



# PRINCE GEORGE'S COUNTY WORKFORCE DEVELOPMENT AREA / PRINCE GEORGE'S COUNTY AMERICAN JOB CENTER COMMUNITY NETWORK

FISCAL YEAR 2021 - FISCAL YEAR  
2024 LOCAL PLAN UPDATE



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## MESSAGE FROM THE CHAIR OF THE BOARD

The Workforce Innovation and Opportunity Act requires each local workforce development area and board to develop and submit a local workforce plan. In 2020, the Prince George's County Workforce Development Board took the opportunity to create a document that goes beyond compliance and drives economic sustainability to businesses and residents. This update reflects the progress made on dozens of initiatives, programs, strategic partnerships, and other activities that have made this board one of the most innovative and effective workforce development boards in the country. The 2020 plan and this subsequent update are the board's road map, showing critical investments to help the local economy recover from the economic recession caused by the Covid-19 Pandemic, targeted efforts to upskill and connect our residents – especially individuals with barriers to employment– to livable wage careers, and the prioritization of serving the business community to maximize economic impact for the County. It is an honor to serve as the Board Chair of the Prince George's County Workforce Development Board as the community enters a new era of workforce and economic recovery to build back better than before.



*Brad Frome, Board Chair*

Since 2018 the Board has been focused on creating a 21st Century Workforce System. Our goal remains to create an integrated workforce development system to meet our business needs, and blend government legislation and policy requirements with stakeholders, residents, and businesses' practical needs. We continue to prioritize businesses, recognizing them as the workforce system's driving force. Meeting the talent needs of businesses by helping our residents achieve economic stability is a win-win.

Integration and partnership are as crucial to Prince George's County as they are to the federal government. The creation of the Prince George's County American Job Center Community Network has increased non-traditional workforce system partners' involvement exponentially over the last few years. The Board believes that our system needs such a diverse group of partners to build a better Prince George's County for businesses and workers. 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.

We are committed to continuing efforts to ensure ALL Prince George's County residents can achieve the "American Dream" with a focus on social justice. Efforts to have Board diversity more closely reflect Prince George's County's diverse communities have been successful. Targeted efforts to serve returning citizens, address mental health challenges, and provide services for English language learners, refugees, and immigrants, and asylees have expanded access to services for some of the county's most vulnerable job seekers. On behalf of the Prince George's County Workforce Development Board, I would like to share our excitement and full support for this update to the 2020-2024 Prince George's County WIOA plan.

A handwritten signature in black ink, appearing to read "Brad Frome".

Brad Frome  
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, unbelievable journey. From 2016 when Prince George's County published its first WIOA plan to today as the county positions itself to build back better than before after a devastating global pandemic, the workforce system has completely transformed. Now, the Prince George's County workforce system is known to be one of the best in the United States. In 2022, it won the WIOA Trailblazer Award for its transformative efforts in developing programs, services, and partnerships to serve a growing population in Prince George's County. The board and its partners' vigorous innovation and service-oriented approach generates huge returns for job seekers, businesses, and industry in Maryland. Since the 2020 plan was published, the Prince George's County American Job Center Community Network has grown tremendously. Today, we are proud to serve over 200,000 job seekers and 4,000 businesses annually through the Network.



Walter L. Simmons, Executive Director

The 2020 plan demonstrated dedication to strengthening and preparing this workforce system for long-term sustainability. This update exhibits the immense progress made toward that objective. Employ Prince George's Incorporated serves as an anchor for the workforce system, the Prince George's County American Job Center Community Network boasts strong partnerships and accessible business and career services. In 2021, we opened the American Job Center National Harbor. An extensive suite of WIOA service providers and core partners center our workforce development system and ensure we have equitable access to all the residents and businesses of Prince George's County. My priorities persist as we strengthen every partnership, build the capacity of our centers and partners, increase workforce development funding, and continuously improve our programming to ensure we are meeting the needs of our job seekers, businesses, and the greater community.

