB for the drafting of the WDB's 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan, was the goal of the plan. Historically, the WDB's Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan was strictly aligned with, and directed to, the vision and compliance of the Workforce Innovation and Opportunity Act. There was never a vision or goal for the WDB's Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan to be a plan for anything outside of WIOA. With the drafting of the 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan, the WDB modified the vision and usage of the plan to be a plan for the entire Prince George's County Public Workforce System, operating as the Prince George's County American Job Center Community Network (AJCCN). In the spirit and vision of the AJCCN, this 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan has been drafted to be a plan for the entire Prince George's County Public Workforce System and AJCCN. After the plan is approved by the State of Maryland in 2021, the WDB plans to update the plan, almost immediately, to truly allow it to be the plan for the entire AJCCN. This will probably take at least a year and be completed close to the period of where the update version of plan is due to the State of Maryland in 2022/2023.

With the WDB's modification of the purpose of the 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan, the WDB had to change its process to develop the plan. Historically, a majority of the writing of the WDB's plans was done by the WDB's staff, primarily the Executive Director. The core partners, led by one central point of contact, joined the WDB's Executive Director in drafting the WDB's Local Plan. After the plans were drafted the WDB's American Job Center Operations Committee would edit and approve the WDB's draft local plan, followed by the full WDB approving the Local Plan. This process changed in 2020 and 2021. For the 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan, the WDB made a commitment that more content of the plan would be written by front line leaders as well as the central point of contact of each core partner. Each of the local areas core partner front line leaders drafted a portion of this plan, with less of the writing being done by the WDB staff.

Additionally, the WDB added its first official, and comprehensive, AJCCN Business Services Plan as an attachment of the 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan. In addition to the AJCCN Business Services Plan as an attachment to this local plan, the WDB added a less comprehensive Covid-19 Recovery Plan, that will be updated after the plan's approval by the State of Maryland, as an attachment. The WDB added an AJCCN Veterans Services Plan and an AJCCN Returning Citizen Services Plan to this plan, both less comprehensive than the AJCCN Business Services Plan, as attachments. All of the less comprehensive plans, Covid-19 Recovery, AJCCN Veterans Services, and AJCCN Returning Citizen Services, will be updated in the current fiscal year that this 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan is approved.

As with all WDB Local Plans, this 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan was developed and discussed with members of the WDB. Recommendations were made to WDB and those recommendations were voted on by the WDB and included in the plan. Along with WDB recommendations and discussions, all partners were represented in the drafting of this plan, including partners on the

WDB's standing committees: American Job Center System Operations Committee, Disability & Severe Barriers Committee, Business Committee and Youth Committee.

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

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

See Prince George's County Local Workforce Development Area Business Services Plan 2020 – 2024, Attachment 5.

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

See Prince George's County Local Workforce Development Area Business Services Plan 2020 – 2024, Attachment 5.

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

See Prince George's County Local Workforce Development Area Business Services Plan 2020 – 2024, Attachment 5.

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

See Prince George's County Local Workforce Development Area Business Services Plan 2020 – 2024, Attachment 5.

Additionally, the WDB will implement the guidance outlined in Unemployment Insurance Program Letter (UIPL), 14-18, Unemployment Insurance and the WIOA.

(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 meeting open to the public per quarter. All WDB meetings, agendas, policies, plans, meetings and ore are posted on the AJCCN website, on the WDB's tab, <https://pgcajc.com/workforce-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.

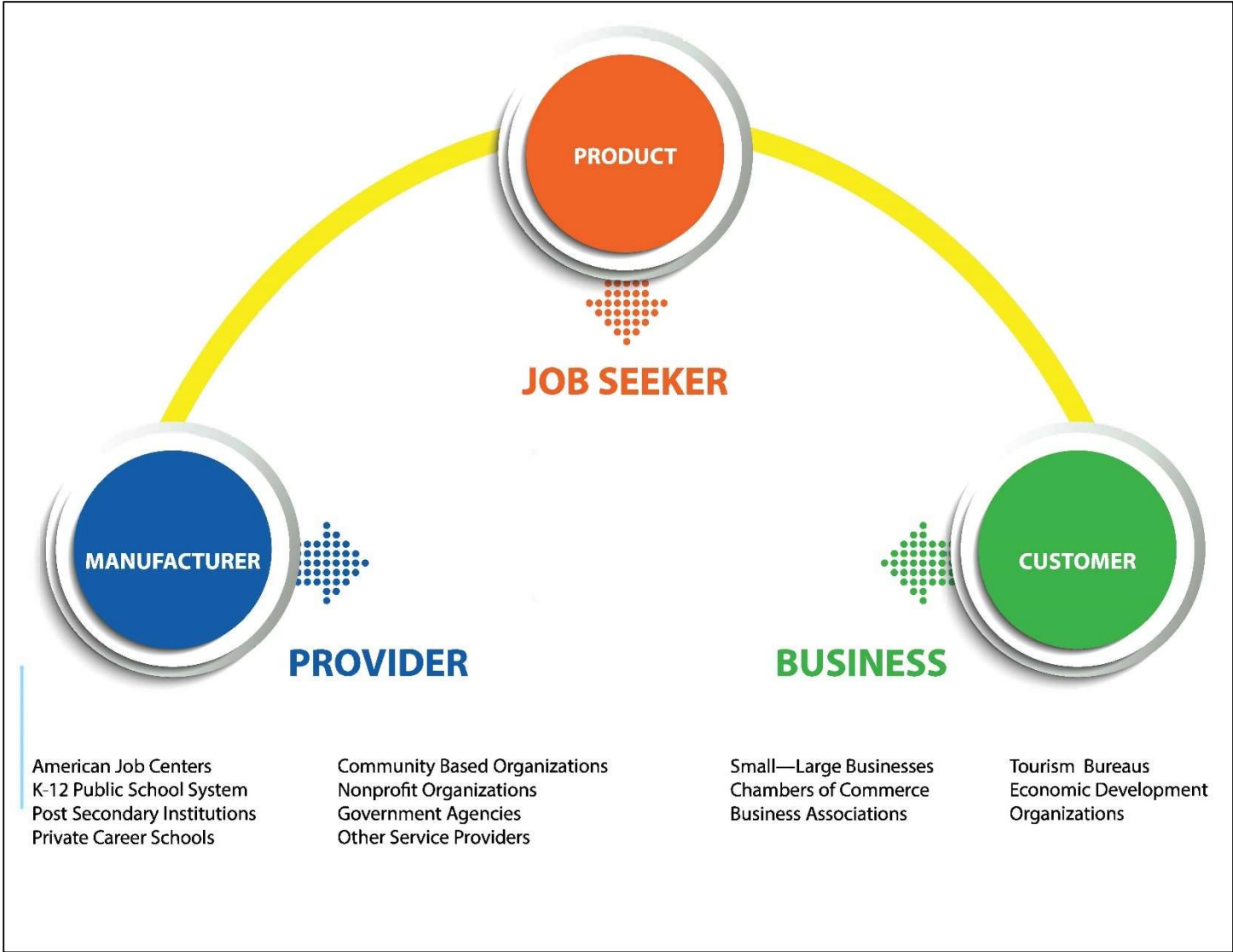
The WDB frequently host events open to the public that allows the community to engage and influence decisions made by the WDB

(G) A description regarding the implementation of initiatives designed to meet the needs of businesses in support of the strategy described in Section 1, including, where applicable:

- a. EARN Maryland,
- b. Pre-apprenticeship and Registered Apprenticeship,
- c. Incumbent worker training programs,
- d. On-the-job training programs,
- e. Customized training programs,
- f. Industry and sector strategies,
- g. Integrated education and training,
- h. Career pathways initiatives,
- i. Utilization of effective business intermediaries, and
- j. Other business services and strategies.

The WDB supports a business-driven approach to workforce services. Utilizing an integrated customer centered design approach, the WDB has centered the Prince George’s County Public Workforce System, branded and operated as the AJCCN, around its identified customer, the business/employer. The WDB utilizes a Workforce Development Framework developed by the WDB’s current Executive Director, Walter L. Simmons, as the business process to explain its customer centered design approach to workforce services. In this Workforce Development Framework, the business is the Customer, the job seeker is the Product, and the public workforce systems service providers, including AJCCN members, in a workforce development system are the Manufacturers.

Table 3.7 Workforce Development Framework



The WDB takes 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 accomplishes this by inviting businesses, representatives of the business community, EARN grantees, apprenticeship sponsors, apprenticeship related instruction training providers, training providers, local and regional workforce partners, and other employer-based training initiatives to meet and work with the WDB and its standing committees. The purpose of the WDB’s communication is the integration and transformation of the initiatives within the AJCCN and the creation of a public workforce system that is designed to meet the needs of businesses to improve their competitiveness and productivity.

The WDB’s communications, and activities, leads to the creation and development of industry partnerships along career pathways that are included as integral parts of the WDB’s overall sector strategy planning. The WDB is striving to create

sector strategies for each in-demand industry in Prince George’s County. An employment first approach developed by the creation of sector strategies ensures that the AJCCN will support job seekers as they identify and travel along a career pathway. Sector strategies have fostered 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 WSD worked with local area businesses and the WDB’s Business Committee to create career readiness goals and a universal career readiness assessment. The outcome of these efforts is Ready to Work. Ready to Work will be Prince George’s County’s, and the AJCCN’s, talent pipeline of job ready job seekers. The career readiness trainings, standardization of the trainings, and the job readiness certification will be led by EPG’s Employment, Training and Assessments Department (ETA). The actual certification of job ready job seekers and their inclusion in the Ready to Work talent pipeline will be managed by EPG’s Talent Acquisition Department. This process has been slow, but EPG is still perfecting the pipeline and working with the WDB, various AJCCN partners, and the WDB’s Standing Committees.

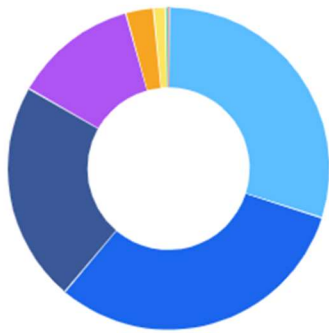
After perfecting the Ready to Work talent pipeline process to identify and certify job ready candidates, the WDB will use all of the available workforce programs developed by the WDB’s sector partnerships to feed the talent pipeline. The WDB will encourage written agreements for information and referral 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 American Job Center customer flows.

- (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.

As seen in Table 3.8, is home to Prince George’s County is home to 28,263 businesses. Of the more than 28,000 business in Prince George’s County, 27,029 are small business with less than 50 employees, or 96% of the total amount of businesses in Prince George’s County. Using [Investopedia’s definition of Microenterprise](#), a business with less than 10 employees, Prince George’s County is home to 17,262 businesses, or 61% of the total amount of businesses in Prince George’s County. With most of the businesses in Prince George’s County being small, the WDB has made one it’s of priorities being the delivery of services that help small businesses grow and succeed. Business services are provided by all of the WDB’s WIOA Title I Career Services Providers and AJCCN members who have the mission and capacity to serve businesses, and specific small business services are delivered as available and necessary.

Table 3.7 Prince George’s County Business Characteristics

Business Size



	Percentage	Business Count
1 to 4 employees	29.9%	8,443
5 to 9 employees	31.2%	8,819
10 to 19 employees	22.1%	6,253
20 to 49 employees	12.4%	3,514
50 to 99 employees	2.8%	787
100 to 249 employees	1.2%	338
250 to 499 employees	0.3%	81
500+ employees	0.1%	28

**Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Source: EMSI

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's efforts. This is why the WDB included a specific AJCCN Business Services Plan in this 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan. Additionally, the WDB has created a focus on convening, ensuring constant communication, and the partnership development of AJCCN members who serve businesses. These members convene monthly to improve process, communicate, and collaborate. The WDB efforts will continuously add additional AJCCN partners who serve businesses and add resource to aid, and address, issues related to entrepreneurial skills training and the productivity of small businesses in Prince George's County.

As required by WIOA, the WDB successfully executes a Memoranda of Understanding (MOU) and an accompanying Resource Sharing Agreement (RSA) for every comprehensive and affiliated American Job Center in the Prince George's County. The WDB and its partners updates it MOU and the accompanying RSA bi-annually. The WDB hopes that bi-annually each MOU/RSA will include additional partners, that aren't mandatory, but have workforce development as a component in their mission, this includes adding those partners to the AJCCN. The WDB is consistently engaging new partners, developing new services strategies, expanding the workforce system, and adding them to the AJCCN. These efforts bring new partners into the system that the WDB, including those offering services related to entrepreneurial skills training and microenterprise services. The following partners offer entrepreneurial skills training and microenterprise services have been added to the AJCCN as members, and partners, in our local workforce system:

- **Project Opportunity**, Veterans Entrepreneurship Training, <https://www.project-opportunity.com/>
- **El Poder de Ser Mujer**, Latino Entrepreneurship Training, <https://elpoderdesermujer.com/>
- **Flikshop School of Business**, Youth Entrepreneurship Training, <https://www.flikshopschoolofbusiness.com/>
- **The Solid Foundation, Inc.**, Returning Citizen Entrepreneurship Training, <http://www.solidfoundationinc.org/ul/>

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 Government recognizes this by including

EPG in the CEX Economic Development Cluster, along with the county's economic development entities. The members of the Economic Development Cluster meet monthly and are listed below:

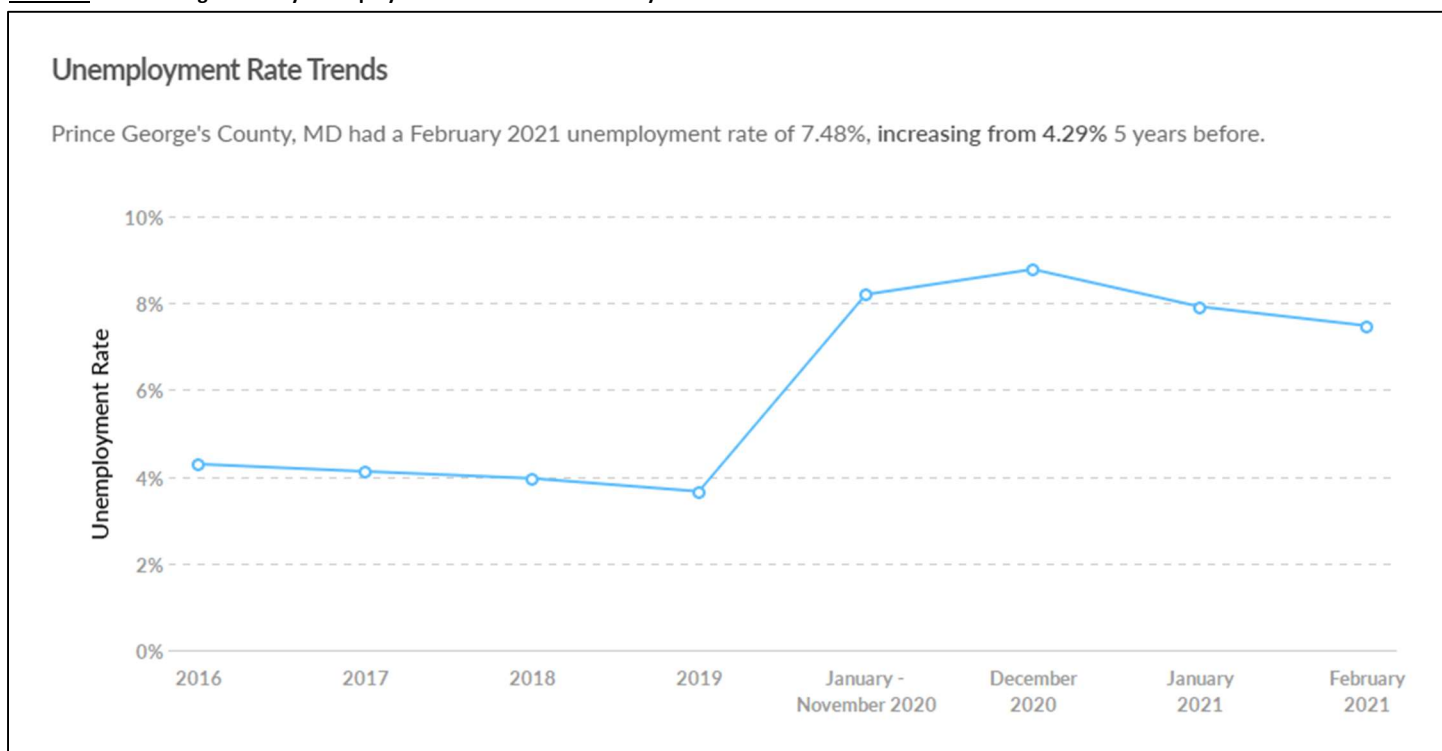
1. [Employ Prince George's, Inc. \(EPG\)](#)
2. [Prince George's County Economic Development Corporation \(EDC\)](#)
3. [Prince George's Arts & Humanities Council](#)
4. [Prince George's County Department of Housing & Community Development \(PGC DHCD\)](#)
5. [Prince George's County – Maryland-National Capital Park and Planning Commission](#)
6. [Prince George's County Revenue Authority](#)
7. [Prince George's County Housing Authority](#)
8. [Redevelopment Authority of Prince George's County \(RDA\)](#)
9. [Prince George's Financial Services Corporation \(FSC\)](#)
10. [Experience Prince George's](#)

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 is dedicated to partnering with the workforce areas in the Capital Region and those in our neighboring workforce areas to provide support for aspiring entrepreneurs and microenterprise 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.**

In previous plans, the WDB recognized that continuously declining unemployment rates in Prince George's County meant that many residents had gained employment since the Great Recession. As seen in Table 3.8, and prior to recession caused by the pandemic in 2020, Prince George's County was seeing a consistent decline in unemployment rates, with an all time low of 3.2% in December of 2019.

Table 3.8 Prince George's County Unemployment Trends 2016 – February 2021



Source: EMSI

With consistently declining unemployment rates, the WDB recognized that many of the unemployed job seekers remaining in Prince George's County's labor force were job seekers with severe barriers, considered to be hardest to serve populations. With the pandemic causing a recession, and unemployment rate rising to a high of 10.9% in August of 2020, the WDB believes that the current labor force includes many skilled and qualified workers that won't need substantive assistance to regain employment, but there will be large group of workers who are require substantive services and supports to regain, or secure, employment, including some provision of supportive services. Additionally, supportive services in a Covid-19 economy may differ from traditional supportive services that were the norm prior to Covid-19.

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 members and other community resources. When supplemental services are not available or are not the most effective or responsive to the client's needs, the WDB has approved the utilization of WIOA Title I funds to provide supportive services to eligible participants. Supportive services are approved on an individual basis, when determined necessary and reasonable. These services can include transportation, business attire, tools, work or training equipment, childcare, graduation fees, licensing and testing fees, union fees, medical and healthcare needs, and more. As mentioned above, the WDB is expecting that supportive services in a Covid-19 economy may differ from traditional supportive services that were the norm prior to Covid-19, additionally the WDB is expecting that the need, and cost, for supportive services may increase in 2021, 2022, and 2023. For these reasons the WDB is communicating with WIOA Title I providers about their budgets and estimating an increase in the need, and cost for supportive services. The WDB will utilize non-WIOA funds to support its WIOA Title I Career Service Providers, include State of Maryland Covid-19 Relief Act funds and federal American Rescue Plan Act (ARPA) funds.

As mentioned throughout this plan, the WDB is revolutionizing the operations and model of local area public workforce systems by operating the Prince George's County Public Workforce System as a free membership network, the Prince George's County American Job Center Network (AJCCN). One of the benefits of the AJCCN is the numerous community resources that are now available to the traditional governmental partners and entities mandated by WIOA.

Traditionally, the partners operated using the traditional American Job Center MOU and RSA to leverage resources and have American Job Center operations coordinated through the OSO. The WDB is committed to expanding the leveraging of resources, past the traditional methods that centered the leveraging of resources around the MOU and RSA, to deeply understanding the expertise and resources available through all AJCCN members, and fostering MOU's, outside of the American Job Center MOU's and RSA's, between various AJCCN members to provide holistic services to Prince George's jobs seekers, drastically expand the definition of supportive services, and massively increase Prince George's County's menu of available supportive services.

Include in the AJCCN is the Prince George's County Department of Family Services. The mission of the Prince George's County Department of Family Services (DFS) is to improve the quality of life and overall well-being of the communities we serve by providing information, assistance and referrals, as well as promoting and developing high quality, innovative programs that educate, empower, respect choice and preserve dignity. DFS is responsible for providing assistance to some of Prince George's most vulnerable citizens – children, families, victims of domestic violence, people with intellectual and developmental disabilities, veterans and seniors. DFS is the agency designated by the CEX to manage the operations of the Prince George's County Local Management Board.

The LMB is operated and branded as the DFS Children, Youth & Families Division. The mission of the Children, Youth and Families Division works to improve the quality of life for children and their families in Prince George's County. The Children, Youth and Families Division executes the following programs and initiatives:

- After School Programs
- [Children in Need of Supervision \(CINS\)](#)
- Disproportionate Minority Contact (DMC) Initiative - Juvenile Diversion
- Gang Prevention
- Healthy Families Prince George's
- Home Visiting
- Kinship Care
- Local Access Mechanism (LAM) - Information and Referral Line
- Local Care Team (LCT)
- Multi-systemic Therapy - Counseling
- Teen Court
- Truancy Prevention Initiative
- Youth Service Bureaus

The WDB has developed a mutually beneficial relationship, and partnership, with the Children, Youth & Families Division. This relationship led to the WDB being a core partner of The Bridge Center at Adam's House, operated by the Prince George's County Health Department, in 2017. The Bridge Center at Adam's House became a member of the AJCCN in PY20/FY21 and is located at 5001 Silver Hill Road, Suite 300, Suitland, MD 20746. The Bridge Center at Adam's House is an inter-agency collaboration between the Health Department, the Department of Corrections, the Department of Social Services, the Department of Family Services and other community based partners to provide holistic assistance to any Prince George's County resident reentering the community, especially people that are formerly incarcerated, veterans, and youth (18-24 years old) who are trying to attain stability in Prince George's County. The Bridge Center at Adam's House was designed to be a central and accessible location for residents to receive services that support a positive community reintegration and that promote productive community life that reduces recidivism rates and improves health outcomes. The Bridge Center at Adam's House offers the following services:

- Reentry Support
- Anger Management
- Food Assistance
- Health & Wellness
- Job Search & Job Training
- Young Adult Services
- Military Service Benefits
- GED Preparation
- Drug & Alcohol Abuse Treatment
- Mental Health Counseling
- Mentoring
- Veterans Claims Assistance
- Transportation Assistance
- Legal Assistance
- Free HIV Tests (*No Blood/Needles Required*)

Additionally, The Bridge Center at Adam's House offers the following workshops:

- Anger Management
- Employment Assistance
- Computer Fundamentals
- Expungement Clinics
- Budgeting and Credit Repair

Included in the WDB's partnership with the LMB/DFS Children, Youth & Families Division, the WDB worked with EPG to have EPG, as a WIOA Title I Career Services Provider for Adult & Dislocated Workers, provide services at The Bridge Center at Adam's House routinely. In return for EPG providing services routinely at The Bridge Center at Adam's House, the Prince George's County Health Department agreed to pay the rent and utilizes of a suite adjacent to The Bridge Center at Adam's House. This suite has been the home of the Youth Career Center, operated by the WDB's WIOA Title I OSY Career Services Provider, Eckerd Youth Alternatives.