The future is bright for the Prince George's County Workforce Development Board and the American Job Center Community Network given our growth and success over the past three years despite the devastation brought on by the Covid-19 pandemic. However, the work is far from complete. Rather than "returning to normal", we strive to build back better than before, leveraging this momentum to create an equitable, impactful recovery for Prince George's County.

It is an honor to serve as the Executive Director of the 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."*

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

## BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014. WIOA became effective on 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 the 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 from the Maryland Department of Labor in Guidelines for Developing 2020-2024 Workforce Innovation and Opportunity Act (WIOA) Regional and Local Workforce Plans. While Local and Regional Plans are required every four years, at the end of the first two years of the four-year period, each Local Board, in partnership with the chief elected official(s), must review the Plan and submit modified Plans to ensure conformity with the State Plan.

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, businesses, and government agencies as members. In accordance with the law, the Prince George's County Workforce Development Board has reviewed the 2020 – 2024 Local Integrated Public Workforce System Plan for the Prince George's County American Job Center Community Network and created this updated document to reflect updates to the workforce board and its partners as well as demonstrate alignment with the State Plan.



## INTRODUCTION

The Prince George's County Workforce Development Board (WDB) is the entity responsible 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 Prince George's County's 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.

The Prince George's County Workforce Development Board Local Plan for 2020-2024, in accordance with the Governor's State WIOA Plan, is providing a modification as required by the Workforce Innovation and Opportunity Act (WIOA). This plan provides for operationalizing the local plan by delineating how individuals can access services through the Prince George's County American Job Center Community Network (AJCCN). The two-year modification provides updates to what the original plan indicated that the Prince George's County Workforce Development Board is doing in coordination with the partners to serve the population in our local area.

The Local Plan is a WIOA requirement that aims to demonstrate operational alignment with the strategic objectives outlined in the accompanying Regional Plan, promote coordination with local partners and showcase key service delivery strategies. This local plan explores the extent of braided resources, the support provided to relevant workforce system partners, and strategic partnerships.

The 2020-2024 Local Plan takes a closer analysis of the operational systems and processes stemming from the vision, mission, and goals the WDB has implemented. Both the initial Local Plan and the modification were developed with input and support from key stakeholders, ensuring that the vision and goals outlined in this plan are aligned with local partners. In the development of this plan and the 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 modification outlines specific updates and progress on 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. A key component of the Local Plan is the coordination and collaboration with local workforce partners to accomplish the visions. The Local Plan highlights some of the key cooperative agreements and core partnerships defined under WIOA section 121, including WIOA Title II, WIOA Title III, WIOA Title IV, and Carl Perkins Technical Education. These and other partners, as identified in the State's guidance, were asked to provide insights and updates on their activities, services, and procedures so that the plan modification accurately represents these core partnerships.

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

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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.

## 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 150 members, providing services throughout Prince George's County, with a website, [www.pgcajc.com](http://www.pgcajc.com), that highlights the network, its members, their programs, events, activities 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 planned infrastructure change is creating a Prince George's County American Job Center Community Network portal, housed on the [www.pgcajc.com](http://www.pgcajc.com) website, to unite service providers virtually. The Prince George's County American Job Center Community Network portal will allow members to communicate with each other, identify services and programs within the network, make referrals, participate in professional development training, view current events, and eventually share customers via an integrated customer relationship management tool. The portal is under development and will launch to members in the near future.

Additionally, in PY21/FY22, the WDB opened American Job Center National Harbor. American Job Center National Harbor is the second American Job Center built in Prince George's County alongside American Job Center Largo. American Job Center National Harbor is located at [Tanger Outlets National Harbor/Washington, DC](https://www.tangeroutlets.com/national-harbor/). American Job Center National Harbor is staffed by employees from Employ Prince George's and other core partners to provide a menu of workforce development services responsive to the needs of job seekers and the greater community. The American Job Center National Harbor is expected to serve 3,000 – 7,000 job seekers and over 200 businesses once at full capacity.

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 are reached, the WDB is working with all partners to help them expand their capacity to provide virtual services. Most providers continue to provide some virtual services, but many are returning to largely in-person services. Initially responding to the needs of Prince George's County's rural community, the WDB launched an online career exploration portal in 2018 that became what is known today as Prince George's County's Virtual Career Center. At the start of the Covid-19 pandemic, the WDB and Employ Prince



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George's expanded the Prince George's County Virtual Career Center to be a full-service virtual customer relationship management system, with the ability to provide job seekers with self-led career exploration and virtual workforce development services, along with case management functions for Employ Prince George's, WDB contractors and eventually Prince George's County American Job Center Community Network Members. Since July 1, 2021, and as of March 31, 2023, the Prince George's County Virtual Career Center had served over 8,000 job seekers. The Prince George's County Virtual Career Center is available to all job seekers at <https://pgccareers.com>.

In addition to the Prince George's County Virtual Career Center, the WDB invested in an online electronic learning management system, SkillUp Prince George's County, to provide free virtual trainings for Prince George's County residents and businesses along with job postings and connections to career services. The WDB has also supported other investments in workforce development technology, including a virtual job fair and hiring event tool, local training provider portal, and a mass text messaging tool. The WDB continues to be dedicated to innovative workforce development solutions to help Prince George's County residents and businesses build back better after the negative economic impacts of the Covid-19 pandemic.

## ACRONYM LIST

Abbreviation	Meaning
2U	2U, Inc.
ADA	Americans 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
AWA	Adams and Associates Inc. dba Achieve Workforce Academy
BC	Business Consultant
BLS	Bureau of Labor Statistics
Business Committee	Prince George's County Workforce Development Board Business Services Standing Committee
CAHA	Capital Area Healthcare 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
CNA	Certified Nursing Assistant
Covid-19	Coronavirus Disease 2019
CRM	Customer Relationship Management System
CSS	Career Services Specialist
CTE	Career and 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

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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
GWDB	Governor's Workforce Development 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
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
PCT	Patient Care Technician
PGC	Prince George's County
PGCC	Prince George's Community College
PGCDHCD	Prince George's County Department of Housing & Community Development

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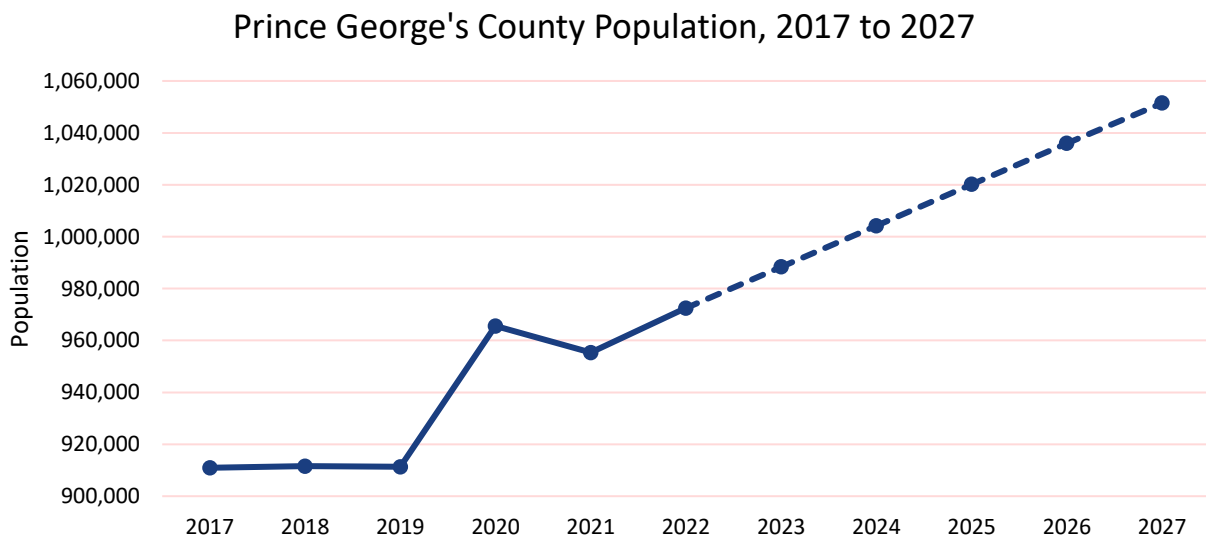
PGCMNCPPC	Prince George's County – Maryland-National Capital Park and Planning Commission
PGCPS	Prince George's County Public Schools
PIP	Performance Improvement Plan
POS	Priority of Service
PIDA	Employ Prince George's Program Integrity & Data Administration
PSI	Professional Services Institute
PY	Program 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	Worker Adjustment and Retraining Notification
WDB	Prince George's County Workforce Development Board
WIA	Workforce Investment Act
WIOA	Workforce Innovation and Opportunity Act
WSD	Employ Prince George's Workforce Services Division
Youth Committee	Prince George's County Workforce Development Board Youth Services Standing Committee