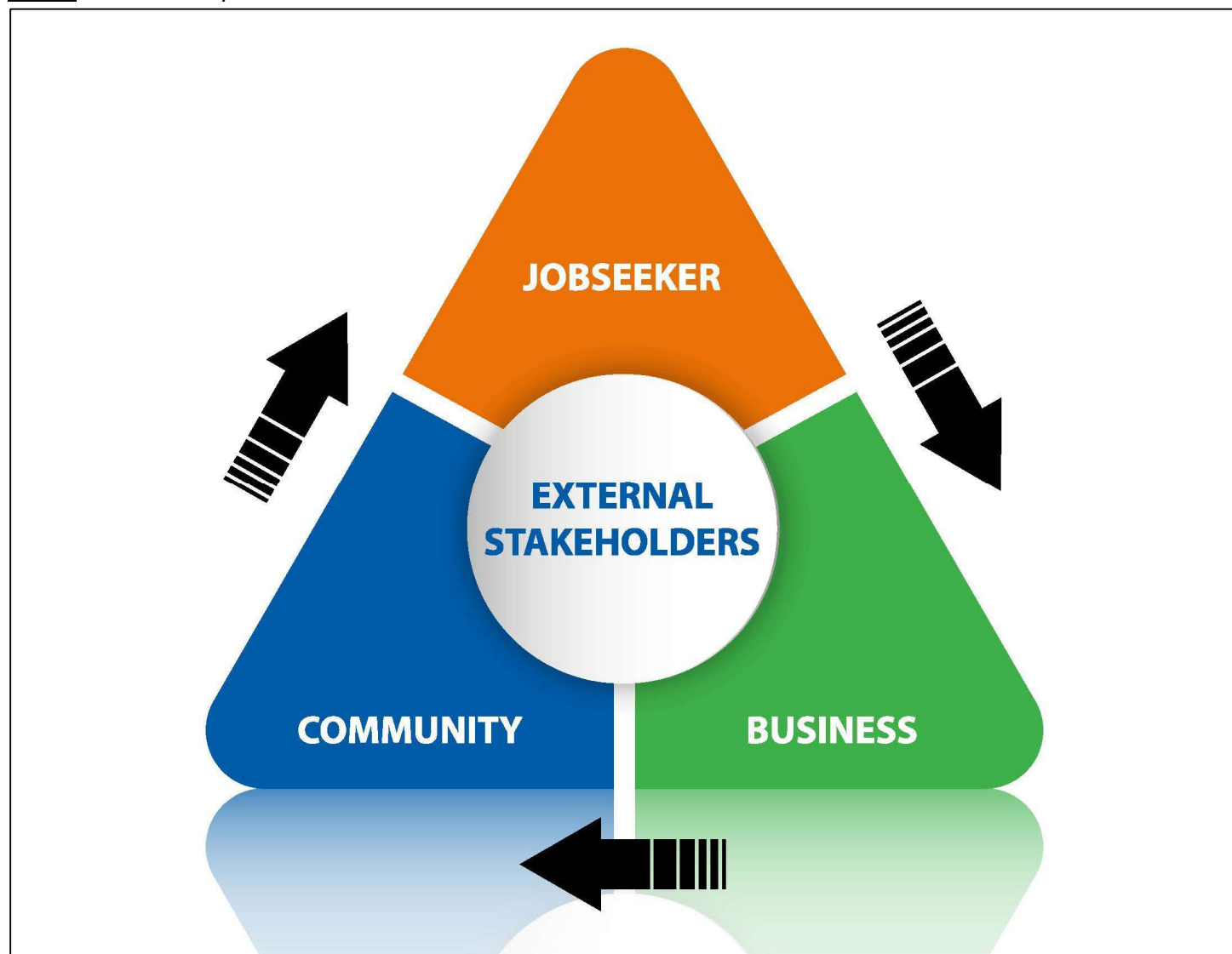
Subsequent to the WDB's partnership with the LMB/DFS Children, Youth & Families Division, the DFS Children, Youth & Families Division's Youth Service Bureaus identified EPG's WIOA Title I OSY funded youth program, Knowledge Equals Youth Success (KEYS) as a potential OSY provider for their LMB funds. Since PY17/FY18, EPG's KEYS program has received funding to serve OSY in specific areas in Prince George's County. The WDB is consistently communicating with DFS and the LMB Director to improve the relationship with DFS and the LMB/DFS Children, Youth & Families Division to expand the AJCCN, workforce development services offered in the Prince George's County, the capacity of workforce development programs in Prince George's County, the delivery, capacity and menu of supportive services offered 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.**

As mentioned routinely throughout this plan, the WDB is committed to engaging employers and identified employers/business as the workforce development systems customer. In alignment with the Workforce Development

Framework, the WDB’s Executive Director, Walter L. Simmons, has created a Workforce Development External Stakeholder Priority List. As seen in Table 3.9, the three stakeholders in effective workforce development systems are jobseekers, businesses and the community. The community could be a geographical region (such as Prince George’s County or the DC Metropolitan Region), a community of funders (such as MD Labor or the Greater Washington Community Foundation), specific communities of people (such as immigrants, veterans or returning citizens), specific neighborhoods (such as Westphalia), specific communities that are incorporated municipalities (such as Hyattsville), and etc. The WDB utilized the Workforce Development External Stakeholder Priority List to develop its Workforce Development Framework and agreed that the business is its customer.

Table 3.9 Workforce Development Stakeholders



With the business being the customer of the workforce development system, ensuring the voice of business is included in the operations of the WDB, the operations of the AJCCN, and in the delivery of workforce development activities and the services of WIOA Title I Career Service Providers is key. Following WIOA regulations, the WDB ensures that it maintains a 51% majority of business on the WDB. Additionally, the WDB modified its bylaws in PY19/FY20 to include membership on the WDB of the following entities:

- Member representing the Prince George’s County Economic Development Corporation
- Member representing a Local Community Development Entity

Since the enactment of the updated bylaws the WDB has moved forward with appointing the President & CEO of the EDC and a representative a Local Community Development Entity, and the WDB is targeting the following representatives to join the WDB:

- Member representing Small Businesses through a Chamber of Commerce (completed)
- Member representing a Hispanic Chamber of Commerce
- Member representing the Healthcare Industry (completed)
- Member representing the Education Industry (completed)
- Member representing the Transportation Industry (completed)
- Member representing the Professional Services Industry (completed)
- Member representing the Construction & Real Estate Industry (completed)
- Member representing the Retail Industry (completed)
- Member representing the Hospitality Industry
- Member representing the IT/Cyber Security Industry

In addition to ensuring the voice of our customer, the business, is heard through our WDB member composition, the WDB revived its Business Committee in 2021 and planning quarterly meetings moving forward. The WDB is also partaking in economic development planning and strategy sessions with various partners, including local businesses, hosting business on EPG's podcast, [The Workforce Wire](#), and conducting an 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.

Lastly, the WDB is ensuring the voice of businesses is being held, and communicated with, at the front-line level with it's WIOA Title I Career Service Providers. At the guidance of the WDB, EPG created Industry Bridge Programs. Administered by EPG, and in partnership with AJCCN members, various local workforce development areas in Maryland, and training providers, EPG's Industry Bridge Programs were designed to be comprehensive workforce programs that integrate Workforce Development Services, Adult Education, Supportive Services, and Occupational Skills Training to meet the workforce needs of specific In-Demand Industries in the DC Metropolitan Region. Each Industry Bridge Programs is led by a Business Advisory Council that is comprised of business leaders in the DC Metropolitan Region, ensuring each Industry Bridge 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, or industry sector, Industry Bridge Programs offer customized programming for Prince George's County residents, and residents in participating local workforce development areas in Maryland, that equip them with the skills to meet the immediate and specific 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, all of which are desired by local businesses.

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

The WDB is committed to serving its employer, as customers of the workforce system, encourages and supports AJCCN members and partners applying for industry-led partnerships, programs and funding opportunities. Multiple AJCCN members are, or have been, Career Pathways and EARN grantees of the MD Labor, 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 with guidance provided by the WDB, launched its first industry-led partnership/sector strategy program, branded as an Industry Bridge Program in 2017. The first Industry Bridge Program in Prince George's County was the Sustainable Energy Workforce Development Program (SEWDP), now administered by PGCC. Today, EPG operates five Industry Bridge Programs:

1. Construction Works Program – Preparing job seekers for careers in Construction and Real Estate Industry
2. Capital Area Healthcare Alliance (CAHA) – Preparing job seekers for careers in Healthcare Industry
3. Educational Partnership for IT Careers (EPIC) – Preparing job seekers for careers in the Information Technology and Cyber Security Industries
4. Hospitality and Accommodation Institute (HAI) – Preparing job seekers for careers in the Hospitality, Tourism, Food & Beverage, Retail, Entertainment, and Customer Service Industries
5. Professional Services Institute (PSI) – Preparing job seekers for careers in the Professional Services, Technical Services, Business Services, Education, and Government Industries/Sectors

A sixth Industry Bridge Program is in discussion, and planning, with an expected launch in PY21/FY22:

6. Transportation and Logistics Consortium (TALC) – Preparing job seekers for careers in the Transportation, Distribution, Logistics and Warehousing Industries/Sectors

Under the guidance of the WDB, EPG's Industry Bridge Programs have multiple AJCCN members, partners with other local workforce development areas and local workforce development boards (making them regional programs), funding sources, including WIOA, and serve thousands of job seekers annually.

In PY21/FY22 EPG, in partnership with the WDB, various AJCCN members, and multiple local workforce development areas and local workforce development boards, is preparing to launch its Apprenticeship Innovation Program (AIP). Through AIP, operated by EPG, funded primarily through non-WIOA funding, and in partnership with the AJCCN, the WDB will provide a full array of apprenticeship services to business and combine these services, through a partnership, with the existing apprenticeship services offered in Prince George's County by the MD Labor's Maryland Apprenticeship and Training Program (MATP).

AIP will offer customized services to design, register (as applicable) and operate/sponsor Registered Apprenticeships, Youth Apprenticeships, Industry Recognized Apprenticeships (using non-WIOA funding), and Pre-Apprenticeships. AIP will be one of the first locally operated apprenticeship programs dedicated to increasing and expanding apprenticeships and improving apprenticeship linkages between job seekers, businesses, industry associations, government entities, occupational skills training providers, post-secondary institutions, K-12 educational providers, research entities and MD Labor in Maryland.



EPG is keenly focused on AIP creating and expanding apprenticeships for all employers, with primary focuses on developing and expanding apprenticeships for the following:

- Government Entities
- Small Businesses
- Organized Labor

Additionally, EPG will be focused on expanding current registered Registered Apprenticeships, and creating new Registered Apprenticeships, that will place the following demographics of job seekers into employment:

- Job Seekers with Severe Barriers to Employment
- In-School Youth Job Seekers
- Out-of-School Youth Job Seekers

In the development of AIP, The Children's Guild Institute, Inc. (TCGI), through its TranZed Academy for Working Students (TAWS) and TranZed Apprenticeships (TA) affiliates, joined the AJCCN and are in discussions of co-locating staffing in an American Job Center, or both American Job Centers, in Prince George's County. TAWS work's with high school students to prepare them for life after graduation through flexible school schedules and career coaching built around their jobs and career goals. This uniquely flexible program is designed to build on a student's strengths while turbocharging their career path. TAWS is currently working with students and employers in Montgomery and Prince George's Counties to develop Youth Apprenticeships. TA is a Nationally Registered Apprenticeship Sponsor working across 32 states. TA specializes in development, delivery, management and all aspects of technical support for apprenticeships. TA also has a suit of national apprenticeship platforms for the engagement of employers (Open4Apprenticeships) and the management, compliance and quality assurance of apprenticeship delivery (Apprenticeship Connections).

The WDB, and various AJCCN partners, are also in discussions with the ICF Corporation, originally founded as the Inner City Fund in 1969, and renamed ICF Incorporated in 1972. ICF, the WDB, and its AJCCN partners have been discussion a partnership to launch and expand Youth and Registered Apprenticeships in Prince George's County. Lastly, the WDB will ensure that the requirements outlined in [Training and Employment Guidance Letter \(TEGL\) 13-16, Change 1 - Guidance on Registered Apprenticeship Provisions and Opportunities in the WIOA](#), is implemented in the local area.

- (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, as members of the AJCCN. EPG promotes programs and services through faith-based communities, organizations and events. Through the development of the AJCCN, the faith-based community has played 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, providing access to workforce outreach and informational materials, and serving as locations for expungement clinics and other events.

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 4.0 Prince George's County One Stop Career Centers

American Job Center	Address	Phone Number(s)	Hours of Operation
American Job Center Largo (Comprehensive)	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 (Satellite)	6800 Oxon Hill Road, Suite 298, National Harbor, MD 20745	Phone: (301) 968-1658	Monday-Thursday: 8:30am to 5:00pm Friday: 8:30am-2:00pm
Youth Career Center	5001 Silverhill Road, Suite 310, Hillcrest Heights, MD 20746	Phone: (301) 316-9812	Monday-Friday: 8:30am to 5:00pm

(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. DWDAL's policy on assessments can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi5-20.pdf>.

The customer flow at Prince George's County's American Job Centers is a collaborative effort, agreed upon and including, by all American Job Center partners. The customer flow is designed to ensure customers are provided holistic workforce development services that lead to livable wage employment. The WDB's goal is that American Job Center customers receive excellent customer service, are quickly connected to the appropriate partner, with the ability to simply navigate an American Job Center partners, programs and services efficiently and effectively.

Utilizing a Customer Centered design, the WDB through the OSO, reporting to the WDB's AJC Committee, works to ensure each of Prince George's County's American Job Centers operations are effective in providing customers the help they need to upskill and become employed. The available services include an emphasis on assessments to determine the needs and current skills of the customer, services that inform customers of the available programs and services offered by American Job Center partners, career readiness training to improve a customer's soft skills, and the various specialized services offered by each American Job Center partner.

Each customer entering the American Job Center is greeted individually, provided with information about American Job Center services, asked to register in the Maryland Workforce Exchange registration (MWE), or appropriate customer relationship management database, directed to an American Job Center orientation/information session, and referred to the appropriate partner or service. If needed, assistance with MWE registration will be provided. When space allows, Prince George's County's American Job Center will offer separate computer labs for traditional resource room operations and MWE registration due to the complexity of MWE and the extenuating time it takes customers to register. The WDB is partnering with the Maryland Workforce Association, and offered to partner with MD Labor, to assist in making MWE more accessible to job seekers.

Customers who have never been seen at an American Job Center are asked to register MWE and directed to meet with MD Labor [Wagner-Peyser Act](#) staff, while returning customers are directed to the appropriate partner, program, or service. Wagner-Peyser Act services include: job search and placement assistance for jobseekers, recruitment services and special technical services for employers, re-employment services for unemployment insurance claimants, labor exchange services for workers who have received notice of permanent or impending layoff, referrals and financial aid application assistance for training and educational resources and programs, and the development and provision of labor market and occupational information. The WDB has purchased kiosk and is in the process of implementing digital check-in's for returning American Job Center customers to increase front desk operations and increasing the efficiency of customers entering and American Job Center and being directed to the appropriate area within the American Job Center. On an American Job Center's initial visit the customer completes an initial assessment with MD Labor Wagner-Peyser Act staff and based on results of the assessment customer will be referred for:

- Employment Opportunities
- Partner Programs that provide Upskilling, Job Search & Connections Employment
- Employment Preparation & Career Readiness Workshops
- American Job Center Basic Skills Trainings
- Self-Directed Services available at the American Job Center

- 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)
- Services that Provide Access to Basic Needs
- Adult Education Services
- Career Assessments

All American Job Center partners contribute to the core services offered by the Prince George's County American Job Center they are located within. Partners provide American Job Center orientations/information sessions, orientations/information sessions specific to their organizations and programs, employment preparation and career readiness workshops. Employment preparation and career readiness workshops include, but aren't limited to the following: resume writing, interviewing, labor market, using social media in a job search, utilizing MWE for career development and job search.

Assessments

American Job Center staff, and programs, offer a variety of assessments. WIOA programs, operated by the WDB's WIOA Title I Career Service Providers administer a menu of comprehensive assessment as the foundation for the development of a customer's Individual Employment Plan (IEP) or Individual Service Strategy (ISS). IEP's and ISS's are updated frequently, and in alignment, with a customer's journey in a WIOA funded program and their journey along a career pathway.

Prince George's County American Job Centers comprehensive assessments are a customer-centered, diagnostic approach to evaluating the needs of a customer. Assessments 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 (such as the TABE and CASAS).

Individual Employment Plan

The IEP and the ISS is the documentation of an ongoing strategy jointly developed by a customer and the WIOA Title I Career Services Provider's staff. 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 (WIOA Adults and Dislocated Workers)

An IEP will be developed for all WIOA Adult or Dislocated Worker program participants. The IEP for WIOA Adult and Dislocated Workers includes 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 (WIOA Youth)

An ISS will be developed for all registered WIOA youth program participants. All WIOA youth services providers are required to use an ISS. ISS's are required to be developed on an "individualized" basis. ISS's 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 ensure 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 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 (OSO) for the comprehensive American Job Center in Prince George's County, American Job Center Largo, and American Job Center National Harbor (once operational). The WDB has the option to terminate the contracted OSO for cause the eligibility of the provider selected. It is the WDB's process, and in alignment with federal, state and local regulations, that the selection of the WDB's OSO is through a competitive process this is open to public, private, nonprofit, and consortiums comprised of three (3) entities or more.

Organizations applying for to be the WDB's OSO must disclose any potential conflicts of interest arising from the relationships with exiting AJCCN members. Prince George's County OSO's may not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services. Selected OSO's 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 a OSO 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. DWDAL's policy on the Eligible Training Provider List can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi9-17.pdf>.

WDB's creation of the first public workforce system operating as a free membership network, the Prince George's County American Job Center Community Network (AJCCN), allows the WDB to engage a vast amount of service providers operating in Prince George's County, Maryland, the Capital Workforce Development Region, and the DC Metropolitan Region. The AJCCN has over 40 members and is working to increase its membership to 100 by the close of FY21/PY20. One of the major goals of the WDB's AJCCN is to identify qualified career services providers and training providers as the local workforce development area has severe gap in quality career service and training providers.

Along with operating the AJCCN, the WDB is a member of multiple workforce development bodies and engages in conversations, events, discussions, and across the Country. The WDB hopes that these efforts will lead to the WDB being able to identify qualified providers, notify providers about the WDB's public procurements, and make its best attempt to procure service providers that have a track record of providing workforce development services, providing superior customer service, and a history of exceptional performance. These activities and process are inclusive of all providers, including training and service.

Related to occupational skills training, the WDB invest an extensive amount of work to identify in-demand industries and high demand entry to middle skill occupations. These efforts include sector reports and the drafting of the Prince George's County State of the Workforce Report that is drafted every four years. After the WDB identifies in-demand industries and high demand entry to middle skill occupations, the WDB works to identify training providers and training programs that help job seekers ensure they are qualified for those occupations. The effort includes notifying WIOA Title I Career Services Providers of trainings offered by a MD Labor Eligible Training Provider (ETP) listed on MD Labor's Eligible Training Provider List (ETPL). The WDB's Prince George's County Public Workforce System and AJCCN website, www.pgcajc.com, includes links to the WDB's WIOA Title I Career Service Providers, MD Labor's ETPL, a list of training providers that have received a local area exemption for their trainings to receive WIOA funding, and the WDB's LTPL (a list of training providers and trainings that qualify for non-WIOA funded tuition assistance). The WDB's website is 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 of providers, businesses and job seekers.

The WDB engages in partnerships with higher education entities and various training providers continuously. These partnerships are critical to the WDB's process of increase training providers on the MD Labor ETPL and the WDB's LTPL. Partnerships at the great extent are displayed through various educational entities being represented on the WDB, the WDB's standing committees, events and discussions facilitated by the WDB that include AJCCN members, providers, businesses, educational entities, and job seekers. These efforts educated the WDB, and its staff, to ensure everyone can keep the public workforce system updated and current.

Pursuant to MD Labor Policy Issuance 2017-09: WIOA Title I Training & Maryland's Eligible Training Provider List a Local Workforce Development Board may use a contract for services instead of an Individual Training Account (a training

course or program listed on the Maryland Eligible Training Provider List). Due to a lack of eligible training providers and courses listed on the ETPL, the WDB has elected to utilize exceptions to allow WIOA Title I Career Service Providers the opportunity provide an array of trainings for customers via local training contracts consistent with federal and state guidelines. This process is outlined in the WDB's Local Area Training Provider Exception policy, [1.4000.100.005](#), and included on the WDB's website at <https://pgcajc.com/training/>.

Additionally, and due to the WDB's extensive and innovative partnerships, the WDB has been able to assist its WIOA Title I Career Service Providers diversify their funding streams and leverage their WDB WIOA funding. The WDB has approved trainings on the LTPL that are eligible for funding through non-WIOA funding sources approved and distributed by the WDB. This includes funding granted to the WDB from MD DOL that aren't WIOA. Policies are being created for every new funding source, as the funding sources are available, and all training providers applying to have their courses included on the LTPL will have to respond to an Occupational Skills Training Provider RFP. The WDB's goal is to allow customers the opportunity to access a variety of services and training providers, through consumer choice federal regulations, that best meets the needs of the customers individual needs. WIOA Title I Career Service Providers consistently ensure customers are accessing all funding sources to best leverage and maximize WIOA funds. Guidance is regularly posted on the WDB website to ensure providers and customers are aware of the many training options, including financial aid (as applicable).