## SECTION 1 – ECONOMIC ANALYSIS

**A. An analysis of the regional economic conditions including existing and emerging in-demand 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 states and has among the fewest number of local governments. There are just 24 main local jurisdictions, 23 counties and Baltimore City. Of the 23 counties in Maryland, Prince George's County (PGC) is the second most populous, with a 2022 population of 972,481. Since 2017, the population of PGC has increased by 6.8%, growing by 61,535 people. The population is projected to increase by 8.1% between 2022 and 2027, adding an additional 78,955 residents.

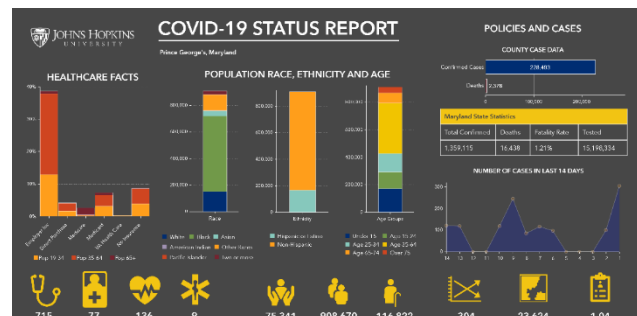
Figure 1.1: Prince George's County Population Trends, 2017 to 2027.



Source: Lightcast 2023.1

Prince George's County residents and its economy were devastated in 2020 by the Coronavirus (Covid-19) pandemic. As of February 2023, Prince George's County had 228,413 confirmed cases and 2,376 deaths. In total, 17% of Maryland's confirmed Covid-19 cases and 14% of the deaths were in Prince George's County. Due to the excessive Covid-19 cases and to try to slow the further spread, Prince George's County implemented social distancing requirements that caused a partial economic shutdown.

Figure 1.2: Prince George's County Covid-19 Status Report

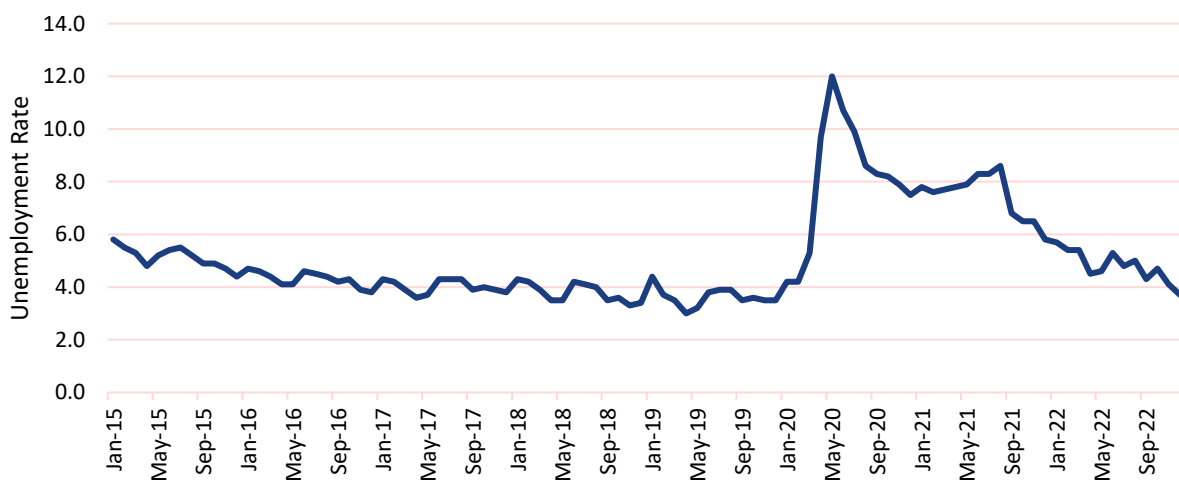


Source: John Hopkins University & Medicine Coronavirus Resource Center

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The partial economic shutdown had numerous negative impacts on the Prince George's County economy. In 2020, Prince George's County saw its greatest amount of Worker Adjustment and Retraining Notifications (WARN), 44, impacting about 6,500 employees. WARNs are mass layoffs, permanent and temporary, of businesses in a local workforce development area. In addition to WARNs, Prince George's County had 269,362 unemployment claims by December 26, 2020. 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 of 2020 at 12.0%. Since that peak, unemployment has been trending downwards. In December of 2022, the unemployment rate was 3.7%, just 0.2 percentage points higher than it was pre-pandemic in December 2019. Further, in the past year, initial unemployment insurance claims have fallen to 11,744, an average of 226 per week.

Figure 1.3: Monthly unemployment in Prince George's County, not seasonally adjusted.



Source: Bureau of Labor Statistics Local Area Unemployment Statistics

Despite the challenges created by the Covid-19 pandemic and the related recession, due to its geographic location and diverse economy, Prince George's County is uniquely positioned to not only recover from the pandemic but to thrive. 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.

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.

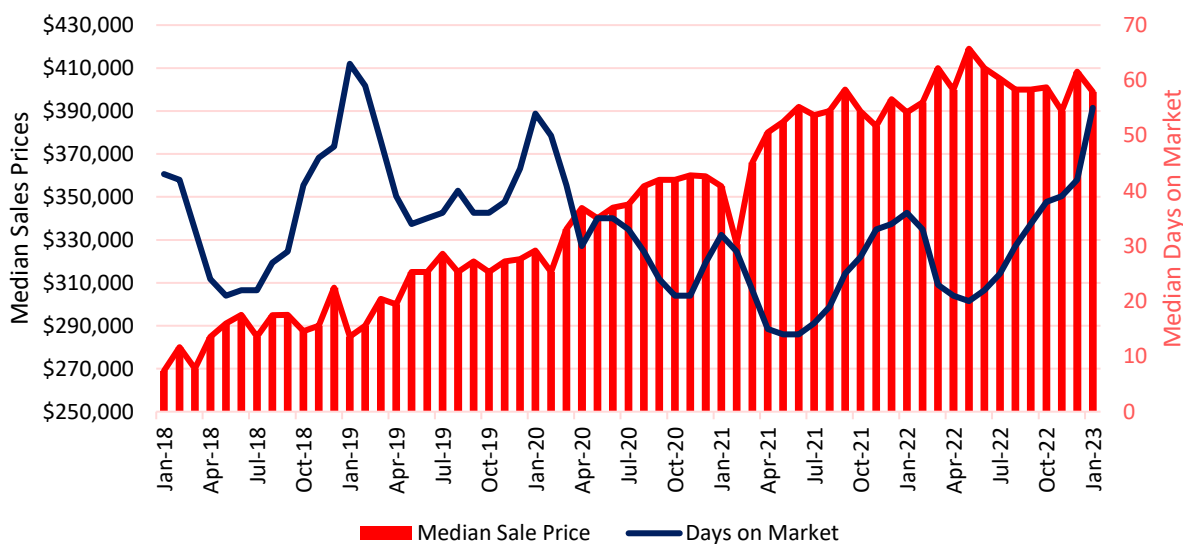
Prince George's County is equally an in-demand region due to its affordability and access to quality educational institutions. Compared to its surrounding local metropolitan areas, Prince George's County has an extremely competitive real estate market and a strong higher education base. The County is home