The WDB's goal is to create a customer report for customer feedback upon completing all trainings. 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 WDB and training vendor with a goal that the feedback will facilitate ongoing improvement of the training provider. Unfortunately, and as stated above, the local area has a lack of quality training providers and in the past the WDB has had issues with trainings included on the ETPL. For this reason, the WDB has reserved the right to negotiate additional performance benchmark and standards around credential, service provision, job placement for training providers, and create a WDB Local ETPL. If a vendor fails to meet the benchmarks set forth by the WDB, the WDB reserves the right to deny a training provider eligible for the WDB Local ETPL, if enacted by the WDB.

The Administrative Division of EPG is responsible for ensuring that all contracted service providers, training and career, 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.

Prince George's County has a population of over 900,000 people, spanning 499 square miles. Being a combination of urban and rural areas, with a large percentage of the County not being accessible by public transit, one of goals of the

WDB transitioning its public workforce system to the AJCCN was increasing access to services. The AJCCN three tiers of membership will eventually create over 250 access points, throughout Prince George's County, where residents and businesses can access workforce development services. Additionally, members of the AJCCN receive free training on how to assist job seeker utilize MWE and free training to provide career readiness training. Lastly, by the WDB source non-traditional funding streams, the WDB will be able to fund various AJCCN members to provide various workforce development services at their locations.

In addition to expanding services outside of American Job Centers, traditional workforce development partners, and WIOA Title I Career Service Providers, the WDB has been piloting an online portal acting as a virtual career center with EPG through [Career Team's](#) virtual workforce development technology, [Career Edge](#), branded as www.EmployPGedge.com for Prince George's County. Career Team modified is Career Edge online portal specifically for the WDB to be traditional virtual career center along with additional features requested by the WDB:

- Integration with the AJCCN website, www.pgcajc.com, and EPG website, www.employpg.org
- Linkages to the online portal with the WDB's and EPG's training provider list, allowing a job seeker to select an occupational skills training and immediately being the WIOA Title I enrollment process
- Occupational Research Assignment (upon completion it connects the job seeker with a WIOA Title I Services Provider)
- WIOA Title I Intake
- Custom Aptitude Assessment (determining top industry matches for the customer)
- Career Readiness Pre-Test & Career Edge Quiz (sets career readiness baseline score and identifies skill gaps)
- Career Edge Modules, Career Tools, and custom trainings developed by EPG
- Career Readiness Post Test & Career Edge Quiz (determines is customer is job ready, asses any skills gains, and determines if a customer is ready to be matched with a business for employment)
- Job Board, EPG's Hot Jobs Listing and LMI data
- Local Area Online Trainings
- Customized Employer Match Making Portal
- Customized applications for Covid-19 Relief Assistance & other Applications

During PY19/FY20 and PY20/FY21 EPG was able to engage over 5,600 residents through Career Edge, leading to the tool being integrated into traditional workforce development programming and summer youth programming. Additionally, EPG integrated the program into its Covid-19 Workforce Development Recovery Program, utilized the online application feature to distribute \$709,300 in Covid-19 relief emergency assistance to over 3,000 residents, and dislocated workers, via \$200 and \$300 cash cards. Lastly, EPG was able to leverage the tool to distribute over 600 winter coats to families in need. In PY21/FY22 the WDB will be expanding this pilot to phase two by allowing other partners to utilize the virtual career center and changing the url to www.PGCCareers.com. The Prince George's County Memorial Library System and DORS, along with other partners, have volunteered to participate in phase 2 of the pilot.

Additionally the WDB engaged New York Wired for Education, doing business as [Metrix Learning](#), to launch an electronic learning management system. Branded as Skill Up Prince George's County, pgc.skillupamerica.org, the WDB is able to provide over 4,500 free online career readiness trainings, occupational skills trainings, professional development, and certificate trainings. All of these training are free to Prince George's County residents. Prince George's County businesses are able to utilize the tool as well. In PY20/FY21 hundreds of Prince George's County residents utilized the tool.

The WDB and its partners engagement businesses and job seekers via Instagram, LinkedIn, Twitter, Facebook and other platforms to share workforce development, career readiness, employment related information such as openings, Job search tips, recruitment events, workshops helpful articles. The WDB is utilizing a virtual job fair platform, [Premier Virtual](#), to host virtual job fairs. The WDB's virtual job platform provides the following services for job seekers and businesses:

- Simulates in-person job fair experiences for businesses and job seekers
- Doesn't require job seekers or businesses to leave their homes to participate in the job fair
- Allows for multiple job fairs to occur simultaneously
- Has an "Interactive Hiring Room" allows providers and companies to view real time visitors, resumes, applications and live chat/video
- Job seekers can log in from their phone, tablet or computer and speak directly with recruiters, apply to open positions and research companies all in one location
- All job seeker activity while in hiring room is tracked and available to the provider and company
- Allows providers to host events can be organized by location, industry or any other category

In PY20/FY21 MGM National Harbor provided a report to their colleagues across the Country that Prince George's County had the best website, online tools, and virtual resources and they recommend the WDB as a best practice to take to their local workforce development board and providers. In PY21/FY22 the WDB will be launching a virtual AJCCN portal for all members to communicate.

(F) A description of the roles and resource contributions of the AJC partners. DWDAL's policy on Memoranda of Understanding and Resource Sharing Agreements can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi9-16.pdf>.

- Provide access through the One Stop delivery system to such programs 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).

The WDB staff continuously updates is knowledge and data related to in-demand industries, high demand jobs in the region, results of employer surveys, and knowledge developed from the WDB's participation in local, state, regional and national workforce development conversations and events to keep abreast of economic and industry changes, with a priority on ensuring local workforce development services, programs and training meets local demand from the businesses. The WDB communicates its findings to is Business Committee and AJC Committee to ensure programming is aligned with the needs of businesses. The Business Committee and AJC Committee ensure those needs are communicated, through the WDB's staff, to WIOA Title I Career Service Providers and Industry Bridge Program Business Advisory Councils.

At the program level, through the WDB's WIOA Title I Career Services Providers, Individualized Training Accounts (ITA) are only executed with trainings that lead to employment in high demand occupations within in-demand industries. Occupations in high demand, high growth, or high wage industries are always a priority. Local efforts are focused on the

County's in-demand industries. Training services are in keeping with these high demand areas and take many formats, 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

The WDB had defined this process as a demand-driven approach to workforce development and training. Using the resources of local partners/AJCCN members, the WDB and its WIOA Title I Career Service Providers will continue to implement this demand-driven approach to workforce development, while customizing training approaches, including ITA's to meet the specific needs certain niche markets, specific industries and occupations, and specific business needs.

(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 4.1 Prince George's County Local Workforce Development Board POS Populations

Prince George's County 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	Non-covered persons: 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	Governor's Priority Populations, Non-Veterans/Eligible Spouses, and populations identified by the WDB	Population populations identified by the Governor and the WDB as priority populations
5	Non-covered persons outside the groups given priority under WIOA.	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 4.2 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 finalizing a policy on priority of services for the local area that will be guided by the principals outlined in the State Plan this Local Plan. The policy will be completed by the conclusion of 2021.

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

The WDB allows for its WIOA Title I Adult and Dislocated Worker Career Services Provider allocate funding for Incumbent Worker Training and encourages Incumbent Workforce Training as a tool for AJCCN members to uses in the business services efforts. Incumbent Worker training will be employer driven and will require a match by the employer. This training strategy will support incumbent worker training expenses using a cost reimbursement methodology. The WDB include Incumbent Worker Training in its Local Area Training Provider Exception Policy, [1.4000.100.005](#), that includes a process for implementation.

(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 WDB. 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 Program Performance & Data Management (PPDM), who handles all WIOA Title I service provider performance. To assist with the delivery of exceptional customer service in the American Job Centers, the WDB through the OSO, offers monthly professional development trainings for the staff of American Job Center partners. The cost for professional development is included in the OSO's competitively procured contract.

The PPDM 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. PPDM 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 WDB staff. 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 procures WIOA Title I Out-of-School Youth Service Providers. The current competitively procured WIOA Title I Youth Providers include the Latin American Youth Center and Eckerd Connects. Additional WIOA Title I Providers may be procured based on availability of qualified providers, available funding and need.

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

Table 4.3 Title I Activities and Providers

Activities	Partner
Eligibility Services	Core Partners
Outreach, Intake & Orientation	Core Partners
Initial Assessment	Core Partners
Labor Exchange Services	MD Labor & EPG
Referrals to Programs	Core Partners
Labor Market Information	MD Labor & EPG
Supportive Services Information	Core Partners
Unemployment Insurance Information & Assistance	MD Labor
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). DWDAL's policy on Rapid Response can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi5-18.pdf>.

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. With businesses constantly growing and, unfortunately, shrinking the workforce system must consistently be prepared to meet the needs of the business community, including the provision of services to assist job seekers gain reemployment prior to, or immediately, after a layoff. To assist business with growing and expanding operations, the WDB is dedicated to operating a public workforce system that produces a highly skilled workforce that allow them to 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 Unemployment Insurance Department and Dislocation Services Unit, AJCCN members and the OSO, 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, MD Labor, WIOA Title I Career Service Providers, and other appropriate AJCCN member. 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. MD Labor is lead on Rapid Response activities and have agree to partner and include the WDB's WIOA Title I Career Service Providers on every rapid response.

- (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. DWDAL's policy on the Title I Youth Program can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi8-15.pdf>.

EPG has implemented firewalls to separate EPG as a WIOA Title I Youth Career Services Provider and EPG as the administrative agent of the WDB, fiscal agent of the WDB, and administrator of the Prince George's County Public Workforce System, operating as the Prince George's County American Job Center Community Network (AJCCN). EPG's Office of the President serves as the leadership of the WDB staff, with the President & CEO who serves as the WDB's Executive Director, and the Director, Community Development, who serves as the Administrator of the WDB. The Community Development Department, located within the Office of the President, coordinates membership operations of the AJCCN. The WDB procures a One Stop Operator (OSO) to coordinate operations of American Job Center Largo and American Job Center National Harbor. EPG's Finance Division leads EPG's activities as the WDB's fiscal agent, at the leadership of the EPG's President & CEO, and EPG's Administrative Division conducts performance oversight, contract compliance and administration, and monitoring of the WDB's WIOA Title I Service Providers (WIOA Adult, WIOA Dislocated Worker, WIOA Youth, OSO and Training Providers).

WIOA funded youth workforce development activities are administered by the three WDB WIOA Title I Youth Career Service Providers: EPG, LAYC and Eckerd Connects. All WDB's WIOA Title I Youth Career Service Providers directly provide, or have partnerships to provide, WIOA's required fourteen elements. The fourteen elements and a summary of services required to be provided by the WDB's WIOA Title I Youth Career Service Providers are listed below:

1. **Tutoring** – Basic skills training and remediation provide internally by WDB WIOA Title I Youth Career Service Providers, Prince George's Community College, or Prince George's County Public Schools

2. **Alternative secondary school services and dropout recovery services** - Services for youth (below 18) to reengage in education that leads to the completion of a recognized high school equivalent
3. **Paid and unpaid work experiences** – Experiences that include summer employment, supported employment opportunities available throughout the school year, pre-apprenticeship programs, internships, job shadowing, and on-the-job training
4. **Occupational skills training** – Industry specific vocational training that leads to nationally, and industry, recognized credentials
5. **Education offered concurrently with workforce preparation and training** – Integrated education and training that allow youth to participate in secondary and post-secondary concurrently with workforce development programming and/or work experiences
6. **Leadership development opportunities** – Services and training that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors
7. **Supportive Services** – Services that allow an individual to participate in, and complete WIOA, and include, but not limited to transportation assistance, childcare, housing, healthcare, educational testing, and work-related tools
8. **Mentoring** – Services where a formal relationship is formed between a youth participant and an adult mentor that includes coordinated, and structured, activities where the mentor offers guidance, support, and encouragement to develop the competence, character, and skills to be successful in the labor force
9. **Follow up services** – Services that help ensure youth are successful in employment and/or postsecondary education and training
10. **Comprehensive guidance and counseling** – Individualized services that ensure the long term developed and success of youth including, but not limited to, the following: career pathways planning, barrier remediation, occupational and career coaching, substance abuse counseling, alcohol abuse counseling, mental health counseling, etc.
11. **Financial literacy education** – Services that provide youth with the knowledge and skills that they need to achieve long-term financial stability (traditionally provided by the Prince George’s Community College’s Financial Empowerment Center or a local banking partner)
12. **Entrepreneurial skills training** – Training that provides the basics of starting and operating a small business
13. **Services that provide labor market information** – The delivery of information about in-demand industry sectors and bright outlook occupations available in the area and includes career awareness, career exploration, career counseling, and career assessments that align with labor market information (provided by BLS.gov, EMSI, and MD DOL)
14. **Post-secondary preparation and transition activities** – Services and activities that help youth prepare for and transition to postsecondary education and training

Due to a lack of qualified youth service providers to meet the need of youth in Prince George’s County, and while following local, state and federal performance measures and guidelines, EPG’s youth programming, operated by the Youth Services Department of its Workforce Services Division, serves as the largest WIOA Title I Youth Service Provider in Prince George’s County. EPG’s Youth Services Department operates two WIOA Title I funded programs: Knowledge Equals Youth Success (KEYS) and Youth Career Connections (YCC). EPG’s Youth Services Department leverages WIOA funds with additionally funding sources (not limited to: Local Management Board, Prince George’s County Public Schools, Maryland Department of Labor, and Prince George’s County Government) to operate its youth programs. All Prince George’s County youth programs serve youth with varying disabilities. Depending on the disability, services are provided internally. EPG and LAYC both have contracted staff with specialties in counseling youth with specific disabilities. Through the WDB’s partnership with Prince George’s Community College, Out-of-School Youth with learning disabilities are supported by Prince George’s Community College and their Adult Education Department. Youth with more severe and developmental disabilities are referred to various workforce development partners in the AJCCN, including DORS, Independence Now, The Arc and Melwood. The WDB encourages its WIOA Title I Career Services Providers to dual enroll job seekers with other service providers when a job seeker has a disability or other severe barriers to employment.

KEYS is designed to provide young adults, 18-24 years olds with a high school diploma, with the necessary tools to become competitive in the workforce. KEYS provides career pathways guidance, occupational skills training and credential attainment services, and supportive services to assist youth overcome barriers preventing them from securing livable wage employment. KEYS provide services to youth who have the following barriers to education and/or employment:

- 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

KEYS was designed to align with WIOA programmatic requirements and targeted toward youth who have a high school diploma but are skills deficient. The KEYS design was developed based on 80% of American Job Center Largo's 18-24-year-old customers, with a high school diploma, being basic skills deficient (BSD). BSD means that the customer's English reading, writing, or computing skills at or below the 8th grade level based on a TABE assessment, conducted at American Job Center Largo. KEYS services include remediation in math and reading, career readiness training, life skills workshops, paid internships and work experiences. Youth who are skills sufficient attend career readiness training, life skills workshops, and the opportunity for paid internships, work experiences, pre-apprenticeship opportunities or occupational skills training. In addition to the services listed above, all participants are offered supportive services as needed, career counseling, and 12-month follow-up services/assistance for placement in livable wages jobs, training programs and educational opportunities.

Eckerd Connects operates the Youth Career Center in Suitland, MD. Through Eckerd Connects, the Youth Career Center is designed to put youth and young adults, ages 18 – 24, on the fast track to their career. Eckerd's staff at the Youth Career Center assist OSY create an individualized career plan, within an in-demand industry, that includes increasing their employability skills, participate in occupational skills training that leads to national certifications, and gain hands-on experience through paid internship programming and workforce experiences. A complete list of the services offered by Eckerd Connects, at the Youth Career Center, are listed below:

- Job readiness training
- GED and high school diploma assistance
- National certifications
- Paid work experience (available in most locations)
- Soft skills training
- Transportation assistance
- Diversion services for families
- Subsidized childcare referrals
- Domestic violence prevention services
- Substance and mental health treatment referrals

In addition to Eckerd Connects' traditional OSY services delivered at the Youth Career Center, in PY21/FY22 Eckerd Connects is launching a new OSY component to the Capital Area Healthcare Alliance (CAHA) Industry Bridge Program, its Healthcare Fast Track (HFT) program. HFT will be an OSY program focused on rapid reemployment opportunities for young adults engaged in WIOA activities through the Youth Career Center. HFT was designed for OSY interested in careers in the Healthcare Industry. Eckerd Connects staff are developing partnership with CVS, MedCerts and Fomen

Nursing Assistant Training Academy to provide clinical and technical training that prepare youth to transition directly to the Healthcare Industry. Below are the training occupations HFT will prepare Prince George's County OSY for:

- Certified Nursing Assistant (CNA)
- Medical Front Office Assistant
- Medical Billing Specialist
- Pharmacy Technician Specialist
- Professional Coder
- Medical Assistant
- Patient Care Technician

When American Job Center National Harbor opens, Eckerd Connects will expand its OSY programming outside of the Youth Career Center. Eckerd will operate an OSY component of the Hospitality & Accommodation Institute (HAI) Industry Bridge Program targeting the Hospitality Industry and the Food & Beverage Industry. This component will utilize a cohort-based model that combines classroom/occupational skills training and paid work experience concurrently. Eckerd Connects will facilitate the American Hotel & Lodging Educational Institute's (AHLEI) Skills, Tasks and Results Trainings (START). START is a textbook centered program offering in-depth information for job seekers looking to transition into a career in the Hospitality and Food & Beverage Industries. The START curriculum is flexible, allowing Eckerd Connects to tailor it to fit the local needs of Prince George's County businesses and the needs of OSY participants. START's curriculum is also concise, providing instructions on how to perform key tasks, along with the general hospitality knowledge and soft skills needed to succeed in a front-line position at a lodging property. The START training culminates in an industry recognized certification exam that leads to a professional designation for graduates. An AHLEI certification, from the START program facilitated by Eckerd Connects staff, will give job seekers a competitive edge over non-certified candidates for specific occupations. The targeted occupations are listed below:

- Certified Front Desk Representative
- Certified Guestroom Attendant
- Certified Maintenance Technician
- Certified Restaurant Server
- Certified Guest Service Professional

Latin American Youth Center (LAYC) is the WDB's third WIOA Youth Title I Career Services Provider. LAYC was founded in the late 1960's as a small grassroots nonprofit organization operating as a recreation center to a nationally recognized agency serving all low-income youth. LAYC's mission is to empower a diverse population of youth to achieve a successful transition to adulthood through multi-cultural, comprehensive, and innovative programs that address youths' social, academic, and career needs. Annually, LAYC serves over 4,000 youth and families through youth centers, school-based sites, and public charter schools in the District of Columbia, Maryland's Prince George's and Montgomery Counties as the Maryland Multicultural Youth Centers.

The WDB has contracted LAYC to operate WIOA OSY programming through its Maryland Multicultural Youth Center (MMYC) located in Riverdale, Maryland. LAYC's MMYC programming targets OSY with, and without, a high school diploma. The programming provides critical opportunities to develop job skills, get job training and certifications, and access internship and employment opportunities. LAYC offers job-readiness programs at all of its sites, including MMYC. The job readiness programming focuses on the work skills and living wage needs of low-income, multicultural youth who are not in school or employed. The job readiness training positions youth to increase their employability skills and makes them eligible to participate in the internship program offered.

LAYC's internship program is a part of their job placement process. LAYC has an extensive network of employer partners in DC, Maryland and Northern Virginia. These employer partner host OSY participants for short-term internships in the in-demand industries identified by the WDB. LAYC's job-readiness and internships programs are cornerstones of LAYC's operations. Internships offer stipends, extended mentorship opportunities, and lead to permanent job placement.

Annually LAYC partners with EPG and other AJCCN partners that have attracted over 50 employers from the DC Metropolitan Region.

The WDB is in discussions to redesign its youth programming from being structured as WIOA Title I Youth Career Services Providers to being One Stop Operators. With the County launching its Youth Career Center branding, and with LAYC's existing MMYC branding, services are being driven to career centers. These career centers could be modified to being American Job Center affiliate locations. If these career centers are modified to American Job Center affiliate locations, the WDB would modify its WIOA Youth Grants to fund One Stop Operators of the Youth Career Center and MMYC, the One Stop Operators required services would include WIOA Title I Youth programming and Wagner-Peyser Act programming. WDB had a goal to identify the direction of its youth programming by the close of PY20/FY21, but it has been forced to delay this decision to the close of PY22/FY23.

(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 the Prince George's County American Job Center Community Network (AJCCN) being Prince George's County's Public Workforce System, and the WDB being the force connecting workforce development programs, workforce development services, workforce development related programs, workforce development related services and those entities operating these programs and providing these services. As the connecting force of all things workforce development, the WDB has a goal to connect every workforce development program, service and entity offering free services to Prince George's County residents to the AJCCN to become a member. Partner can choose between three tiers of membership levels in the AJCCN. The membership tiers are listed below with additional details included in Table 3.5.

1. Service Provider/Affiliated Site
2. Access Point
3. Community Stakeholder/General Member

Prince George's County Public Schools (PGCPS), Prince George's Community College, University of Maryland College Park are members of the WDB, and members of the AJCCN. The WDB is working with 2U, University of Maryland Global Campus, Capitol Technology University, Bowie State University and various other four-year degree granting institutions to recruit them to join the AJCCN. Additionally, the WDB encourages all of its WIOA Title I Career Services Providers to recruit their training partners and training providers they have contracted with from the ETPL and LTPL to join the AJCCN. Through these efforts the WDB believes it will have all of the available secondary and postsecondary training entities in the AJCCN. The entities will join all of the other members, including workforce development service providers, the WIOA Title I Career Services Providers, and the One Stop Operator.