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to the University of Maryland, Bowie State University, Prince George's Community College, Capital Technology University, and the 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.

Figure 1.4: PGC Housing Market Trends, 2018 to 2023



Source: Redfin Market Insights

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. The National Harbor area is estimated to employ 16,000 workers<sup>1</sup>, greatly increasing the existing supply of accommodation/hospitality, retail, and food services industry employment opportunities in Prince George's County.

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, and Nordstrom Rack.

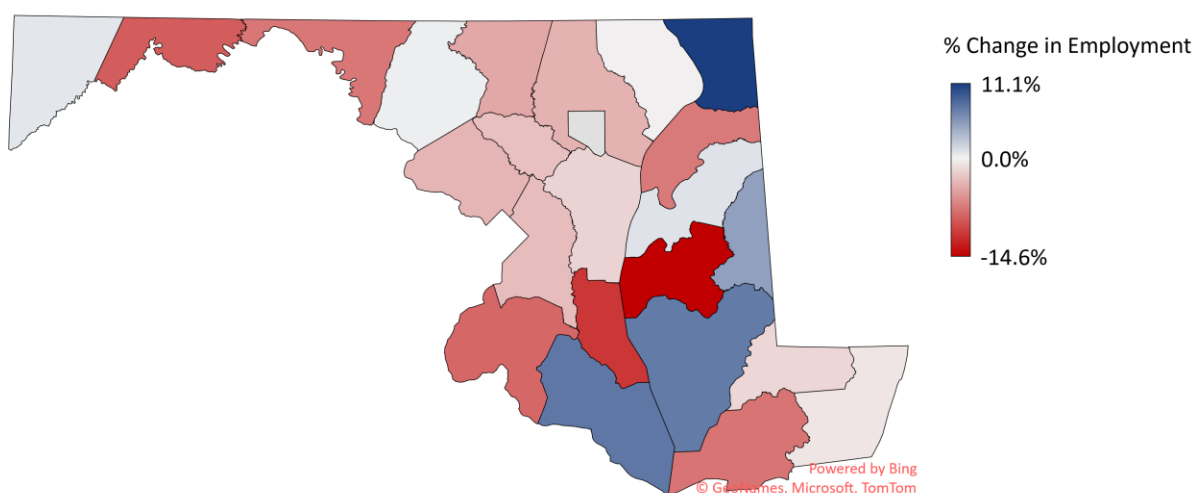
Prince George's County has a growing healthcare industry due to the new University of Maryland Capital Regional Medical Center which opened in 2021 as well as the West Hyattsville Medical Center. The

<sup>1</sup> "At National Harbor, a unique partnership connects people to jobs and training," *WTOP*. <https://wtop.com/prince-georges-county/2021/10/a-unique-partnership-connecting-people-to-jobs-and-training-opens-at-national-harbor-md/>

transportation industry is also growing due to the Purple Line (16-mile light rail connecting Montgomery County and Prince George's County) project and its 36-year maintenance contract. Further, the Purple Line will increase access to job opportunities for Prince George's County residents, particularly those without access to private transportation.

From 2017 to 2021, Prince George's County added 309 businesses.<sup>2</sup> In 2019, the number of establishments peaked, with 16,564 businesses in the county. In the following year, the number of establishments fell by 1%. By 2021, the number of businesses started to recover but has not yet reached pre-pandemic levels. Additionally, based on Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW) data, from 2016 to 2021, Prince George's County saw employment decrease by 10,121, or -3.2%. Though the county experienced decreases in employment, the losses weren't as severe as in some counties, such as Allegany County, which saw unemployment decrease by 9.1% over the same period. This was caused by significant job losses in 2020. However, employment in 2021 was higher than in 2020, a positive indicator for the county. With these job losses, the unemployment rate in 2020 and 2021 was at its highest level in the past five years. As with employment, there was a rebound in the unemployment rate in 2021, a promising sign for the county.

Figure 1.5: Percent change in employment by county, 2016 to 2021.



Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages; mapping by TPMA.

Table 1.1: Prince George's County annual unemployment rate statistics (not seasonally adjusted).

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2016	Annual	499,860	478,398	21,462	4.3%
2017	Annual	513,992	493,342	20,650	4.0%
2018	Annual	513,343	493,920	19,423	3.8%
2019	Annual	522,677	503,782	18,895	3.6%
2020	Annual	512,497	471,489	41,008	8.0%
2021	Annual	502,972	465,458	37,514	7.5%

<sup>2</sup> "Number of Establishments in Total." *Quarterly Census of Employment and Wages*, Bureau of Labor Statistics.

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Source: Bureau of Labor Statistics Local Area Unemployment Statistics

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, Healthcare 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, released an updated Economic Development Strategic Action Plan in 2022. These findings will be reviewed and incorporated into the 2024-2029 Local Plan.

Table 1.2: 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. These industries will be reevaluated for the 2024 – 2028 Local Integrated Public Workforce System Plan. While a full evaluation of the in-demand industries will be done in the future, the 2022 Economic Development Strategic Action Plan for Prince George's County has identified six industry clusters. All of the clusters can be found in the target industries of the WDB, which signals that those priority industries remain in demand, two years later.

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Table 1.3: Target Industry Clusters from the 2022 Economic Development Strategic Action Plan for Prince George's County.

#	Industry	#	Industry	#	Industry
1	Federal Government	2	Hospitals and Health Services	3	Information Technology Services
4	Research-Intensive Technologies	5	Transportation, Distribution, and Logistics	6	Destination Retail (and Placemaking)

As seen in Table 1.4, below, Retail Trade is one of the top five industries in Prince George's County with the most advertised job openings on the Maryland Workforce Exchange (MWE). 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 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. Areas 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 1.4: Industries by advertised jobs table.

Rank	Industry	Job Openings
1	Health Care and Social Assistance	3,174
2	Professional, Scientific, and Technical Services	2,334
3	Educational Services	2,074
4	Retail Trade	1,222
5	Accommodation and Food Services	1,030
6	Administrative and Support and Waste Management and Remediation Services	477
7	Construction	417
8	Wholesale Trade	308
9	Manufacturing	299
10	Unclassified establishments	3,834

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://pgcajc.com/workforce-board/>. The report was commissioned in Program Year 2017 and released in Program Year 2018. The data from 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.