AJCCN membership operations are led by the EPG's Community Development Department, located within the Office of the President. To ensure AJCCN members communicate, coordinate, develop partnerships, leverage resources, leverage services, leverage programs, decrease duplication, and enhance the workforce development services offered to job seekers and businesses in Prince George's County, the Community Development Department will require all new AJCCN members participate in an AJCCN New Member Orientation. In addition to the AJCCN New Member Orientation, EPG's Community Development Department will facilitate regular convenings of all AJCCN members through AJCCN Membership Quarterly Meetings, AJCCN Business Services Members Monthly Meetings, release an AJCCN Newsletter with the following components:

1. Monthly Polls
2. Upcoming Member Events
3. Community Updates

4. Workforce Development Policy Updates
5. New Member Partner Announcements

The WDB is also requiring the OSO to facilitate monthly American Job Center partner meetings, monthly American Job Center newsletters, and month American Job Center professional development trainings for each American Job Center in Prince George's County, American Job Center Largo and American Job Center National Harbor. Additionally, EPG's Community Development Department is partnering with Nonprofit Prince George's County, beginning in PY21/FY22, to be the AJCCN's Membership Facilitator. The AJCCN Membership Facilitator will provide the following services:

- Coordinate and facilitate, with Nonprofit Prince George's being the host and Nonprofit Prince George's identifying the speakers/facilitators, 12 professional development trainings per year for AJCCN Members
- Coordinate and facilitate, with EPG Community Development staff being the host, the AJCCN's monthly meetings for AJCCN members who provide services to businesses
- Coordinate and facilitate, with EPG Community Development staff being the host, the AJCCN's quarterly membership meetings of all AJCCN members
- On an as needed basis, and as the request and/or agreement of EPG Community Development staff, facilitate and host professional development trainings/meetings to address specific needs of the AJCCN or AJCCN members

The AJCCN Membership Facilitator will be centered around connectivity, partnership, communication and capacity development of AJCCN members. Most of the AJCCN Membership Facilitator's work related to the facilitation of AJCCN meetings is the meeting logistics, agenda development and working to ensure optimum attendance of AJCCN members. Second is capturing what is said and unsaid in the AJCCN meetings related to connectivity, partnership, communication and capacity development, with a goal of identifying and communicating to WDB staff, and the WDB, specific areas where the AJCCN Membership Facilitator believes the AJCCN we can increase connectivity, partnerships and communication amongst members and between the WDB's contracted service providers.

Additionally, a huge component of the work of the AJCCN Membership Facilitator is capacity building. Many nonprofits, and AJCCN members lack capacity, at times this lack of capacity of AJCCN member limits the capacity of the AJCCN, the public workforce system, and the County's government agencies. With the WDB wanting optimum integration, partnership and limited service duplication, it is the goal of the WDB that all members participate in all AJCCN meetings and trainings. We hope that Nonprofit Prince George's County's expertise in system and capacity building will give the Nonprofit Prince George's County and staff the edge in listening to the meeting content, while facilitating and hosting meetings, to identify what specific capacity issues and services duplication amongst AJCCN members. As they identify those capacity issues and gaps, they will help WDB staff develop programming to build the capacity of AJCCN members, decrease duplication, and close gaps in the workforce system.

Lastly, the WDB is launching an AJCCN portal in PY21/FY22, located on the AJCCN [website](#). The AJCCN portal will house a community forum, modeled similar to chat rooms, to allow members to discuss, as a collective, topics such as job fairs/opportunities, food drives, COVID-19, re-entry, youth, older workers, and funding opportunities. The AJCCN portal will also include an asset map that is populated every time a partner joins the AJCCN, completed their AJCCN New Member Orientation, and registers in the AJCCN portal the asset will be interactive where members can see the locations of other members along with their programs, services, operations and contacts. The AJCCN portal will include a job club facilitator guide to identify the job clubs facilitated by members, populations served by each job club, referral information, club logistics, hot jobs, relevant AJCCN member programmatic updates, etc. The AJCCN portal will also include a professional development component that includes AJCCN staff training, American Job Center partner staff trainings, and upcoming professional development trainings leading to certificates for workforce development professionals.

The WDB believes the AJCCN and all of its components and engagements with its members will lead to increased coordinate of education and workforce development activities carried out in the Local Area, including those with relevant secondary and postsecondary educational programs and activities. Overall these efforts will lead to maximized coordinate, an increased capacity of the Prince George's County Public Workforce System and the services it provides, and minimal duplication of services across AJCCN members.

(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 Social Services (DSS), and AJCCN member, and all of their programs, funding streams and services are fully integrated throughout the Prince George's County Public Workforce System, especially American Job Center Largo and American Job Center National Harbor. This includes ensuring the resources for supportive services offered by DSS are fully understood by all AJCCN members, American Job Center Largo partners, American Job Center National Harbor partners, all job seekers and employers. The WDB is also committed to working with Prince George's County officials to discuss and increase the public transportation system, its 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 believes the AJCCN, through its multiple members, will create over 200 access points for workforce development services throughout the County.

The WDB is also committed to ensuring that DORS, another AJCCN members, is a fully integrated partner in the Prince George's County Public Workforce System and their multiple resources and supportive services are fully understood by all AJCCN members, American Job Center Largo partners, American Job Center National Harbor partners, all job seekers and employers. The WDB is committed to working with the local officials to create a partnership that is beneficial to the customers, employers and AJCCN Members of the Prince George's County Public 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, American Job Center Largo, and American Job Center National Harbor follow priority of service regulations based on Table 4.1 in Section 4(H). 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 OSO.

Along with priority of service implementation, the WDB is implementing a two-pronged approach, paused during 2020, 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, American Job Center 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 Prince George's County Public Workforce System

Through policy development, community forums and strategic outreach, the WDB will ensure priority services and targeted groups in the State Plan are engaged in all WIOA funded programs and services at the American Job 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 WIOA 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 (C) and Section 4 above to review the services and activities available for description of the WIOA Adult and Dislocated Worker employment and training activities in Prince George's County.

(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 in-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). DWDAL's policy on the Title I Youth Program can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi8-15.pdf>.

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)(1)(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 how the Local Board will interpret and document eligibility criteria for 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). DWDAL’s policy on the Title I Youth Program can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi8-15.pdf>.

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

The documentation required to demonstrate a “need for training” includes the WIOA Title I Youth Career Services Providers Career Survey, Informal Assessments, and Youth Individual Service Strategy (ISS) completed by the Youth Career Consultant. These documents ascertain information that include: 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.

(M) A description of how the Local Board will provide access to the 14 required program elements for the WIOA Youth program design, including whether the Local Board has contracted with youth service providers or not:

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, WIOA Title I Youth programs are operated through multiple WIOA Title I Career Services Providers:

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

Outside of EPG’s Youth Services Division, identified as a WIOA Title I Youth Service Provider by the CLEO, providers are selected through a rigorous RFP process. The combination of WIOA Title I Youth Career Services Providers ensures that the fourteen youth program elements are available in the county.

(N) 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 was designed to ensure 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 basis of mandating that the core of youth program designs is 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, until the past two fiscal years. The WDB believes lower enrollment, program design flaws of providers, and Covid-19 caused the providers and the WDB to struggle with this measure recently, but those issues have been mitigated in preparation for PY21/FY22.

(O) A description of the Local Board's plan goal to serve out of school youth and identify specific steps that have been taken to meet this goal. Local Boards whose goal is under 75 percent must include a description of how they will implement the waiver and how they will enhance connections to Youth Apprenticeship programming, increase DORS co-enrollment, and any changes for In-School-Youth (ISY) services.

The Local Board's strategy to serve 75%+ of out of school youth is based on the majority of WIOA Youth funds being allocated to OSY programming offered by the WDB's three WIOA Title I Youth Career Services providers:

1. EPG
2. LAYC
3. Eckerd Connects

More than 90% of the WDB's annual WIOA Youth funds are allocated to the WDB's three WIOA Title I OSY Career Services Providers for OSY Youth programming, with an RFP process taking place for two contracts (currently awarded to Eckerd Connects and LAYC). Due to lack of service providers, EPG has been designated as a WIOA Adult, Youth and Dislocated Worker WIOA Title I Career Services Provider.

Steps were taken in 2014 to redesign and develop programming in the American Job Center Largo that focused on OSY only. EPG's KEYS program design 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. The Youth Career Center was opened in 2018 to provide an additional location, and center solely directed toward the delivery of services for OSY.

Based on budget cuts from PY17/FY18 – PY2/FY21, the WDB chose to severely decrease and ultimately limit funding allocated for ISY programs and services. EPG's Youth Career Connections is the only program in the Prince George's County Workforce Development area targeting ISY below the age of 18. Youth who are below the age of 18 and not enrolled in school are connected to Prince George's Community College or Prince George's County Public Schools to

ensure the comply with Maryland's Compulsory Law. The WDB may make the decision to increase funding allocated to ISY in PY21/FY22 and beyond.

(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 AJCs, including Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF), Community Action Agencies, 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 ceased operations in PY20/FY21 and the WDB incorporated the groups work to the AJC Committee. The AJC Committee is consistently developing various processes, documents and procedures such as an American Job Center 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 AJC Committee is working with EPG to development shared tracking components into the virtual career center, Career Edge, and the AJCCN portal. This will reduce the burden on a client to produce similar information multiple times and increase efficiency of the process.

Additionally, the WDB, through the AJC Committee, will further ensure the AJCCN is integrated and aligned through effectively negotiating the Memoranda of Understandings and Resource Sharing Agreements 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 its Program Performance & Data Management Department (PPDM), this department transitioned with the incorporation from the Workforce Services Division to the Administrative Division for an increase firewall between EPG as a WIOA Title I Career Services Provider and EPG as the WBD's fiscal and administrative agent. PPDM 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 believes that effective follow-up services lead to positive performance.

Working with PPDM, 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 PPDM's Retention and Data Validation Specialist 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 (MD Labor WIOA Alignment Form) of the review and any recommendations for increased alignment to the applicant for Title II services in a timely manner.

The WDB will coordinate various workforce development activities with Prince George's Community College's Adult Education program. For example, the WDB and Adult Education program will use contextualized learning, which allows participants to learn industry-specific skills and basic skills simultaneously. Also, career pathway options with multiple entry-points will be offered to maximize the opportunities available to participants throughout the year, and adult education students will be dually-enrolled in pre-apprenticeship and apprenticeship programs. In addition, the Adult Education program will offer digital tutoring services to meet the demands of current job seekers. Participants will be tutored on basic skills, digital literacy skills, and/or test preparation. All of these coordinated efforts and activities will ensure that participants have the opportunity to enhance their skills and meet the workforce needs in Prince George's County.

The WDB is driven to develop and offer robust career pathway options for occupations within in-demand industries. To help with these efforts, the WDB regularly monitors occupation and career pathway trends. The Innovation & Opportunity Manager at EPG leads this effort and uses Prince George's County State of the Workforce Report and specific Industry Impact Analysis to access employment data.

The WDB will ensure strong alignment between workforce and adult education services by building a strong connection with PGCC and identifying tools to strengthen connectivity. The WDB has instituted the practice of having PGCC's Adult Education Director as a member of the WDB, and additional adult education staff are on various WDB committees and WIOA Strategic Partnership Work Groups. The efforts established by the WDB will ensure the alignment of services and the efficiency of their delivery are maintained.

The WDB will also review Adult Education grant applications to ensure that the application aligns 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 skill remediation. Participants with limited English language proficiency will be referred to ESL, and those with low-literacy skills will be referred to Adult Basic Education. The WDB MOU will include core partners and address each partner's specific responsibilities 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));

An Information Release (written in accordance with FERPA) statement will be included on a referral form and signed by participants. Assessment scores will be shared among WIOA Title I areas and Title II providers through identified contact persons within each organization as needed. LACES is used by WDB and Title II programs, which allows for the tracking and sharing of student and program progress.

- 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 maintain the integrity of tests and assessments and follow regulations and guidelines. Trained staff, by EPG and Prince George's Community College, will administer the TABE, CASAS, or other approved NRS assessments, to all American Job Center participants interested in entering a workforce program. Whenever needed, the Adult Education program will offer professional development to workforce partners on administering assessments and the state's Assessment Policy to ensure compliance. Workforce partners assess participants based on the requirements for various training programs, and the choice of assessment will be dictated by the desired industry's requirements and needs.

- 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, having limited English language proficiency, or are basic skills deficient, they will be referred to Title II services. Referrals will be made to and from the Title II programs as needed. The WDB will work with all Title II service providers to coordinate the alignment of assessments and the 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 staff training responsible for administering adult education and literacy assessment is addressed. Participants may be deemed skills deficient based on the State's mandated assessment tools for Title II programs, or through informal interviews, intake, or assessments. Participants would then be referred to the appropriate partner as needed.

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

The Title II representative on the WDB will have regular communication 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 the WDB American Job Center Committee. Participation in 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 tutoring services are provided at the American Job Center in Largo and online. WDB's vision is 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.

- (E) A description of how adult education providers in the Local Area will use the Integrated English Literacy and Civics Education (IELCE) program under section 243(a) of WIOA to prepare adults who are English language learners for, and

place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. Note: Local Areas should check with all Title II-funded providers in their area; not all adult education providers receive IELCE funds.

Three occupational clusters have been chosen for the Adult Education program's IELCE funds which will prepare and place adult English Language Learners into unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. These occupational clusters are Accommodation and Food Services, Health Care and Social Assistance, and Educational Services.

The clusters chosen for IET are among the county's top 10 growth fields. The ESL CNA/GNA IET prepares participants for CNA and GNA exams, helps adults pursue other healthcare certifications (e.g., phlebotomy, medicine administration, patient care tech), and offers completers with outstanding performance assistance in applying for scholarships for LPN or RN programs.

The ESL Culinary Arts and Baking IETs combine training in food safety, food preparation, and kitchen skills, and leads to National Restaurant Association Culinary Exam: Cooking and/or Baking certificates. Adults may then go on to academic programs in cooking, baking, food preparation, catering, food services management, or hospitality.

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.

Through joint WIOA planning meetings, a collaborative model has been developed to provide seamless services to all customer programs; including Wagner Peyser, Veterans, Unemployment Insurance (ROW & RESEA Programs), Re-Entry Programs, Trade Act and WIOA eligible customers. This model includes streamlining and coordinating the operational process and procedures for customer flow and service design within the AJC system. This has been accomplished through coordinated orientation sessions, outreach, retention services, marketing efforts, targeted workshops, integrated staffing, job development and collaborative management and oversight. Specifically, Job Service staff play a pivotal role in delivering basic career services that include: AJC orientation sessions, workshops, interviewing and screening for job opportunities, assisting customers with MWE registration, assisting with electronic resumes, providing job referrals, connecting customers to labor market information, conducting informal assessments, assist UI claimants in becoming employed sooner while improving the solvency of the UI trust fund, identify/refer customers to financial resources & services, initiating referrals to individualized career and/or training services. The delivery of services to participants are recorded and tracked in the MWE management system and strongly supports coordination and reduces duplication of services. The Regional Business Solutions Consultant facilitate rapid response activities, both on the job site and in the American Job Center.

Prince George's County job seekers and employers are served in a seamless and customer focused manner. Throughout county-wide networking of American Job Centers and multiple workforce partners, Prince George's County businesses benefit from Maryland Labor and EPG's Employ Prince George's strategies that provides services to build and retain a quality workforce. The Business Services Division of the Office Of Workforce Development coordinates and guides the efforts of business services staff that is trained on a comprehensive menu of human resources services designed to accommodate the needs of business including customized training, no cost job posting, networking events, outreach and recruitments, prescreening/assessment of applicants, job matching; tax credit information, job fairs, on-site information sessions, and access to labor market information.

While teleworking during the COVID-19 Pandemic, all AJC staff continue to strategize and strive to provide quality services using virtual tools to communicate with customers. This is accomplished by contacting UI claimants to complete assessments for job opportunities via telephone, email, google meets, MWE, one-on-ones from WIOA referrals for job searches/training, and other available programs. Weekly conference calls are held with team members to discuss best practices, optimal ways to serve our customers, ensuring we have efficient and effective processes in place to address our customer needs while providing excellent customer service.

- (B) A description of how the Local Board will ensure that migrant and seasonal farm workers in its Local Area will be provided employment services. DWDAL's policy on migrant and seasonal farmworker services can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi4-18.pdf>.

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

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

- (C) A description of who is responsible for conducting migrant and seasonal farmworker housing inspections. DWDAL's policy on migrant and seasonal farmworker services can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi4-18.pdf>.

The Rural Services Coordinator and Outreach Worker must conduct pre-occupancy housing inspections to ensure all requirements are met and completion as required by 20 CFR §653.501(3)(b). All must follow ETA requirements described in 20 CFR §654 Subpart E, found at www.gpo.gov/fdsys/pkg/CFR-2003-title20-vol3/pdf/CFR-2003-title20-vol3-part654-subpartE.pdf.

MD Labor will conduct ONE pre-occupancy housing inspection per season, per employer, for agricultural workers who were recruited through an inter-or intra-state job order, including both MSFWs and H-2A workers. If an agricultural employer initially hires MSFWs through inter or intra-state job orders, and during the same season, that employer also hires H-2A workers, the results of the pre-occupancy housing inspection conducted for the MSFW will be applied.

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's Division of Rehabilitation Services (DORS), in accordance with 29 U.S.C. 721(a)(11) will provide the following services to youth and adults with disabilities:

- Provide intake, orientation, and assessments for disabled job-seekers;

- Promote employment of persons with disabilities;
- Based on a comprehensive assessment of an individual's disabilities, determine an individual's eligibility for services in accordance with the Division's Order of Selection criteria;
- Develop an Individualized Employment Plan;
- Provide guidance and counseling, physical restoration, and training to eligible persons with disabilities;
- Provide follow-up services to enhance job retention;
- Provide other services as may be available and appropriate;
- Provide Pre-Employment Transitioning Services for students with disabilities, as defined by WIOA;
- Provide Supported Employment Services for **youth and adults** with disabilities as defined by WIOA;
- Provide independent living services to enhance the capacity of persons with disabilities to live unaided in the community;
- Provide performance information as required by WIOA;
- Provide cross-training of workforce staff on disability related issues;
- Provide technical assistance on disability related issues and on assistive technology;
- Engage employers through the Division's Business Services Representatives;
- Work in a collaborative manner to coordinate services among the Workforce Partners for **youth and adults** with disabilities.

(B) A description of how individuals with disabilities will be served through the AJC system in the Local Area. MD Labor's Nondiscrimination Plan can be found here: <http://www.labor.maryland.gov/employment/ndp/>.

DORS will 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. For those individuals who do not meet DORS Order of Selection criteria and subsequently are placed on a waiting list for services, referrals to AJCCN partners will be coordinated to ensure connection to appropriate resources. As previously mentioned, the WDB partners with a myriad of partners who provide services to job seekers with disabilities and many of those providers are also AJCCN members. These partner include, but aren't limited to, the following:

1. The Arc
2. Goodwill of Greater Washington
3. Melwood
4. Independence Now

As outlined in the WDB's Resource Sharing Agreement, DORS will contribute to funding operations at the American Job Center Largo and an RSA will be initiated for American Job Center National Harbor. These operations will be developed and coordinated by a One Stop Operator, and the One Stop Operator will ensure that there are American Job Center processes for all customers coming into an American Job Center in Prince George's County. Universal referral and service delivery process are being redesigned and will enable individuals visiting a Prince George's County American Job Center the opportunity to access the services that best meet their needs and lead to livable wage employment.

This American Job Center services delivery process will be continuously developed, improved, monitored and amended as necessary. The One Stop Operator and EPG, acting on behalf of the WDB, will provide monitoring to ensure

compliance, effectiveness, and that all information and services are accessible (regardless of an individual's abilities or disability). All DORS services and referrals, virtual and in-person, are ADA compliant.

Section 9 – Temporary Assistance for Needy Families Functions

(A) A description of how TANF is integrated in the AJC system (e.g., 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:

- (C) Receive referrals directly from the Vendors, DSS staff, and WIOA partners.
- (D) Monitor their attendance and participation.
- (E) Assist participants to register in Maryland Work Exchange System (MWE).
- (F) 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.
- (G) Guide participants with the completion of the AJC Ready to Work Assessment tool.
- (H) Refer candidates that were identified as ready to work to meet with the Talent Acquisition Specialist.
- (I) Monitor and track their activities with the Talent Acquisition Specialist.
- (J) Refer customers who need additional training to be successful to the training opportunities available through the WIOA partners.
- (K) Obtain weekly participation time sheet from the participants and the WIOA partners and update WORKS accordingly.
- (L) Capture job placements and update CARES and WORKS.
- (M) The DSS team and the Vendor will track the WORKS Systems daily and weekly.

Through the collocation 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 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 2022. 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 employs 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 – Community Service Block Grant Functions

- (A) A list of Community Service Block Grant (CSBG) providers in the Local Area and whether they provide employment and training activities. Community Action Agencies are a partner in the local workforce development system, irrespective of whether they spend money on employment and training. A map of Maryland's Community Action Agencies (CAAs) can be found here: <http://www.maryland-cap.org/member-map.aspx>.

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 in 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 FY22/PY21 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 2022.

- 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 2022.

- 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 2022.

- (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. A representative from a CAA is a required partner on the Local Board. The GWDB's Local Board certification policy can be found here: <http://www.gwdb.maryland.gov/policy/lwdbcert.doc>.

The CEO of UCAP was appointed to the WDB by the CLEO in November of 2019. The UCAP CEO's term on October 31, 2022.

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

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

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

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

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

1. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
3. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
4. Last, to non-covered persons outside the groups given priority under WIOA.

Table 4.4 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

Customer Service Flow for Veterans

AJC staff provides core services and initial assessments to veterans.

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

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

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

1. If the customer qualifies as SBE, and requires intensive services to overcome a barrier to employment, AJC staff assists in setting up an appointment for them to meet with a Disabled Veteran Outreach Program (DVOP) Specialist.
2. If the customer does not require intensive services, they are then referred to Basic Career Services resources, WIOA Title I resources, an AJC Job Service Specialist, or other resource as determined appropriate based on the Personalized Needs Assessment.

Note: When a veteran seeks services at an AJC where the DVOP is not currently available because of their rotation schedule, the receptionist provides the customer with the card and contact information of the DVOP and contacts the

DVOP via email to provide them with the contact information of the customer so the two can coordinate a meeting time when the DVOP will be stationed at the AJC, if desired.

Verifying Veteran Status

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

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

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

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

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

Veterans and Spouses as Dislocated Workers

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

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

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

service member may have. Thus, the service member's retirement could be considered a dislocation. However, if the service member's separation is voluntary, then the service member would not qualify as a dislocated worker.

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

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

Jobs for Veterans State Grant (JVSG) Funds Are Provided to Fund Two Staff Positions

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

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

Monitoring Priority of Service

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

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

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

Section 12 – Trade Adjustment Assistance for Workers Program Functions

The Trade program provides aid to eligible workers who lose their jobs, or whose hours of work and wages are reduced, because of increased imports or exports or production transfers abroad. The purpose of the program is to return trade-

affected workers to suitable employment as quickly as possible with the seamless provision of coordinated resources, support, skills and training they may need.

Trade Adjustment Assistance Employment and case management services include:

- Interview and review training opportunities for each trade-affected worker;
- Inform trade-affected workers of the services and allowances available;
- Register in Maryland Workforce Exchange and complete Trade Adjustment Assistance application;
- Provide initial assessments;
- Development of an Individual Employment Plan with the affected worker;
- Help them secure appropriate training;
- Monitor their training progress;
- Devise a training waiver process;
- Provide access to workshops and other employment resources;
- Coordinate other employment benefits that workers may be eligible for;
- Inform trade-affected workers about supportive services available through partner programs;
- Co-enrollment with Adult, Dislocated Worker, or other appropriate partner program to provide comprehensive wrap-around services and reduce barriers;
- Rapid Response Services;
- Follow-up Services;
- Facilitate the early filing of petitions for any workers that are likely to be eligible for benefits under the Trade Act; and
- Perform outreach to affected workers, intake of, and orientation for adversely affected workers and adversely affected incumbent workers covered by a certification.

MD Labor's Trade Adjustment Assistance policy can be found here:
<http://www.labor.maryland.gov/employment/mpi/mpi11-19.pdf>.

USDOL's Trade Adjustment Assistance Final Rule can be found here:
https://www.dol.gov/sites/dolgov/files/ETA/tradeact/pdfs/TAA_Final_Rule_1205_AB78.pdf.

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

Trade affected workers will be co-enrolled with the WIOA dislocated worker program or other appropriate program to ensure the availability of a comprehensive array of services and the integration of workforce development programs. Trade staff and WIOA partners will coordinate efforts to provide opportunities for Trade affected workers to obtain skills, services, resources and support in a quick and effective manner to return the trade-affected worker back to suitable employment.

(B) A description of how Title I staff will provide the TAA services listed above in an integrated manner.

Partner staff in the American Job Center will be responsible for providing the initial meeting and assessments, ensure enrollment in MWE, labor market information and delivering Rapid Response service, if not already provided and to make the participants aware of all the available services and allowances that the Trade Adjustment Assistance Program can provide. Trade staff will work with the trade affected worker on training options, completing TAA application MWE and to ensure the six criteria for training have been met, as well as create or review participants' IEP. Trade staff will also provide approval of all TAA training programs, training contracts and training waivers. Efforts will be coordinated to monitor progress, provide Bench marks every 60 days and ensure a service is provided every 90 days for the Trade

affected worker, as well as ensure any needs and barriers are addressed. Staff will coordinate on all employment, case management and follow-up activities.

(C) *A description of how Trade participants will be co-enrolled in other programs. Note: co-enrollment with WIOA Title I Dislocated Worker program is a requirement under the TAA Final Rule.*

By following an established process flow within the AJC, co-enrollment of Trade affected workers will be ensured to allow for more efficient use of public workforce system resources and reduce barriers to program integration. Participants will be made aware of their co-enrollment. In the event that a Trade affected worker declines co-enrollment or is not eligible for co-enrollment, documentation must be provided and maintained. Declining co-enrollment has not effect on eligibility for benefits and services under the TAA Program.

Section 13 – Unemployment Insurance Functions

(A) *A description of how WIOA Title I and Title III partners will support Unemployment Insurance claimants and provide meaningful access to Unemployment Insurance claimants, as required by WIOA.*

Beginning in FY22, through MOU and RSA negotiations and the management of the OSO, the WDB will implement the guidance outlined in UIPL 14-18, Unemployment Insurance and the WIOA. WIOA designates that the agency administering the state's Unemployment Insurance (UI) program be a required one-stop partner (section 121(b)(1)(B)(xi), WIOA). MD Labor serves as the operator of Maryland's UI program. As such the MD Labor's Division of Unemployment Insurance is a partner at American Job Center Largo and American Job Center National Harbor.

When MD Labor staff and the outreach materials mentioned above are not available, American Job Center staff provide job seekers with MD Labor's Division of Unemployment Insurance website, <https://www.dllr.state.md.us/employment/unemployment.shtml>. Additional assistance, as referenced in USDOL UIPL 14-18, is at the discretion of the partner staff.

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

MD Labor Reemployment Staff conduct RESEA and ROW workshops to connect Unemployment Insurance claimants to workforce development services offered in Prince George's County, as well as referring Unemployment Insurance claimants to programs and services offered by AJCCN members, including those operating outside of the County's American Job Centers. RESEA and ROW workshop participants are provided information about WIOA services and other system partners and their services. Staff work with customers to identify barriers to re-employment and refer them to the appropriate partner to address the barriers post workshop. When applicable, workshop participants are also referred to the appropriate partner to receive additional assistance in securing livable wage employment.

Section 14 – Senior Community Service Employment Program Functions

(A) *A list of Senior Community Service Employment Program (SCSEP) providers in the Local Area. Explain how SCSEP is administered in the Local Area, including grantee and subgrantee information, if applicable.*

The Center for Workforce Inclusion (CWI), formerly Senior Service America, Inc., is the National Grantee and utilizes subgrantees to implement SCSEP. The SCSEP mission is to assist unemployed low-income persons who are 55 years of age and older, who have poor employment prospects, by training them through community service assignments, and by assisting them in developing skills and experience to facilitate their transition to unsubsidized employment. SCSEP participants earn while they learn, gaining competitive job skills and refining existing skills through subsidized, part-time,

on-the-job training assignments. In Prince George's County, SCSEP is connected to, and collaborates with, WIOA partners which allows for open communication and collaboration on employment program modifications, system updates, referral processes, dissemination of information, and future planning. The Prince George's County Department of Family Services is the SCSEP subgrantee that administers SCSEP services in Prince George's County.

- (B) **A description of how SCSEP services will be provided in the AJC system within the Local Area. Include the components of the SCSEP program that are offered in the Local Area.**

Every enrolled SCSEP participant is expected to improve their job seeking and job readiness skills through training, certifications, or classes. This expectation is documented in their Individual Employment Plan (IEP), and most participants have access to classes offered by the local AJC. These classes include resume writing, interviewing skills, interpersonal skills, and computer software skills training. For those who cannot access AJC classes on site, training may be taken through an online format.

SCSEP has a presence at the Prince George's County AJC. Sub-grantee staff conduct the Older Worker Orientation in the AJC to include Job Club and networking opportunities off-site, intensive coaching with recorded mock interviews, an entrepreneurship program for older workers, and training on the use of social media in job searches. SCSEP identifies and publicizes success stories of older workers, and due to changes in branding it is imperative that services provided are known throughout the community. This is done through marketing through digital, print, and social media. These collaborations provide a stronger network of supports to eligible persons age 55 and older seeking employment.

Section 15 – WIOA Section 188 and Equal Opportunity Functions

MD Labor's Nondiscrimination Plan can be found here: <http://www.labor.maryland.gov/employment/ndp/>. MD Labor's Language Access Plan can be found here: <http://www.labor.maryland.gov/employment/wioa-access.pdf>.

It is against the law for this recipient of federal financial assistance to discriminate on the following bases: Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

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

Jeffrey Dufresne, Chief Finance Officer
1801 McCormick Drive
Suite 400,
Largo, MD 20774
JDufresne@co.pg.md.us
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Director: 301-618-7097
TTY: 1-800-735-2258

- (B) **A description of how entities within the AJC delivery system, including AJC operators and the AJC partners, will comply with Section 188 of WIOA and 29 CFR Part 38, 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.

The EO Officer and One Stop Operator are trained in ADA requirements and have thoroughly reviewed the AJC's facilities and services to ensure compliance. The Largo AJC is ADA compliant and assistive equipment is available. Signs offering interpretation services in American Sign Language and twenty non-English languages are prominently posted near the front door and reception desk. The OSO facilitates yearly training of American Job Center Largo staff on ADA requirements and how to be attuned to the needs of and work effectively with customers who may have disabilities. The OSO also conducts routine audits once per year to ensure the Center is equipped with the required communication devices and that the ADA workstation equipment is up to date. The AJC website is easy to navigate and has a link for services and trainings for persons with disabilities.

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 Officer's contact information and the State office contact information are posted in the lobby of the AJC. The OSO ensures that the American Job Center Largo's partners with organizations which openly promote equal opportunity in their programs and events.

EPG's 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. As mentioned above, the Largo AJC is ADA compliant and assistive equipment is available. Signs offering interpretation services in American Sign Language and twenty non-English languages are prominently posted near the front door and reception desk and staff are always available to connect job seekers to these services. Additionally, and for additional support, the AJC offers interpretation services (paid for through the RSA) for job seekers with limited English proficiency.

By receiving support at the American Job Center Largo, individuals with disabilities will have access to the full array of services that are available in the system. The American Job Center Largo is compliant with ADA legislation in that it is fully accessible, both programmatically and architecturally, to meet the needs of this population.

The WDB has established a Disability and Severe Barriers Committee as one of its core, standing committees to ensure accessibility is a priority and is maintained and continuously improved. The WDB has partnered 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.

In the event members of the public feel accessibility or opportunity is inadequate, the EO Officer's contact information is prominently posted and that officer is committed to continuous improvements to ensure the AJC and its services are equally accessible to all job seekers.

(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 5 Md. STATE GOVERNMENT Code Ann. §10-1101, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

The WDB acknowledges there are applicable regulations in addition to WIOA Section 188 and 29 CFR part 39 makes a concerted effort to stay abreast of new developments in the field.

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

Through the creation of the AJCCN Basic Career Services were expanded to grant countywide access to job seekers in Prince George's County. This network of partners ensures 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, and faith based and community organizations. Their efforts have increased 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 are available to staff of these agencies and outreach events are available to their customers.

The WDB has:

- Streamlined 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.
- Provided 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.
- Utilized 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.
- Developed a seamless point of entry to increase co-enrollment into WIOA.
- Developed 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 AJC system, including partners and service providers. Federal regulation on grievances and complaints can be found at: 29 CFR 38.69-97. 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;

The WDB has designated the CFO of its Fiscal Agent, EPG, as the local EO Officer and point of contact for grievances and complaints related to inadequate access to or opportunity for AJC services. The One Stop Operator has also been designated as a first point of contact for grievances. Complaints alleging illegal discrimination will be managed by EPG's

CFO in partnership with the OSO. The complainant will be encouraged to provide as much detail, in written format, as they feel comfortable sharing and the CFO will solicit an interview with the complainant to gather as much information as possible. The CFO will notify the WDB Executive Director, EPG's Policy & Compliance Director, and the Board Administrator to inform them of the complaint and of the steps to be taken.

The CFO will then perform an investigation interviewing AJC staff involved or witnesses to the alleged discrimination to gather all the pertinent facts surrounding the incident. If discrimination is found to have occurred, remediation activities will be mandated in partnership with the WDB and the appropriate staff and their supervisor to address and reverse the illegal action. Regardless of the outcome of the investigation, the complainant will be notified in writing of the outcome and of actions being taken by the AJC and actions available to the complainant. Additionally, corrective action such as additional training will be prescribed for any staff committing illegal discrimination in their job duties.

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

Complaints not alleging illegal forms of discrimination will be investigated by the CFO with equal attention to detail and notification made to the WDB ED, the Board Administrator, the OSO, and EPG's Policy & Compliance Director. Research and investigation will be done to verify the discrimination was illegal. If determined not illegal, the CFO will interview any staff involved and will discuss with their supervisor whether a compromise can be reached. This will occur in instances where discrimination was not illegal but still negatively impacts the public and the public's perception of the AJC. In all instances the complainant will be notified in writing of the outcome of the investigation and any remediation actions being taken.

All instances where the WDB EO Officer identifies violation, or perceived violations, the designee will share their concerns with the Statewide WIOA Section 188 Compliance EOO, Maryland Civil Right Commission, and the Civil Rights Center for guidance, reporting, referrals, etc.

- **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.**

Remedies that may be taken will depend on the nature of the discrimination but could include reversing the decision that led to the complaint such as enrolling the complainant in the training they were denied, or establishing reasonable accommodations to allow the complainant access to the services they were denied, or providing an equitable alternative if the missed opportunity was unique or time sensitive, or levying sanctions on a trainer or employer whose violation of EO regulations led to the complaint.

(F) A description of how an individual can request an accommodation.

Customers can request an accommodation prior to visiting an American Job Center through phone, email or through a direct message on the AJCCN website (www.pgcajc.com).

Upon arrival at an American Job Center, a customer can request an accommodation at the front desk. The request will be provided to the specific partner, and One Stop Operator, and the accommodation will be provided as available. The customer may be requested to make an appointment pending the requested accommodation.

Customer may also make an accommodation request through the AJCCN member they are working with, who is a partner inside of an American Job Center, who will work with the One Stop Operator to provide the accommodation.

- (G) 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 makes aid, benefits, services, training and employment opportunities equally available to all eligible citizens of Prince George's County. The AJCCN is committed to help all achieve their full career potential without regard to gender, age, race, nation of origin, religion, sexual orientation, primary language, or differing ability. The WDB works actively to prevent artificial and prejudicial barriers and actively fosters diversity. All AJC staff are expected to act without bias and provide equal opportunities for all to access the services and resources of the AJC.

The WDB created the AJCCN to attract job seekers from all demographics and diversified its membership to be able to provide the necessary resources. Additionally, the WDB and EPG has partnered with DSS, the Prince George's County Health Department and the Prince George's County Department of Family Services to operate the Bridge Center at Adam's House. The Bridge Center at Adam's House is designed, and designated by Prince George's County, to provide assistance and accommodations to all Prince George's County residents with barriers to employment. The Bridge Center at Adam's House is an AJCCN member, with partners being located at the location weekly, and provides support to all AJCCN members to ensure all Prince George's County have access to the services and connections needed to secure livable wage employment.

- (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. The Americans with Disabilities Act Checklist for Existing Facilities can be found here: <http://www.labor.maryland.gov/employment/ndp/nbp9-AADAChecklist.pdf>.

The WDB has established the Disabilities and Severe Barriers Committee to provide professional guidance and evidence based strategies so the Board has the knowledge and tools to ensure the AJC and overall public workforce system is accessible to job seekers with disabilities and barrier while affording them the opportunity to receive integrated services leading to positive employment outcomes. This includes reviewing the physical layout of the AJC facility, the tools available, and the methods used to deliver services. The recommendations of the Committee are implemented in the AJC by the OSO and Board staff to ensure compliance with the ADA.

- (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's Disabilities and Severe Barriers Committee has reviewed and will continue to review communications to ensure they are equally effective. Funding for a bi-annual accessibility assessment is being added to the RSA to ensure accessibility and identify the necessary resources to provide the necessary accommodations. Existing funding exist in the current RSA to provide the necessary communication/interpretation services for job seekers with disabilities. Lastly, the OSO is developing an accommodation resource guides in FY23 to identify accommodation services for job seekers.

- (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 5 Md. STATE

GOVERNMENT Code Ann. §10-1101, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

The WDB has ensured that language line and interpretation services are included in the Memorandum of Understanding among the AJC partners and the cost is included in the Resource Sharing Agreement. Front line staff in the AJC are informed on how to access these tools and resources to meet the language needs of individuals with Limited English Proficiency. There are postings in 20 languages to inform visitors to the AJC that they can request translation services and they are able to point to the language they prefer to communicate in so the Customer Resource Coordinator can arrange for translation in real time.

Section 16 – Fiscal, Performance, and Other Functions

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

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 Prince George's County AJC benefits from strong support from Prince George's County Government and the Largo AJC is located in rent-free space, which eliminates one of the most significant long-term liability risks that an AJC can have. The longest contracts the WDB engages in are for two years and most are annual. Employees of EPG that provide client services are at-will employees and do not have employment contracts. As a result, most of the WDB's costs are scalable and as funding increases or decreases the AJC can increase or decrease the number of clients trained and the number of staff providing those services to sustain WIOA services at various funding levels.

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

The fiscal and administrative agent for the Board, EPG takes the lead to procure service provider and One Stop Operator contracts in accordance with the LWDB Procurement Policy. A full Request For Proposals process begins with Board staff drafting a Statement of Work for approval by the LWDB. The SOW then becomes the basis for a broadly advertised RFP. Responses are reviewed and scored including an assessment of ability to perform, financial stability and sustainability. The bids and scoresheet are reviewed by the appropriate LWDB committee and a recommended is voted on by the full board. EPG, as Board staff, draft a contract between the subgrantee and the LWDB, to be signed by the Executive Director.

(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 has implemented a strenuous process to monitor, evaluate, and assess all of the WDB's WIOA Service Providers:

1. WIOA Adult
2. WIOA Dislocated Worker
3. WIOA Youth
4. One Stop Operator

The WDB's administrative agent, EPG, creates report card that delineates key performance measures set by the WDB for each WDB. Performance and activities are measured monthly and quarterly by EPG's Office of the President (OSO) and annual by EPG's Program Performance & Data Management Department (WIOA Title I Career Services Provider). All

monitoring is reviewed and evaluated by EPG's Chief Administration Officer, with WDB Executive Director, and presented to the WDB quarterly.

When deficiencies arise with a contractor, EPG's Program Performance & Data Management Department provide immediate assistance to identify the deficiencies with the provider and create a training plan to mitigate the deficiencies. The training plan may include mandatory staff training, provide by EPG, MD DOL or an external subject matter expert, to mitigate deficiencies. Providers are designated as Low Risk, Medium Risk, and High Risk, related to the possibility of the provider becoming deficient. Provider monitoring and assistance is increased as providers move from Low Risk to High Risk. The optimum goal of these efforts is to ensure every provide is compliant, meets or exceeds performance.

(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 found at: <http://www.labor.maryland.gov/employment/mpi/mpi9-17.pdf>.

The WDB will prioritize activities leading to a recognized post-secondary credential. Targeted case management and assessment of skills and career objectives will help to guide customers in the selection of the most appropriate recognized post-secondary and industry recognized credential options. Using labor market analysis and monitoring of industry trends, LWDB will refine opportunities for credentials through the selection of the highest quality providers producing the highest quality credentials needed for sector-based employment. Training providers are assessed each year subsequently to ensure quality and effectiveness is maintained for all post-secondary credential programs. If providers are not successfully training customers to not only finish internal courses but to pass objective outcome measures, like passage of licensing exams, those providers will not continue to receive ITA funding. The cost, completion, credential attainment and placement rates are made public and available to any customer when selecting to pursue a credential program. utilizing Individual Training Accounts and supportive services, participants will be supported along their path to credential attainment.

The LWDB will determine if providers demonstrate effectiveness in offering training services in the local area to serve individuals with barriers to employment or are considered hard to serve. Non-ITAs will be used for regional training programs that enhance employability and include but are not limited to:

- Training programs organized in series of courses with specified curricula in a recognized field of study designed to give the participant the necessary knowledge to succeed in that field of study but does not include prerequisites courses.
- Trainings that are taken as continuing education to maintain a currently held credential - but do not result in an industry-recognized credential.
- Boot Camp or short-term prep courses that give the participant the required knowledge to pass a certification exam or obtain licensing.

Selection Process: Training providers will be used by the LWDB when directly contracting with institutions of higher education, regional community colleges or community-based organizations to facilitate the training of multiple individuals in in-demand industry sectors or occupations whenever such contracts do not limit customer choice. These contracts are instituted when there are an insufficient number of eligible training providers of training services in the local area.

In selecting providers for individuals with barriers to employment, the WDB will consider the financial stability of the organization and its demonstrated performance in the delivery of services to hard-to-serve participants which includes but is not limited to:

- Low income
- Language or cultural barriers
- Ex-Offenders
- Homeless
- Disabled
- Long-term unemployed
- Low level of literacy

The dollar limits are \$4,000.00 for training and \$1,000.00 for supportive services. The duration of an ITA is capped at 12 months.

- (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.

The Local Workforce Development Board (LWDB) for Prince George's County, through the One-Stop Career Center, will make available the State's list of eligible providers, in a manner that maximizes the consumer choice of an eligible provider for training services. Consumer choice requirements will abide by the current Workforce Innovation and Opportunity Act (WIOA) policies and regulations, as it relates to the authorization of WIOA funds for all training.

- (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 Maryland Workforce Exchange (MWE) is used as the primary tool by Title 1 and Wagner Peyser staff to provide and track services to job seekers and businesses. The Prince George's County Career Centers and American Job Centers utilize the myriad of integrated, technology-enabled features available in the MWE, such as MWE VOS Greeter, Intake, Assessment, Labor Market Information, Referral, Comprehensive Case Management "Read-Only" access for partners, and Performance Accountability.

The WDB MOU discussions amongst core, required, and additional local partners, including those in the AJCCN, use MWE capabilities 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 using MWE as a deliverable responsible for determining which partners are using MWE and its 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, is necessary 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. DWDAL's policy on monitoring can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi7-19.pdf>. 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;
- Monitoring risk factors and risk assessments;
- 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 Contract, Program Performance and Finance Team (Evaluation Team) evaluation of the Key Performance Indicators is based on a three (3) element approach – (1) Administrative/ Contractual Requirements, (2) Programmatic and Performance Requirements and, (3) Fiscal/ Financial Requirements – with each element being worth 15 to 50 points and the cumulative total for the year being 300 points. Our Key Performance Indicator Monitoring is inclusive of desk monitoring monthly and annual onsite monitoring of the program. The Program Performance and Data Management team conduct a minimum of one annual site visit and the finance department is responsible for a minimum of two visits per year. The Finance Team reviewing the sub-recipients' monthly expenditures made against the cost categories and within the cost limitations specified in the Act and WIOA regulations. The Contracts Team provides oversight of the program to determine 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. The Program Performance and Data Management Team monitoring risk factors and provides risk assessments. This Core Team provide technical assistance as necessary and appropriate; and utilizes specific local policies developed by the Local Board for oversight of the AJC system, youth activities and employment and training activities under Title I of WIOA.

This assessment process was established to provide positive and clear direction for the management of sub-awards, provide adequate internal controls and fulfill our fiduciary duty for funds entrusted to EPG under the Workforce Innovation and Opportunity Act (WIOA). In addition to conducting monthly desk monitoring and Sub-Recipient is required to submit a Monthly Performance Report (15th Report). EPG produces and releases a quarterly, and annual Performance Report Card outlining performance and corrective action requirements.

- (I) 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. DWDAL's policy on privacy and data security can be found here: <http://www.labor.maryland.gov/employment/mpi/mpi4-19.pdf>.

The Local board has adopted EPG's 1.4000.100.001- Protected Personally Identifiable Information (PII) and 2.1000.200-013 Record Retention policies that address both the handling of PII information and also the storage and disposal of all EPG confidential information.

If Contractor or staff suspect, discover or are notified of a data security incident or potential breach of security and/or privacy relating to Personal Information, We shall immediately, but in no event later than forty-eight (48) hours from suspicion, discovery or notification of the incident or potential breach, notify Employ Prince George's Office of Administration and the Participant of such incident or potential breach. Contractor shall, upon Participant's request, investigate such incident or potential breach, inform Participant of the results of any such investigation, and assist Participant in maintaining the confidentiality of such information. In addition to the foregoing, Contractor shall provide Participant with any assistance necessary to comply with any federal, state and / or provincial laws requiring the provision of notice of any privacy incident or security breach with respect to any Personal Information to the affected or impacted individuals and / or organizations, in addition to any notification to applicable federal, state and provincial agencies. Contractor shall reimburse participant for all expenses, costs, attorneys' fees, and resulting fines, penalties, and damages associated with such notification if due to Contractor's, or its Subcontractor's, negligence, unauthorized use or disclosure of Personal Information, or breach of its obligations under the Contract.

- (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.

In any instance where EPG must conduct an Emergency procurement, they are limited in scope and duration and are used only for what is needed to rectify the emergency which are generally short duration, without renewals. They are subject to such competition as is practicable which means contact are made with several vendors that are thought able to do the required work.

Before making an emergency award that is expected to exceed \$50,000 the control agency with authority over the subject of the procurement should be consulted to see if it concurs with the need for an emergency. Once the award amount is expected to exceed \$50,000 the possibility for an emergency declaration exists in any instance when a service must be obtained in less than 2-3 months or a good in less than a month. The more time that is available before a good or service is needed, the more similar the emergency procurement should be to a normal procurement.

All procurements follow a process, this includes the following summarized elements:

1. Development of a scope of work
2. Development of performance measures and performance term
3. Assignment of available funding
4. Creation of an RFP
5. Development of an RFP scorecard and review team
6. Public release of an RFP
7. Review of RFP proposals
8. Messaging to RFP applicants
9. Award of an RFP
10. Contract execution of the chosen applicant

All procedures conform to the standards in USDOL regulations set forth in 29 CFR Part 95, Part 97 and 2 CFR 200.

- (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.

Each employee of EPG and WDB Staff person has a general obligation to safeguard and make appropriate use of property owned by or accountable to the organization. Asset Management, a subset of the Office of Administration's Contracts and Operations Department, is a support service to the organization to assure that accurate records and proper control of property are maintained.

EPG's property management procedures encompass a high-level strategic view of how the organization expects to manage its own property as well as Government-owned property. The plan includes asset control procedures; it also summarizes and explains how EPG's corporate policy aligns with the USDOL regulations 29 CFR Part 97 and 29 CFR Part 95. The Contracts and Operations Department will occasionally perform unscheduled audits. Complete audits of departmental property are performed as managerial vacancies occur. Directors may also request audits of property as they see fit.

Asset Panda™ was established in 2021 as the official system of record for EPG's property. It is a centrally maintained cloud-based software system used to account for the organizations investment in all capital fixed assets (property, plant, and equipment).

Asset Panda™ provides asset detail, information to facilitate physical inventories as well as calculating and recording depreciation/amortization for all applicable assets. Each asset meeting the capitalization criteria is assigned a property number and a corresponding tag is affixed to the asset as appropriate.

The importance of complete and accurate accounting cannot be overemphasized. Adequate accounting procedures and records are essential for the protection of EPG and Government-owned property and for sound financial administration. A system of property accounting permits the assignment of responsibility for custody and condition as well as proper use of equipment.

(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.

EPG's Conflict of Interest Policy outlines the following Code of Conduct to set forth standards governing the conduct and performance of WDB members, officers, employees, and authorized agents. The standards of 2 CFR 200.318(c)(1) address the protection of said individuals, and EPG from accusations and/or implications of official misconduct, unethical behavior, conflicts of interest or other impropriety, either real or apparent. None of the said individuals will participate in the selection, or in the award or administration of a contract supported by Federal funds if a conflict of interest, real or apparent would be involved.

Except as otherwise permitted or provided by Federal, State of Maryland, and Local legislation/state field instruction/ordinances, the following provisions will apply:

No EPG board member, officer, employee or authorized agent will:

1. Cast a vote or otherwise participate in the selection or in the award of a contract supported by Federal funds if a conflict of interest, real or apparent, is involve. Such a conflict will arise when:
 - a. The board member, officer, employee or authorized agent,
 - b. Any board member of his/her immediate family;
 - c. His or her business partner or
 - d. An organization that he/she belongs to or employs any of the above has a financial or other interest in the firm being considered for an award.
2. Solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any EPG agreements or sub agreements; and
3. Use any knowledge gained through their position for personal profit or the profit of family or friends.

EPG LWDB meeting and subcommittee meeting minutes will document that any officer, board member or employee who declares a conflict of interest has been informed that he or she may not cast a vote on, nor participate in any decision-making capacity, including discussion of that procurement and that he or she complied with that provision of EPG procurement policy.

However, neither membership on EPG LWDB nor receipt of WIOA funds to provide training and related services will be construed, by themselves, to violate provisions of Section 141 (t) of the Act or Section 627.420 of the Regulations

In addition, each sub-recipient will ensure that no individual in a decision-making capacity will engage in any activity, including participation in the selection, award or administration of a sub-grant or contract at the awarding sub-recipient level supported by WIOA, if a conflict of interest, real or apparent, could be involved.

(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.

The WDB has designated Employ Prince George's, Inc as its fiscal agent. EPG has a Finance Division led by its Chief Financial Officer which handles the accounting for the Local Board as well as all accounting for EPG. EPG has used QuickBooks Online accounting software since 2018 but is transitioning to Blackbaud Financial Edge NXT in 2021. Both softwares are able track cash-basis and accrual-basis spending and revenue as well as obligations, although EPG has found obligations to be easier to track in a spreadsheet administered by its Contracts & Operations Department. QuickBooks supports dimensional accounting by way of projects, classes and customers and EPG tracks funding by grant using the Customer field, where each grant was assigned a unique customer ID so grant spending could be reported by filtering an income statement by that customer ID. The NXT system has a dedicated grant field so every expense can be assigned to a grant and spending reports can be filtered by the grant being reported on. Both systems have the ability to filter a spending report on a cash basis whereby the software would only report invoices that had been liquidated, in other words costs from invoices that had been paid by check, ACH or credit card via the Accounts Payable process. This enables EPG to fill out the state reports that are accrual based but also ask for cash disbursements and open accruals, with accruals coming off the tracking spreadsheet.

Expenses are entered into the accounting system on an accrual basis meaning they are charged to the month in which the cost is incurred. When an invoice is received shortly after the end of that period, it is directly charged to the month in which the activity occurred posting to Accounts Payable and to the relevant Account, Grant and Program consistent with the budget. When an invoice is expected but has not been received by the time the books are closed, an accounting entry will be created posting to Accrued Expenses and to the relevant Account, Grant and Program.

If the activity is not complete because it covers a period of time that spans the end of the accounting period then a pro-rata portion of the expense will be charged. If an activity must be paid for in advance of the receipt of the services by one or more accounting periods then the charge will be posted to a Prepaid Asset account and not charged to the expense account, grant and program until the services are received.

Revenue on reimbursable grants such as WIOA is recognize based on spending so collected or invoiced amounts will be charged to grant revenue as the transaction occurs and any accrued but unbilled costs will also be posted to revenue with a journal entry when the accounting period is closed.

Program income would be recorded as income to a sub-customer for the grant so that costs could be applied and the two could be tracked separately but also rolled-up for reporting purposes. Stand-in costs would be transferred in to the grant to replace any disallowed costs, which would be transferred out of WIOA and charged to a different grant. Matching funds are tracked by charging to the matching grant but flagged in the memo field as matching funds so a report can be run filtered by that memo to accumulate that figure.

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

The WDB, in partnership with EPG, creates, reviews and approves the WIOA Title I budget each year under the leadership of the Finance Committee Chair, the Executive Director, and the Fiscal Agent's Chief Financial Officer. The Chief Administrative Officer of EPG, in conjunction with the CFO, contracts for and reviews all expenditures by subgrantees including awards made to EPG as a service provider which are managed by EPG's Chief Program Officer. The Board Administrator has responsibility for ensuring the Board and Board's Executive Director have adequate oversight and information regarding the use of WIOA funds.]

(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.

EPG, as the WDB's fiscal agent, pays the bills and maintains the accounting records for the WDB. EPG maintains an accounting system that allows for tracking of multiple projects, grants, programs etc as well as spending by functional classification (e.g. salaries, training, supportive services, supplies, etc). This system includes the budget approved by the WDB which can be broken out by grant (e.g. Adult PY20 vs Adult FY20) and by functional classification. It is also able to break out all special spending categories required by the State of Maryland such as Work Experience, In-School versus Out-of-School Youth subtotals, and Incumbent Worker training.

This financial system will be managed by a team of qualified accountants trained in federal Cost Management principles, and who have received technical assistance from the US DOL's Workforce GPS and the Maryland DOL Division of Workforce Development and Adult Education's Budget & Fiscal team. This team enforces multiple layers of approvals on expenditures to ensure allowability, allocability and reasonableness and consults and coordinates with program directors to ensure spending complies with applicable cost principles, EPG's fiscal policies & procedures, and the service provider's contractual statement of work.

The adequacy of this system will be verified by twice-annual fiscal monitoring from the State of Maryland and by an annual Single Audit procured by EPG's corporate board and shared with the WDB, all of which include validation of the fiscal agent's reported numbers, internal controls and compliance with applicable regulations.

The fiscal agent will present reports on spending against budget at least quarterly to the WDB's Finance Committee and to the full board and will provide the required Quarterly Financial Status Reports to the State.

(P) A brief description of the following:

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

EPG maintains a Fiscal Reporting System based on a QuickBooks Online accounting program but migrating to a Blackbaud NXT web-based program for its book of accounts. These programs were set up consistently with the cost principles in 2 CFR 200 and with Generally Accepted Accounting Standards for Not-For-Profit entities featuring:

- 1) Accurate, current and complete disclosure of the financial activities of each federal, state, local or other grant, donation or fund distinctly and discretely.
- 2) Auditable records and source documentation that demonstrate the use, the purpose and the authorization of each expenditure.
- 3) Real-time and periodic reports that show the sources and uses of funds including obligations, accruals, allocations and cash expenditures.
- 4) Monthly, quarterly and annual reporting against budget using Excel for flexibility and readability where needed.

- 5) Policies and procedures, segregation of duties and review/approval by trained and qualified experts to ensure regulatory and budgetary restrictions on spending are honored.

EPG maintains an Obligation Control system to track obligations and their open or closed status to ensure grants are not overspent and report on financial activities in process but not completed. Purchase Orders are created by the Administration Division for all sub-recipients of WIOA funds. EPG, in its activities as a service provider, also tracks all contracted services that will be fulfilled over time via POs which progress from Open, to Partially fulfilled, to Closed.

EPG maintains an ITA Payment system as part of its Obligation Control System, as each ITA***

EPG maintains a Chart of Accounts within its Financial Reporting system that allows for detailed financial management at a very granular level to assist budget directors and functional classification but also has subtotals that match the State and Federal reporting classifications, to simplify reporting.

EPG maintains an Accounts Payable system that captures all valid liabilities by grant and by Chart of Account category and ensures all liabilities are paid for. The Accounts Payable System is connected to the Fiscal Reporting System managed by EPG's fiscal division. It picks up where the procurement system leaves off, capturing invoices, connecting them to Purchase Orders when applicable, verifying approvals by program staff, and liquidating them in accordance with vendor terms. Approvals, indicated by physical or electronic signature indicate that a service was provided or goods were received as desired to fulfill the needs of a workforce program. Accounting coding is used to ensure the appropriate grant and program pay for the purchase and this coding becomes part of the fiscal reports used to report to budget directors, the WDB, the grantor and to draw down reimbursement from the grantor. Purchases that are a part of a Board-approved budget are considered pre-approved by the Board so the program director's signature is sufficient to process payment, unless the payment exceeds \$5,000 at which level an EPG Officer's signature is required. Payments over \$10,000 are also approved by EPG's President & CEO as an additional control to further ensure purchases have followed all applicable safeguards and procedures. Purchases processed through EPG's Accounts Payable system become a reimbursement receivable from the grantor and are tracked cumulatively through EPG's Accounts Receivable System.

EPG, as the Fiscal Agent of the Board, requires other service providers to maintain systems that can similarly track expenditures by program to ensure that the WDB only pays for costs that further the WIOA-funded program the WDB has contracted for. Validating these systems work is part of the fiscal monitoring and technical assistance provided to WIOA sub-grant recipients.

EPG maintains a Staff Payroll System based on Paychex's timesheet software. EPG has set up timesheet codes for its various grants and programs so staff can charge to the programs they worked on and to the grants that fund those programs. As part of its annual budget process EPG, as a service provider, determines the staff needed to run the programs funded by the WDB. An organization chart is built within the annual budget and staff are informed by EPG's Executive team what programs they will work on and how they will charge their time to ensure the appropriate grants pay for their activities. Staff fill out their timesheets daily and every two weeks their supervisor will approve their timesheets in the Paychex web-based Time & Attendance system managed by the Finance Division. EPG Finance reviews the timesheets, compares them against the budgetary and organization chart restrictions and pays the staff, capturing hours and hourly costs by grant and program. Using Paychex labor distribution reports, EPG Finance enters labor costs into their Accounting System under the Wage and Fringe codes, which allows them to later run reports and request reimbursement for those specific costs.

EPG, as the Fiscal Agent of the Board, requires other service providers to maintain similar systems. Validating these systems work is part of the fiscal monitoring and technical assistance provided to WIOA sub-grant recipients.

In instances where participants of WIOA-funded programs are enrolled in activities that would pay a wage, they are set up in the payroll system with a distinct participant code. The director who runs the program serving that participant will track their time offline and work with the EPG Finance to get those hours entered into Paychex using the appropriate program and grant codes. When EPG Finance pays the payroll, the reports will indicate the wages relate to a participant

account not a staff account, so the accounting system entry will capture the activity, the grant and the program. This feeds into the grant reporting system in the same manner as staff payroll or accounts payable.

Participant stipends are processed through EPG's Purchasing, Accounts Payable and Fiscal Reporting Systems using a unique stipend code. The stipend begins similar to any other purchase with the exception that it is also entered into MWE. It otherwise is controlled, tracked and reported identically.

(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.

EPG maintains adequate working capital to pay for all WIOA expenses in advance of reimbursement. Monthly, EPG reports on cash expenditures and adds a limited projection for certain recurring expenses expected to occur during the 3-week window it takes the state to process reimbursement. By the time a cash draw is received, the previous cash draw is expended and this is verified as part of the creation of the following month's cash draw.

(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.

EPG charges costs to the programs and grants that incur them and when a cost is shared by and benefits multiple, or when the cost is necessarily but not directly attributable to a single grant or program, then the cost is shared or allocated, either directly or via a cost pool. Direct allocation is used when a particular, discrete cost is shared between multiple funding sources and in those cases the accounting charge will be split at the time of entry. In other words a percentage will be directly charged to one grant and other percentages will be charged to others up to 100% of the cost. An example of this is Business Services costs which are charged 50% to Adult and 50% to Dislocated Worker since those grants benefit equally.

Certain ongoing or non-discrete charges are posted to a cost pool and then the cost pool is distributed periodically (usually quarterly) according to an allocation basis. The pools and bases EPG uses for WIOA funds are:

<u>Pool</u>	<u>Type of Costs</u>	<u>Allocation Basis</u>
WIOA Pool (A,D, Y)	Career Center and LWDB Costs	Direct Salaries
RSA Pool	Facilities and contractual charges	Per RSA Agreement
Indirect Admin Pool	Accounting, Human Resources, Corporate Administration	Total Cumulative Program Costs

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

EPG invoices the Maryland Department of Labor monthly for expenditures using the standard Cash Requisition form mandated by the State. These invoices are emailed to the state and typically paid within 3 weeks. These invoices are entered in EPG's accounting system as an Account Receivable and EPG monitors all open debts using a cash forecasting tool. If needed EPG would follow up with the state to address any billing or collections issue. In the event that a debt resulted from a repayment required from a vendor or subcontractor, EPG would invoice the creditor and follow up biweekly if needed before exploring alternatives such as deducting the debt from a future payment or legal proceedings.

Attachment 1 – 2020 – 2024 Local Plan Assurances

	#	Assurance
X	1	Consistent with WIOA Section 108(d), for the 2020-2024 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.
	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 Labor 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

Attachment 2 – Signature Page

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

Date

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

Date

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

Date

Attachment 3 – Prince George’s County Local Workforce Development Area WIOA Local Governance Agreement

Prince George’s County Local Workforce Development Area Local Governance Agreement

Prince George’s County Local Workforce Development Area Workforce Innovation and Opportunity Act Local Governance Agreement

This AGREEMENT (“Agreement”) is made this 1st day of July, 2018 (the “Effective Date”) by and between the Prince George’s County Executive (hereinafter “Chief Local Elected Official” or “CLEO”), the Prince George’s County Local Workforce Development Board (hereinafter “WDB” or “Board”) and the Employ Prince George’s Corporation (hereinafter “EPG”) serving as the administrative agent for the Board and the fiscal agent.

WHEREAS, the Workforce Innovation and Opportunity Act of 2014 (the “WIOA”), Section 107 sets forth the alignment of local workforce development boards under the law; and

WHEREAS, the Prince George’s County Local Workforce Development Area, consisting of Prince George’s County, has been designated by the Governor of Maryland as a Local Workforce Development Area as provided for in Section 106 of WIOA; and

WHEREAS, WIOA realigns the role of the WDB to perform certain functions for the CLEO and execution of the provisions of the WIOA; and

WHEREAS, the CLEO has been designated as the recipient of WIOA funds for the Prince George’s County Local Workforce Development Area; and

WHEREAS, the WDB has been appointed by the CLEO to receive and govern WIOA funds on behalf of the CLEO, provide guidance and support to the Prince George’s County Public Workforce Systems and the EPG President & CEO, who serves as the WDB’s Executive Director (hereinafter the “WDB Executive Director”), in the administration of WIOA funds, development and implementation of policies and programs designed to accomplish the goals of the WIOA; and

WHEREAS, the WDB’s Executive Director has been designated by the CLEO as Chief Administrative Official, to be responsible for the administration and oversight of the administrative activities of the WDB; and

WHEREAS, EPG has been designated by the CLEO as the Fiscal Agent to be responsible for disbursement of the WIOA funds in Prince George’s County Local Workforce Development Area; and

WHEREAS, EPG also serves as the administrative entity for the WDB, provider of Career Services and provider of Youth services to meet the objectives of WIOA; and

WHEREAS, the WIOA requires that a local governance agreement be entered into to delineate the roles and responsibilities of the CLEO, WDB, Administrative Entity and Fiscal Agent.

NOW THEREFORE, in order to establish clear roles and responsibilities for each entity involved in the workforce delivery systems it is hereby agreed as follows:

1. ESTABLISHMENT OF THE WORKFORCE DEVELOPMENT BOARD:

- a. WDB members shall be appointed by the CLEO in agreement with the WDB in compliance with WIOA section 107(c).
- b. The membership of the WDB shall comply with WIOA requirements as outlined in WIOA section 107(b)(2).
- c. Bylaws for local WDB operations shall be established and approved to ensure compliance and effectiveness in fulfilling its duties and responsibilities.

- d. When possible, business and community representatives shall be recommended to join the WDB subject to approval by the CLEO. In the absence of a suitable nomination from a business organization, CLEO may choose business representatives nominated by other organizations and entities.
- e. WDB Members attendance and participation shall be monitored and the WDB can remove a member from the WDB due to a sufficient deficiency in accordance with the By-Laws.
- f. The WDB shall write, review and approve the WIOA Local Plan and Annual Workforce Budget for the Prince George's County Local Workforce Area.
- g. The WDB shall participate in the selection and oversight of the WDB Executive Director.
- h. The WDB shall conduct program oversight for Prince George's County WIOA Youth, Adult, and Dislocated Worker activities, and the One-Stop Delivery System.
- i. The WDB shall negotiate performance standards with the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Governors Workforce Development Board.
- j. The WDB shall establish, at its election, councils and committees (business, youth, etc.).
- k. The WDB shall accept grants and other funds, provide the required financial accounting, purchase supplies and equipment, and enter into such contracts and agreements as are necessary to carry out the provisions of the WIOA.
- l. The role of the WDB is outlined in the Governor's Workforce Investment Board's (GWIB) Maryland's Local Workforce Development Boards Certification Policy, Policy Issuance 2017-01.

2. LOCAL WORKFORCE DEVELOPMENT BOARD EXECUTIVE DIRECTOR

- a. The appointment of the Executive Director and confirmation shall be based on recommendations by the CLEO, WDB and the EPG Board of Directors. Both the WDB and the CLEO shall be included in the recruitment of the Executive Director.
- b. The job description for the Executive Director position shall be drafted collaboratively between the CLEO, WDB and the EPG Board of Directors and shall include objective qualifications, duties and responsibilities.
- c. The WDB shall, in collaboration with the CLEO and EPG Board of Directors, establish an appropriate and feasible method to evaluate the Executive Director. Any action taken to terminate the Executive Director must be determined upon mutual agreement between the WDB and the EPG Board of Directors. Any disputes regarding the termination of the Executive Director shall be settled by the CLEO.
- d. The WDB shall, through the Executive Director and designated EPG staff, procure contracts, obtain written agreements as appropriate, conduct financial monitoring of service providers, and ensure an independent audit is conducted of all fiscal operations along with employment and training programs.

3. ROLE OF CLEO

- a. The CLEO shall appoint the WDB members who meet the mandatory board requirements per GWIB regulations and WDB By-Laws
- b. The CLEO shall have the authority to review and audit any activities of the WDB, WIOA grantees and the EPG.
- c. Even though the EPG is designated as the WIOA grant recipient, fiscal agent and administrative entity, the CLEO is responsible for any misuse of any grant funds allocated to Prince George's County under Sections 128 and 133 of the WIOA.

4. ROLE OF FISCAL AGENT

- a. The EPG, as Fiscal Agent, has been designated by the CLEO to perform accounting and funds management on behalf of the CLEO.

- b. The EPG as Fiscal Agent shall comply with state and federal reporting requirements and timelines as defined by the Department of Labor, GWIB and DLLR.
- c. The EPG as Fiscal Agent shall establish or maintain written fiscal policies relative to procurement, auditing, fiscal monitoring and overall fiscal administration.
- d. The EPG as Fiscal Agent shall comply with federal and state requirements applicable to all fiscal agreements i.e., use of program funds, cost of allocation requirements, reporting requirements and audit requirement.

5. MULTI-FUNCTION AGREEMENT CLAUSE

- a. WIOA requires that a written agreement be entered into where one entity performs multiple functions, as will be done by the EPG. In order to establish clear roles and responsibilities for each entity involved, the parties to this Agreement hereby agree to the following:

i. Definition of roles and duties per function

1. WDB Administrative Staff

The EPG serves as the WDB Administrative Staff for the WDB. This agreement outlines the EPG Staff that will serve dual roles as WDB Administrative Staff:

- a. President & CEO
- b. Operations Assistant/Office Manager
- c. Vice President of Workforce Services
- d. Vice President of Administration
- e. Chief Financial Officer
- f. Director of Youth Services
- g. Director of Job Seeker Services
- h. Director of Performance and Data Quality
- i. Director of Business Services
- j. Director of Youth Career Connections
- k. Innovation & Opportunity Manager
- l. Policy & Compliance Manager

2. Fiscal Agent

The EPG serves as the Fiscal Agent in the Prince George's County Local Workforce Development Area for WIOA funds.

3. One-Stop Career Center System Operator

The EPG agrees to not serve as the One-Stop Career Center System Operator. The WDB shall procure the One-Stop Career Center System Operator based on WIOA regulations.

4. Provider of services

The EPG currently serves, and may continue to serve, as provider of both "Career Services" and "Youth Services" under WIOA.

ii. Description of the separation of duties under each role

- 1. In performing as the Fiscal Agent for the Prince George's County Local Workforce Development Area, the EPG shall appoint personnel whose duties shall include responsibility for receipt of WIOA funds, payment for services and other authorized WIOA expenditures, ensuring sustained fiscal integrity and accountability for expenditure of such funds in accordance with the Office of Management and Budget (OMB) circulars, WIOA and corresponding federal regulations and state policies, responding to financial audit findings, maintaining proper accounting records and adequate documentation, preparing financial reports and providing technical assistance to

sub recipients regarding fiscal issues. Individuals under this role shall not be permitted to engage in WDB policy approval or service delivery issues and activities.

2. In performing as the provider of "Career Services" as specified in the WIOA to "Adults" and "Dislocated Workers", as well as the provider of "Youth Services" as specified in the WIOA, the EPG shall implement WDB policies and report to the WDB on program service delivery, fiscal operations, performance accountability and continuous improvements.

iii. Description of separation of budget authority, including separation of line item budgets for each function

1. To ensure there is a proper separation of duties and functions and to ensure that staff duties of the various EPG personnel are delineated, EPG personnel shall be delineated in two separate budgets and such personnel shall be individually and collectively responsible for reporting compliance with WIOA and regulations, OMB circulars and the State of Maryland policies regarding conflicts of interest, including how conflicts of interest will be minimized. The EPG staff may be assisted by the designated EPG fiscal appointees in preparing the fiscal portions of their reports.
2. Any modifications to the budget, including any funding or costs shifted between the Fiscal Agent and the Prince George's One-Stop Career Center System Operator or service provider budgets, shall be presented to the WDB Executive Director for review and authorization. A WDB vote is required when modifications exceed \$15,000.

iv. Description of how staff duties will be completed while demonstrating compliance with WIOA and regulations, OMB circulars, and the State of Maryland policies on conflicts of interest, including how conflicts of interest will be minimized

1. The WDB shall, through the Executive Director, monitor and oversee the activities of the EPG in all respects to ensure proper usage of WIOA funds, proper and effective action by EPG staff designated to handle the fiscal responsibilities of the EPG as the Fiscal Agent, the WIOA performance of all other EPG functions and services providers with respect to Prince George's County One-Stop Career Center System Operator, WDB Services Providers and the actual service provision utilizing WIOA funds by EPG staff and subcontractors.
2. The WDB shall, through the Executive Director, procure contracts or obtain written agreements, conduct financial monitoring of service providers, and ensure an independent audit is conducted of all employment and training programs.

v. Description of fiscal monitoring

1. Fiscal monitoring shall be conducted by the WDB Executive Director in cooperation with the WDB, and results shall be presented to the CLEO and the WDB.

6. DISPUTE RESOLUTION

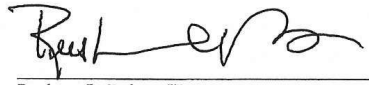
- a. In the event of any policy dispute, claim, question, or disagreement arising out of or relating to this Agreement or the breach thereof, all parties hereto shall use their best efforts to settle such disputes, claims, questions, or disagreement. To this effect, they shall consult and negotiate with each other, in good faith and, recognizing their mutual interests, and attempt to reach a just and equitable solution satisfactory to all parties. If a solution is not reached within a period of sixty (60) days, all parties shall be referred to the GWIB.

7. DURATION AND MODIFICATION

Prince George's County Local Workforce Development Area Local Governance Agreement

- a. This Agreement shall be in effect for four (4) consecutive fiscal years from July 1, 2018 until June 30, 2022 and shall automatically be renewed for one (1) year periods thereafter unless a decision from the CLEO acts to terminate this agreement. This Agreement shall only be modified with written consent of CLEO.

WHEREFORE, the parties have caused this Agreement to be executed as of the Effective Date first written above.



Rushern L. Baker, III
County Executive
Prince George's County

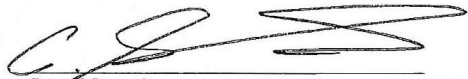
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Date

Reviewed and Approved for Legal Sufficiency:



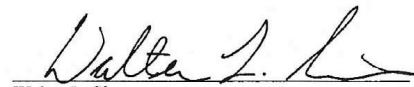
Prince George's County Office of Law



Conrad Samuels
Board Chair
Prince George's County Local Workforce Development Board

6/20/18

Date



Walter L. Simmons
President/CEO
Employ Prince George's

6/19/18

Date

Attachment 4 – Prince George’s County Local Workforce Development Board WIOA Local Operations Agreement

Prince George’s County Local Workforce Development Board Local Operations Agreement

Prince George’s County Local Workforce Development Board Local Operations Agreement

This AGREEMENT (“Agreement”) is made this 10th day of December, 2018 (the “Effective Date”) by and between the Prince George’s County Local Workforce Development Board (hereinafter “WDB” or “Board”) and the Employ Prince George’s Corporation (hereinafter “EPG”) serving as the administrative agent, fiscal agent and service provider for the Board.

WHEREAS, the Workforce Innovation and Opportunity Act of 2014 (the “WIOA”), Section 107 sets forth the alignment of local workforce development boards under the law; and

WHEREAS, the Prince George’s County Local Workforce Development Area, consisting of Prince George’s County, has been designated by the Governor of Maryland as a Local Workforce Development Area as provided for in Section 106 of WIOA; and

WHEREAS, WIOA realigns the role of the WDB to perform certain functions for the Prince George’s County Executive (hereinafter “CLEO”) and execution of the provisions of the WIOA; and

WHEREAS, the CLEO has been designated as the recipient of WIOA funds for the Prince George’s County Local Workforce Development Area; and

WHEREAS, the WDB has been appointed by the CLEO to receive and govern WIOA funds on behalf of the CLEO, provide guidance and support to the Prince George’s County Public Workforce Systems and the EPG President & CEO, who serves as the WDB’s Executive Director (hereinafter the “WDB Executive Director”), in the administration of WIOA funds, development and implementation of policies and programs designed to accomplish the goals of the WIOA; and

WHEREAS, the WDB’s Executive Director has been designated by the CLEO as Chief Administrative Official, to be responsible for the administration and oversight of the administrative activities of the WDB; and

WHEREAS, EPG has been designated by the CLEO as the Fiscal Agent to be responsible for disbursement of the WIOA funds in Prince George’s County Local Workforce Development Area; and

WHEREAS, EPG also serves as the administrative entity for the WDB, provider of Career Services and provider of Youth services to meet the objectives of WIOA; and

WHEREAS, the WIOA requires that a local governance agreement be entered into to delineate the roles and responsibilities of the CLEO, WDB, Administrative Entity and Fiscal Agent.

NOW THEREFORE, in order to establish clear roles and responsibilities for each entity involved in the workforce delivery systems it is hereby agreed as follows:

1. ESTABLISHMENT OF THE WORKFORCE DEVELOPMENT BOARD:

- a. WDB members shall be appointed by the CLEO in agreement with the WDB in compliance with WIOA section 107(c).
- b. The membership of the WDB shall comply with WIOA requirements as outlined in WIOA section 107(b)(2).
- c. Bylaws for local WDB operations shall be established and approved to ensure compliance and effectiveness in fulfilling its duties and responsibilities.

- d. When possible, business and community representatives shall be recommended to join the WDB subject to approval by the CLEO. In the absence of a suitable nomination from a business organization, CLEO may choose business representatives nominated by other organizations and entities.
- e. WDB Members attendance and participation shall be monitored and the WDB can remove a member from the WDB due to a sufficient deficiency in accordance with the Bylaws.
- f. The WDB shall review and approve the WIOA Local Plan and Annual Workforce Budget for the Prince George's County Local Workforce Area.
- g. The WDB shall participate in the selection and oversight of the WDB Executive Director.
- h. The WDB shall conduct program oversight for Prince George's County WIOA Youth, Adult, and Dislocated Worker activities, and the One-Stop Delivery System.
- i. The WDB shall negotiate performance standards with the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Governors Workforce Development Board.
- j. The WDB shall establish, at its election, councils and committees (business, youth, etc.).
- k. The WDB shall accept grants and other funds, provide the required financial accounting, purchase supplies and equipment, and enter into such contracts and agreements as are necessary to carry out the provisions of the WIOA.
- l. The role of the WDB is outlined in the Governor's Workforce Investment Board's (GWIB) Maryland's Local Workforce Development Boards Certification Policy, Policy Issuance 2017-01.

2. LOCAL WORKFORCE DEVELOPMENT BOARD EXECUTIVE DIRECTOR

- a. The appointment of the Executive Director and confirmation shall be based on recommendations by the CLEO, WDB and the EPG Board of Directors. Both the WDB and the CLEO shall be included in the recruitment, interview process, and final selection of the Executive Director.
- b. The job description for the Executive Director position shall be drafted collaboratively between the CLEO, WDB and the EPG Board of Directors and shall include objective qualifications, duties and responsibilities.
- c. The WDB shall, in collaboration with the CLEO and EPG Board of Directors, establish an appropriate and feasible method to evaluate the Executive Director on an annual basis. Any action taken to terminate the Executive Director must be determined upon mutual agreement between the WDB and the EPG Board of Directors and approved by the CLEO.
 - i. The WDB's agreement to terminate the Executive Director must be derived from a vote at an official WDB meeting.
 - ii. Pursuant to the WDB's Bylaws, a quorum of WDB voting members, and a majority vote from WDB voting members, or designees, are required to meet the threshold for WDB agreement to terminate the Executive Director.
 - iii. Upon mutual agreement by EPG and the WDB to terminate the Executive Director, the matter will be referred to the CLEO for approval.
 - iv. Any disputes regarding the termination of the Executive Director shall be referred to the CLEO.
- d. The WDB shall, through the Executive Director and designated EPG staff, oversee daily operations, hire WIOA staff, and delegate operational responsibilities to them, ensure strategic planning, procure contracts, obtain written MOU or partnership agreements as appropriate, conduct financial and performance monitoring of service providers, market the job centers (youth, AJC, adult) to potential job seekers and county stakeholders and ensure an independent audit is conducted of all fiscal operations along with employment and training programs.
- e. The WDB shall, through the Executive Director and designated EPG staff, write the WIOA Local Plan at the guidance of the WDB.

3. ROLE OF FISCAL AGENT

- a. The EPG, as Fiscal Agent, has been designated by the CLEO to perform accounting and funds management on behalf of the CLEO.
- b. The EPG, as Fiscal Agent, shall comply with state and federal reporting requirements and timelines on behalf of the WDB as defined by the Department of Labor, GWIB and DLLR.
- c. The EPG, as Fiscal Agent, shall establish or maintain written fiscal policies relative to procurement, auditing, fiscal monitoring and overall fiscal administration.
- d. The EPG, as Fiscal Agent, shall comply with federal and state requirements applicable to all fiscal agreements i.e., use of program funds, cost of allocation requirements, reporting requirements and audit requirement.
- e. The EPG, as Fiscal Agent, shall develop the annual budget for the Local Workforce Development Area, and submit it for approval no later than May 31st of each fiscal year.
- f. The EPG, as Fiscal Agent, shall provide regular reports to the WDB on the receipt, governance and administration of WIOA funds.

4. MULTI-FUNCTION AGREEMENT CLAUSE

- a. WIOA requires that a written agreement be entered into where one entity performs multiple functions, as will be done by the EPG. In order to establish clear roles and responsibilities for each entity involved, the parties to this Agreement hereby agree to the following:

i. Definition of roles and duties per function

1. WDB Administrative Staff

The EPG serves as the WDB Administrative Staff for the WDB. The following EPG Staff will serve dual roles as both EPG Staff and WDB Administrative Staff:

- a. President & CEO
- b. Operations Assistant/Office Manager
- c. Executive Vice President of Workforce Services
- d. Vice President of Administration
- e. Chief Financial Officer
- f. Director of Youth Services
- g. Director of Job Seeker Services
- h. Director of Performance and Data Quality
- i. Director of Business Services
- j. Director of Youth Career Connections
- k. Innovation & Opportunity Manager
- l. Policy & Compliance Director

2. Fiscal Agent

The EPG serves as the Fiscal Agent in the Prince George's County Local Workforce Development Area for WIOA funds.

3. American Job Center System Operator

The EPG agrees to not serve as the American Job Center System Operator. The WDB shall procure the American Job Center System Operator based on WIOA regulations.

4. Provider of services

The EPG currently serves, and may continue to serve, as provider of both "Career Services" and "Youth Services" under WIOA.

ii. Description of the separation of duties under each role

1. In performing as the Fiscal Agent for the Prince George's County Local Workforce Development Area, the EPG shall appoint personnel whose duties shall include responsibility for receipt of WIOA funds, payment for services and other authorized WIOA expenditures, ensuring sustained fiscal integrity and accountability for expenditure of such funds in accordance with the Office of Management and Budget (OMB) circulars, WIOA and corresponding federal regulations and state policies, responding to financial audit findings, maintaining proper accounting records and adequate documentation, preparing financial reports and providing technical assistance to sub recipients regarding fiscal issues. Individuals under this role shall not be permitted to engage in WDB policy approval or service delivery issues and activities.
2. In performing as the provider of "Career Services" as specified in the WIOA to "Adults" and "Dislocated Workers", as well as the provider of "Youth Services" as specified in the WIOA, the EPG shall implement WDB policies and report to the WDB on program service delivery, fiscal operations, performance accountability and continuous improvements.

iii. Description of separation of budget authority, including separation of line item budgets for each function

1. To ensure there is a proper separation of duties and functions and to ensure that staff duties of the various EPG personnel are delineated, EPG personnel shall be delineated in two separate budgets and such personnel shall be individually and collectively responsible for reporting compliance with WIOA and regulations, OMB circulars and the State of Maryland policies regarding conflicts of interest, including how conflicts of interest will be minimized. The EPG staff may be assisted by the designated EPG fiscal appointees in preparing the fiscal portions of their reports.
2. Any modifications to the budget, including any funding or costs shifted between the Fiscal Agent and the Prince George's One-Stop Career Center System Operator or service provider budgets, shall be presented to the WDB Executive Director for review and authorization. A WDB vote is required when modifications exceed \$15,000.

iv. Description of how staff duties will be completed while demonstrating compliance with WIOA and regulations, OMB circulars, and the State of Maryland policies on conflicts of interest, including how conflicts of interest will be minimized

1. The WDB shall, through the Executive Director, monitor and oversee the activities of the EPG in all respects to ensure proper usage of WIOA funds, proper and effective action by EPG staff designated to handle the fiscal responsibilities of the EPG as the Fiscal Agent, the WIOA performance of all other EPG functions and service providers with respect to Prince George's County American Job Center System Operator, WDB Services Providers and the actual service provision utilizing WIOA funds by EPG staff and subcontractors.
2. The WDB shall, through the Executive Director, procure contracts or obtain written agreements, conduct financial monitoring of service providers, and ensure an independent audit is conducted of all employment and training programs.

v. Description of fiscal monitoring

1. Fiscal monitoring shall be led by the WDB Executive Director in cooperation with the WDB, and results shall be presented to the WDB.
2. The WDB shall, through the Executive Director, assist, coordinate and respond to all fiscal monitoring from WDB funders, including but not limited to: DLLR, GWIB and the United States Department of Labor. The Executive Director will provide the WDB with

the results of all monitoring reports. Once monitoring reports are finalized they shall be submitted to the WDB at the next WDB meeting.

3. EPG will procure a single audit of the organizations fiscal operations, including those funded by the WDB and all other funding sources, annually. The single audit shall be conducted by a third party and procured using the WDB's procurement policy. The Executive Director will provide the WDB with the results of finalized single audit at a WDB meeting.


5. DISPUTE RESOLUTION

- a. In the event of any policy dispute, claim, question, or disagreement arising out of or relating to this Agreement or the breach thereof, all parties hereto shall use their best efforts to settle such disputes, claims, questions, or disagreement. To this effect, they shall consult and negotiate with each other, in good faith and, recognizing their mutual interests, and attempt to reach a just and equitable solution satisfactory to all parties. If a solution is not reached within a period of sixty (60) days, all parties shall be referred to the CLEO.


6. DURATION AND MODIFICATION

- a. This Agreement shall be in effect for four (4) consecutive fiscal years from July 1, 2018 until June 30, 2022 and shall automatically be renewed for one (1) year periods thereafter unless a decision from the CLEO acts to terminate this agreement. This Agreement shall only be modified with written consent of CLEO.

WHEREFORE, the parties have caused this Agreement to be executed as of the Effective Date first written above.


Conrad Samuels
Board Chair
Prince George's County Local Workforce Development Board

12/10/18
Date


Walter L. Simmons
President/CEO
Employ Prince George's, Inc.

12/10/18
Date

Attachment 5 – Prince George’s County Local Workforce Development Area WIOA Local Business Services Plan 2020 – 2024



Prince George’s County Local Workforce Development Area Business Services Plan 2020 – 2024



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Overview, Background & Purpose

The Prince George's County Local Workforce Development Area is one of the 12 local workforce development areas in the State of Maryland. Governed by the Prince George's County Local Workforce Development Board, Prince George's County has branded the Prince George's County Public Workforce System as the Prince George's County American Job Center Community Network. The Prince George's County American Job Center Community Network consist of multiple partners, labled members, who fall within three tiers. Prince George's County American Job Center Community Network services are provided by individual partners, at each partners location, and concentrated within the County's American Job Centers.

Business services operated by the Prince George's County American Job Center Community Network are integrated, primarily offered by Tier I members, and coordinated by the Employ Prince George's. Employ Prince George's serves as the Adminstrator, Fiscal Agent, and a Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth, and Discloated Worker Career Services Provider. Prince George's County American Job Center Community Network partners agreement to operate integrated and coordinated business services has been longstanding, prior to the formation of the Community Network, leading to the Prince George's County American Job Center Community Network providing a reliable, comrehensive, and advanced services to businesses. The Prince George's County American Job Center Community Network's suite of business services has led to the Prince George's County Local Workforce Development Area being state, national and industry leaders in the delivery of workforce development business services.

Annually, the Prince George's County Local Workforce Development Area serves over 25,000 job seekers and 1,000 businesses. The purpose of the Prince George's County Local Workforce Development Area Business Services Plan is to provide a framework of the business services offered by the Prince George's County American Job Center Community Network to ensure streamline onboarding, increase member integration and coordniation, and consistently deliver high-quality business services to business interested in hiring Prince George's County residents.

Members

The Prince George's County American Job Center Community Network is a collective of government agencies, community-based organizations, nonprofit organizations, faith-based organizations, etc. providing a full range of services connecting job seekers to employment, and businesses to qualified job seekers in the Prince George's County Local Workforce Development Area. The Prince George's County American Job Center Community Network is comprised of three tiers of members:

- Tier I – Service Provider, Mandatory WIOA Partner or Subrecipient of the Prince George's County Workforce Development Board
- Tier II – Access Point or provider of free workforce development/workforce development related services to Prince George County residents
- Tier III – General Member or member who doesn't provide services or hasn't committed to providing services

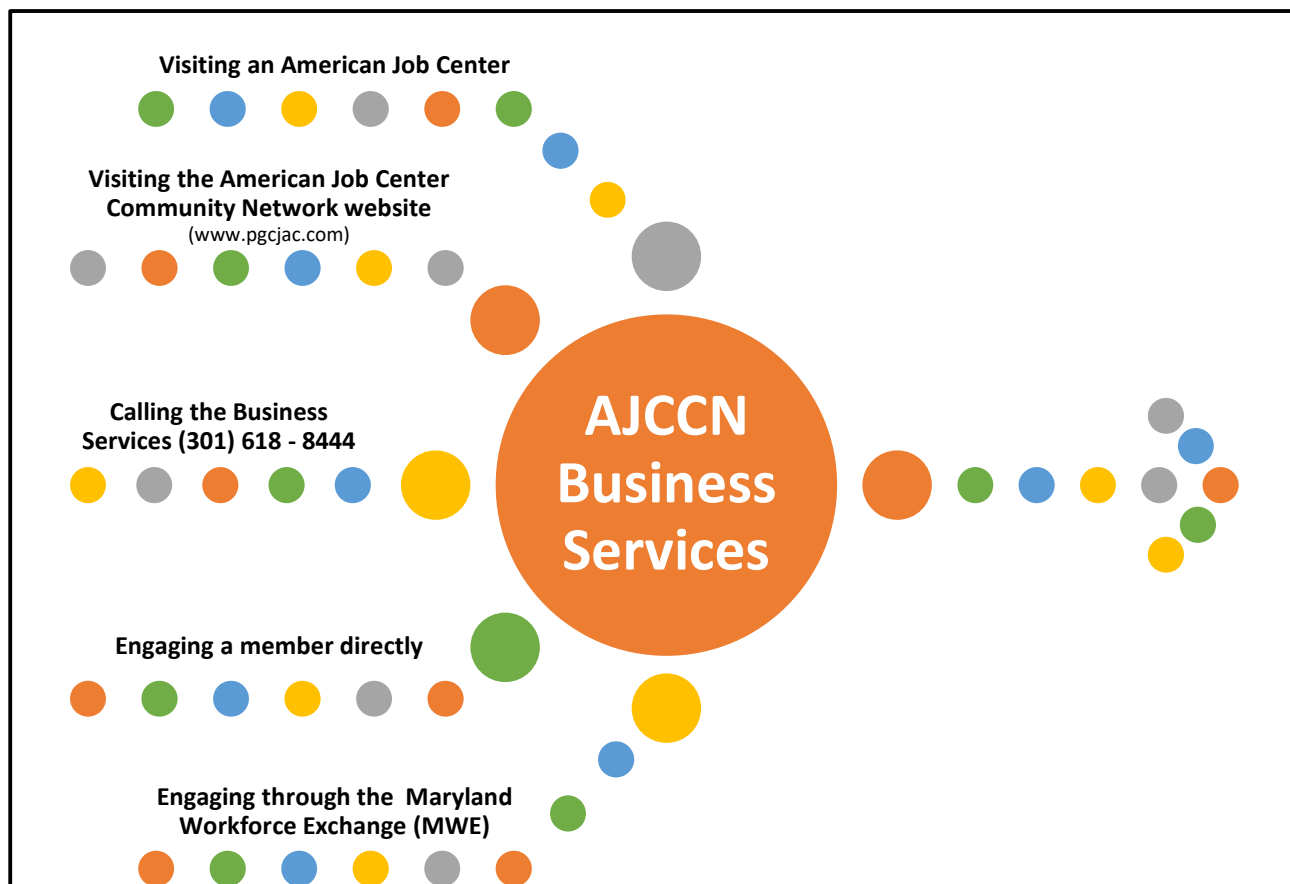
The Prince George's County American Job Center Community Network's members currently operating under the Business Services Plan consist of:

- Employ Prince George's
- Maryland Department of Labor
- Maryland State Department of Education, Division of Rehabilitative Services (DORS)
- Prince George's County Department of Social Services (DSS)

The Prince George's County Local Workforce Development Board is committed to increasing the participation of Prince George's County American Job Center Community Network members within the integrated business services team.

Customer Flow

The staff of the American Job Center Community Network business services team specialize in addressing the most significant business needs: developing job descriptions, provide labor market analysis, job posting, recruitment and retention. The Prince George's County American Job Center Community Network operates utilizing a “no wrong door” process for job seekers and businesses requesting services. This process allows businesses to access the services through multiple entrances to the Network.



The Prince George's County American Job Center Community Network identifies its business services customers, the businesses, by the demographic the business wants to employ or the industry the business operates within. Based on the Prince George's County American Job Center Community Network members programming and services below, are the specific demographics the Prince George's County American Job Center Community Network business team caters to:

1. Veterans
2. Transitioning Military Service Members
3. Military Spouses
4. Job Seekers with Differing Abilities
5. Job Seeker receiving public assistance through DSS
6. Older Workers (job seekers 55+)
7. Returning Citizens (ex-offenders)
8. Out-of-School Youth (18-24)
9. English Language Learners, Immigrants, & Refugees

The Prince George's County American Job Center Community Network provides services to all businesses within Prince George's County's in-demand industries:

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

Along with providing services for all of Prince George's County's in-demand industries, the Network also has specific services for the following in-demand industries through the following Industry Bridge Programs.

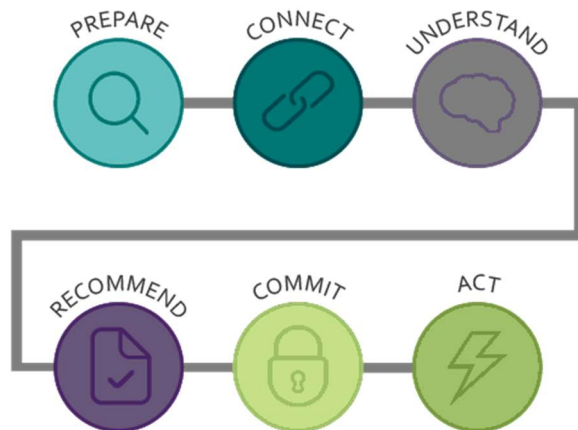
1. Construction Works Program
 - a. Construction and Real Estate
 - b. Transportation and Logistics
2. Capital Area Healthcare Alliance
 - a. Healthcare and Social Services
3. Hospitality & Accommodation Institute
 - a. Recreation, Tourism and Hospitality
 - b. Retail
4. Educational Partner for IT Careers
 - a. Information Technology
5. Professional Services Institute
 - a. Professional, Scientific, and Technical Services
 - b. Education
 - c. Government Services
 - d. Business Services

Prince George's County American Job Center Community Network Industry Bridge Programs, commonly known as sector specific or sector programs, are business led by Business Advisory Councils (BAC). BAC's provide guidance to Network members related to the needs of industry, review programming of the Industry Bridge Programs, approve occupational skills training supported or funded by the Industry Bridge Programs, and partner with Network members to ensure Prince George's Residents have industry specific skills, qualifications and certifications.

Consultative Approach

The Prince George's County American Job Center Community Network adopted a consultative approach as the primary method to deliver business services to Prince George's County Local Workforce Development Area businesses. A consultative workforce development business services approach prioritizes relationships and open dialogue to identify and provide solutions to a customer's, the businesses, needs. It is hyper focused on the customer, rather than the product being sold, which is traditionally job recruitment/development services. This technique helps workforce development service providers better understand the challenges faced by businesses so they can position their solutions in a more compelling and effective way. A consultative approach is a modern form of workforce development business services, aligning with the Prince George's County Local Workforce Development Board's goal of having a 21st century workforce development system.

Placing a priority on developing strong relationships with businesses modifies the traditional approach of workforce development business services from a focus solely on job development to helping the business meet their overall needs to be successful. The Prince George's County American Job Center Community Network business services team creates a customized plan for each business to identify their needs, research those needs, identify solutions, provide referrals to the non-workforce development needs, deliver the workforce development services, and provide routine follow up to ensure satisfaction of the services delivered. To effectively implement a consultative approach the Prince George's County American Job Center Community Network business services team are experts in converting Labor Market Information (LMI) into Labor Market Analysis, utilizing tools provided by EMSI, the Maryland Workforce Exchange (MWE), Census Bureau, United States Bureau of Labor and Statistics (BLS), the Maryland Department of Labor and other sources. The consultative process is summarized in the graphic below.



Source: <https://www.richardson.com/sales-resources/defining-consultative-sales/#:~:text=Consultative%20selling%20is%20a%20sales,than%20the%20product%20being%20sold.&text=Consultative%20selling%20skills%20help%20sales%20professionals%20position%20differentiated%2C%20compelling%20solutions.>

The ultimate goal of the Prince George's County American Job Center Community Network business services team is to develop a relationship with local businesses that moves the business to trust that the Prince George's County American Job Center Community Network can provide them with, or connect them to, the resources they need to achieve maximum success. If a business believes that the Prince George's County American Job Center Community Network business services team is their ultimate resource, they will consistently utilize the business services team for the team's expertise of workforce development. The Prince George's County American Job Center Community Network business services team specializes in job posting services, recruitment and pre-screening of candidates, hosting customized recruitments, hosting targeted hiring events and large job fairs, providing subsidized on-the-job training, developing incumbent worker training, identifying targeted populations, and providing and connecting businesses to workforce development incentives and tax credits.

Programming & Services

The Prince George's County American Job Center Community Network business services team prides itself on its integration and connectivity amongst multiple Network members. This integration and connectivity allows the business services team the ability to provide local businesses the competitive edge. The Prince George's County American Job Center Community Network business services team provides a menu of services, on varying levels, depending on the member they are working with, but overall the business services teams prides itself on being Prince George's County expert in connecting job seekers and businesses.

The Prince George's County American Job Center Community Network business services team offers many easy and convenient services to help businesses meet their personnel needs cost-effectively and efficiently. These services include:

- Connections to Tax Credits
- Incumbent Worker Training
- Incentives for Hiring Prince George's County Residents
- Job Posting Services
- Customized Hiring Events & Job Fairs
- Customized Candidate Pre-Screenings
- Office Space for Interviews
- Virtual Interviews
- Labor Market Information & Analysis
- Referrals to Economic Development Resources
- Connections to County Government Resources
- Micro Entrepreneurship Training
- Registered Apprenticeship
- Federal Bonding

While the Prince George's County American Job Center Community Network business services team provides all of the services above, the teams core services and expertise are grouped and categorized in the listing below.

Labor Market Information & Analysis

With the Prince George's County American Job Center Community Network business services team being a collection of workforce development experts, the team has access to a collection of economic development data and Labor Market Information (labor trends, market conditions, unemployment data, local demographics, wages, etc.). The team is able to provide this data to businesses as well as combining that data with current local recruitment and retention data (employment statistics, unemployment by industry and occupation, job posting data and frequencies, wage data, demographic data related to hiring and occupations, etc.) to provide Labor Market Analysis. Labor Market Analysis combines the data and experience of local human resource professionals to provide actionable strategies and plans to help businesses achieve their recruitment and retention goals.

Customized Training Solutions

The Prince George's County American Job Center Community Network business services team connects businesses to Prince George's County's local talent pipeline. When the local talent pipeline doesn't have job seekers that match the needs of a specific occupation, the business services team leverages multiple programming and services offered by the Prince George's County American Job Center Community Network members to develop the talent. This programming includes:

- On-the-Job Training: Up to 75% reimbursement of a new employee's base wages during an established period to upskill and train the employee, for a maximum of 1040 work hours.
- Customized Training: Funds to train cohorts of job seekers to meet the specific occupational needs of a business.
- Incumbent Worker Training: Funds to assist employers in upgrading the skills of their existing employees to ensure they remain competitive in both regional and global markets.

Connections to Job Seekers

The Prince George's County American Job Center Community Network business services team leverages multiple technology resources, including the Maryland Workforce Exchange (MWE), to connect job seekers to businesses. These resources allow the team or the business to post job openings and connect those opening to job seekers who are conducting their own job searches. These tools and services connect businesses to thousands of local job seekers.

During the Covid-19 pandemic, the Prince George's County American Job Center Community Network introduced new technology resources to not only post job openings but by conducting virtual hiring events and job fairs as well.

The Prince George's County American Job Center Community Network business services team leverages social media to connect business and job seekers as well. Each business who partners with the business services team can have a social media campaign created to promote their opportunities.

Along, with technology and social media resources, the business services team utilize the Prince George's County American Job Center Community Network members and staff that provide services to job seekers to connect businesses to qualified, and work ready, job seekers. The businesses services team frequently communicates specific job openings to members, based on trends of the job seekers they serve and industries they have specific focuses on.

Lastly, job openings, job fairs and hiring events are communicated to all members who operate within the American Job Centers to ensure everyone is notified. These communications occur bi-weekly through a Hot Jobs Report. The report is disbursed via email and on social media.

Connections with Local Business

The Prince George's County American Job Center Community Network business services team is a public-private partnership that provides local businesses the opportunity to participate in industry and sector studies, business network events, industry specific events, professional development trainings and Innovate Prince George's. All of the programming offered creates an environment for local businesses to connect, learn and network with each other.

Connections to Tax Credits and Insurance

The Prince George's County American Job Center Community Network business services team understands the financial stress of local businesses and sets a priority to connect businesses to applicable incentives, when eligible and available. Those incentives include, but aren't limited to the following:

- Work Opportunity Tax Credit
- Employment Opportunity Credit
- Enterprise Zone Tax Credit
- Registered Apprenticeship Tax Credit
- Federal Bonding Program

Service Delivery Coordination

With the Prince George's County American Job Center Community Network business services team being comprised of multiple Network members, the team is large with multiple individual goals, performance metrics, programs, etc. To ensure the team places a focus and priority on the team's customer, the business. By placing an emphasis on the customer and meeting the needs of the customer, the team balances individual priorities with the greater good of the customer. The Prince George's County American Job Center Community Network business services team operates the most effective coordination of business service by following the five principles below.

Communication

To ensure coordination amongst the Prince George's County American Job Center Community Network business services team, each member and their staff places an emphasis on communication. A key communication practice is identifying who each member's staff are engaging, who they have enrolled and serving, and the services that are being delivered. As much as possible, all staff enter business engagement services into a shared database. The current database is the Maryland Workforce Exchange (MWE). Employ Prince George's and the Maryland Department of Labor are the only members with staff who can enter data into MWE, but the Prince George's County Workforce Development Board is communicating with the Maryland Department of Labor to expand access to other members. Additionally, the Prince George's County Workforce Development Board is looking at local tools, such as Career Edge, that can be used by all partners. Sharing data related to which customers are being served, and by who, prevents service duplication, customers being contacted by multiple members, and the perception that a customer being poached by another member.

Communication is only effective if it is consistent. To ensure consistent communication, the Prince George's County American Job Center Community Network business services team meet monthly. All Prince George's County American Job Center Community Network members who provided business services are invited to attend. Additionally, new members to the business services team are introduced as a part of their onboarding. Along with monthly meetings, the business services team members attend Industry Bridge Program Business Advisory Council meetings, and quarterly the business services team meets with the Prince George's County Workforce Development Board's Business Services Standing Committee.

Effective communication is crucial to operating a highly effective public workforce system!.

Coordination of services

The Prince George's County American Job Center Community Network business services team coordinates services by placing the services into two subcategories, business services (utilizing the consultative approach) and a hybrid of job development services combined with business services but labeled job development services. With multiple programs and services, Employ Prince George's, the Maryland Department of Labor's Regional business services staff, and the Maryland Department of Labor's Job for Veterans State Grant (JVSG) Local Veterans' Employment Representative (LVER) members utilize the consultative approach service delivery model. The Prince George's County Department of Social Services (DSS), Employ Prince George's Youth Services business services staff, Maryland Department of Labor Apprenticeship staff, and Maryland State Department of Education, Division of Rehabilitative Services (DORS) staff implement the job development services model.

Employ Prince George's and the Maryland Department of Labor's Regional business services staff members, utilizing the consultative approach service delivery model, are assigned by industry and primarily work with businesses within that industry. Cross industry business assignment occurs but are communicated thoroughly and strategically coordinated amongst staff. The staff frequently partner to meet the needs of the business customers and rely on the assistance of the Employ Prince George Business Services Assistant to coordinate services and execute administrative operations.

DSS employment coordinators, Employ Prince George's Youth Services business consultants, Maryland Department of Labor Apprenticeship staff, DORS business services representatives, utilizing the job development services model, have a focus on assisting business with the focus of securing employment for their specific participants. On many occasions these business services team members partner with other team members to coordinate interviews with businesses, ensure their participants receive a priority of service at hiring events and job fairs, offer specialty services, and coordinate work-based learning opportunities. Job development business services team members help the Prince George's County American Job Center Community Network secure employment for its hardest to serve populations and populations with significant barriers to employment. Lastly, and while these business services team members use a job development approach, all members have a focus on meeting the needs of businesses and businesses are encouraged to hire the best candidate to meet their needs, regardless of the job seekers program enrollment/eligibility.

All Prince George's County American Job Center Community Network business services team members make their best attempt to decrease service duplication, partner to host hiring events and job fairs, coordinate services with other team members, and consistently focus on ensuring the Network provides exceptional services to business customers, and ensure the needs of local businesses are met.

Events & Programming

The Prince George's County American Job Center Community Network business services team host over 100 hiring event and job fairs per year. The central goal to coordinate events is to communicate the intention of future events, planning for upcoming events, and logistical operations and needs of events to all team members. The team make their best attempt to partner to host event and assist members with their specific events. Team members try post all events in the MWE as much as possible.

Branding & Outreach

The Employ Prince George's, the Maryland Department of Labor's Job for Veterans State Grant (JVSG) Local Veterans' Employment Representative (LVER), and the Maryland Department of Labor's (regional and local) business services staff members, utilizing the consultative approach service delivery model, have partnered to create a universal template for local hiring event and job fair flyers. This template is consistently used to increase the recognition of Network hiring events and job fairs by the public.

All hiring events and job fairs are promoted on the Prince George's County American Job Center Community Network social media platforms and the Network's website, www.pgcajc.com.

Partnership

Partnership is the core element of the Prince George's County American Job Center Community Network business services team. Each member and staff have a top priority to collaboratively and collectively connect job seekers and businesses to improve the Prince George's County economy.

WIOA Compliance

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

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

The Prince George's County Public Workforce System, branded as the Prince George's County American Job Center Community Network, created a business services team that operates under this Business Services Plan. The plan is updated every two years. The Prince George's County American Job Center Community Network business services team consistent of the following Prince George's County American Job Center Community Network members:

- Employ Prince George's
- Maryland Department of Labor
- Maryland State Department of Education, Division of Rehabilitative Services (DORS)
- Prince George's County Department of Social Services (DSS)

The Prince George's County Local Workforce Development Board is committed to increasing the participation of Prince George's County American Job Center Community Network members within the integrated business services team. The Prince George's County American Job Center Community Network business services team coordinates services by placing the services of members into two subcategories, business services (utilizing the consultative approach) and a hybrid of job development services combined with business services but labeled job development services.

With multiple programs and services, Employ Prince George's and the Maryland Department of Labor's (regional and local) business services staff members utilize the consultative approach service delivery model. These staff are assigned businesses by industry and focus providing services to all businesses within Prince George's County's in-demand industries:

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

Along with providing services for all of Prince George's County's in-demand industries, the Network also has specific services for the following in-demand industries through the following Industry Bridge Programs.

1. Construction Works Program
 - a. Construction and Real Estate
 - b. Transportation and Logistics
2. Capital Area Healthcare Alliance
 - a. Healthcare and Social Services
3. Hospitality & Accommodation Institute
 - a. Recreation, Tourism and Hospitality

- b. Retail
- 4. Educational Partner for IT Careers
 - a. Information Technology
- 5. Professional Services Institute
 - a. Professional, Scientific, and Technical Services
 - b. Education
 - c. Government Services
 - d. Business Services

The Prince George's County Department of Social Services (DSS), Employ Prince George's Youth Services business services staff, Maryland Department of Labor Apprenticeship staff, and Maryland State Department of Education, Division of Rehabilitative Services (DORS) staff implement the job development services model. This service delivery model is focused on assisting business connect to, and employ, specific demographics of job seekers. Those job seekers included, but aren't limited to, those listed below.

- 1. Veterans
- 2. Transitioning Military Service Members
- 3. Military Spouses
- 4. Job Seekers with Differing Abilities
- 5. Job Seeker receiving public assistance through DSS
- 6. Older Workers (job seekers 55+)
- 7. Returning Citizens (ex-offenders)
- 8. Out-of-School Youth (18-24)
- 9. English Language Learners, Immigrants, & Refugees

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

The Prince George's County American Job Center Community Network adopted a consultative approach as the primary method to deliver business services to Prince George's County Local Workforce Development Area businesses. A consultative workforce development business services approach prioritizes relationships and open dialogue to identify and provide solutions to a customer's, the businesses, needs. It is hyper focused on the customer, rather than the product being sold, which is traditionally job recruitment/development services. This technique helps workforce development service providers better understand the challenges faced by businesses so they can position their solutions in a more compelling and effective way. A consultative approach is a modern form of workforce development business services, aligning with the Prince George's County Local Workforce Development Board's goal of having a 21st century workforce development system.

c. To better coordinate workforce development programs and economic development; and

The Prince George's County Workforce Development Board (WDB) has taken steps to drastically increase partnerships, and coordination, with economic development. The WDB modified its bylaws to increase membership on its Board of Directors to mandate public and private economic development entities. The WDB also modified the bylaws to mandate a traditional chamber of commerce and Latino chamber of commerce. Lastly, Prince George's County Office of the County Executive have included the WDB and Employ Prince George's in the Office of the County Executive's Economic Development Agency Cluster. The changes will increase the WDB, and the AJCCN's, inclusion in the development and implementations of the County's economic development plan.

Additionally, and related to the Prince George's County Local Development Area partnership in economic development programming, the WDB's largest WIOA Title I Career Services Provider, Employ Prince George's, is actively partnering with the Prince George's County Economic Development Corporation (EDC) to best assist local business and connect business to workforce development services. After partnering with EDC and receiving referrals, Employ Prince George's provides referrals to the appropriate AJCCN partner and/or American Job Center Largo member.

d. To strengthen linkages between the AJC delivery system and Unemployment Insurance programs.

Through a partnership with local Maryland Department of Labor staff, Unemployment Compensation (UC) claimants are invited to the American Job Center Largo, physically and virtually, for a mandatory orientation as part of the Reemployment Program. During the orientation claimants learn the requirements to stay in compliance with Unemployment Insurance (UI). In addition to UI compliance, the focus is placed on services that are offered at the American Job Center Largo to support their career development and career transitions. Each UI claimant is 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 is also:

- Maintaining informational pamphlets and outreach materials outlining eligibility requirements and information on how to apply for benefits
- Facilitating 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
- Providing notification of services available to employers and claimants
- Participating in Rapid Response layoff events

UI claimants coming to the American Job Center Largo can access one-on-one career services, basic and individualized from all staff, and explore the multiple opportunities related to rapid re-employment. The WDB is advocating for the Maryland Department of Labor to provide weekly list to EPG of new unemployment claims of Prince George's County workers, that includes contact information.

Career Center staff 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 include information on workshops available, assessments, hiring events, career planning instructions and other workforce programs. Outreach efforts encourage and support participation of claimants in services to expedite their return to work, and thus minimize their reliance on unemployment benefits.

Business Services Performance Metrics

While WIOA local workforce development area performance metrics haven't been finalized federally, the Prince George's County Workforce Development Board tracks the following performance metrics for the Prince George's County American Job Center Community Network.

1. Business Served – An annual goal has been set for the Prince George's County American Job Center Community Network to serve a minimum of 1,200 individual businesses
2. Staff Created Job Order – An annual goal has been set for the Prince George's County American Job Center Community Network to create a minimum of 500 staff created job orders
3. Staff Created Job Postings – An annual goal has been set for the Prince George's County American Job Center Community Network to post a minimum of 3,000 job openings
4. Services Provided to Businesses – An annual goal has been set for the Prince George's County American Job Center Community Network to provide a minimum of 3,600 services to businesses
5. On-Site Recruitments – An annual goal has been set for the Prince George's County American Job Center Community Network to host a minimum of 100 hiring events and job fairs

The Prince George's County American Job Center Community Network's business services team provides services that primarily contribute to these performance metrics and they track these metrics quarterly.

Attachment 6 – Prince George’s County Local Workforce Development Area Covid-19 Workforce Development Recovery Plan

To be completed in FY22

Attachment 7 – Prince George’s County Local Workforce Development Area Veterans Services Plan

To be completed in FY22

Attachment 8 – Prince George’s County Local Workforce Development Area Returning Citizen Services Plan

To be completed in FY22