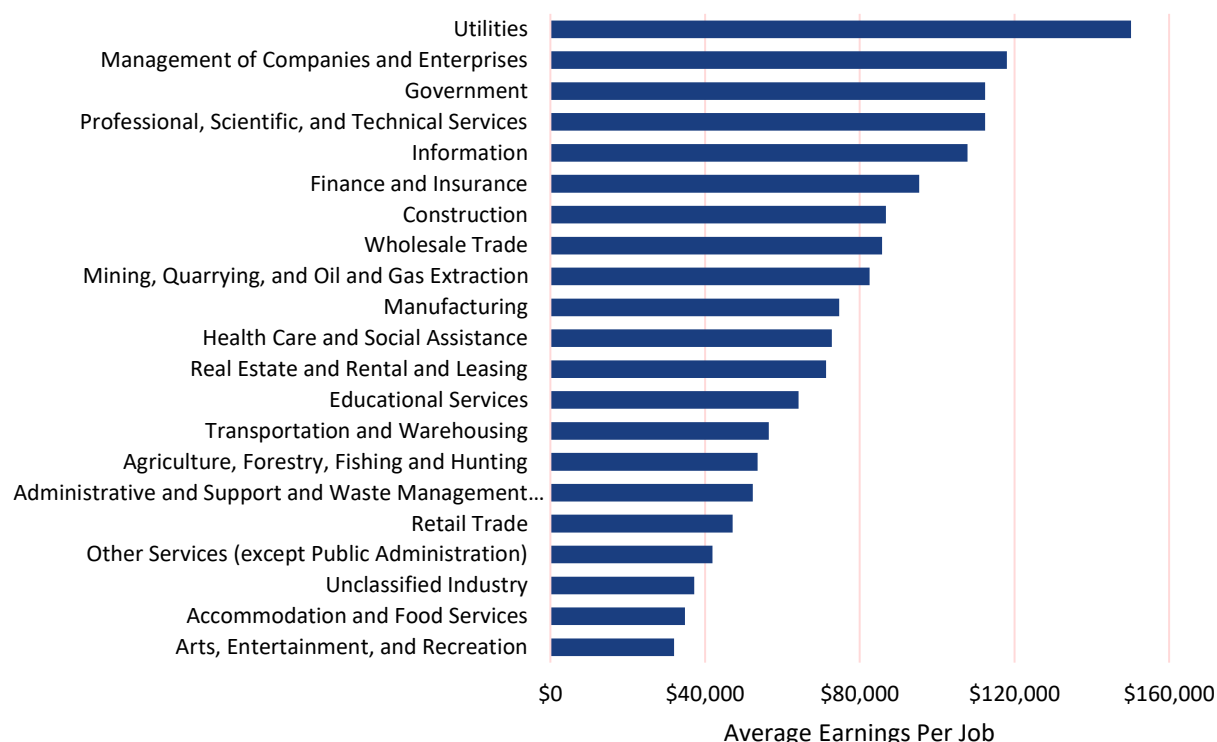
Employ Prince George's commissioned a Regional Skills Analysis from Lightcast. This was released in May 2022. This report provides a snapshot of in-demand jobs, as well as career pathways for workers. This analysis can be used to guide upskilling and reskilling for workers. The WDB will use this information to help guide the WDB's education and training strategy, as well as in the development of the 2024-2028 Local Plan.

National data show 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

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education and training strategy. The basis of the 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.

Figure 1.6: Prince George's County 2022 Earnings per Worker.



Source: Lightcast 2023.1

Despite the decreases in employment in the past five years, the County shows many signs of recovery from the Covid-19 recession. In the past 30 days,<sup>3</sup> there were over 8,600 unique job postings<sup>4</sup> in Prince George's County. Almost 70% fall into the WDB's identified in-demand industries (by 2-digit NAICS code). Based on economic forecasts, over the next ten years, the majority of the in-demand industries are projected to experience job growth.<sup>5</sup> The exceptions are real estate manufacturing and manufacturing, which includes advanced manufacturing and food & beverage manufacturing. Despite the downturns in those industries, overall, employment gains are projected for the in-demand industries between now and 2033. 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.

<sup>3</sup> As of February 23<sup>rd</sup>, 2023.

<sup>4</sup> Job postings in the past thirty days from Lightcast 2023.1. Businesses may post the same position more than once. The count of unique job postings excludes multiple postings of the same position.

<sup>5</sup> In-demand industries were aligned to 2-digit NAICS codes. These NAICS codes were used to generate employment projections in Lightcast 2023.1.

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Table 1.5: Prince George's County Top 10 Occupations by Advertised Jobs

Top 10 Occupations by Advertised Job Openings		
Rank	Occupation	Job Openings
1	Registered Nurses	935
2	Managers, All Other	282
3	Retail Salespersons	261
4	Computer Systems Engineers/Architect	236
5	Customer Service Representatives	222
6	First-Line Supervisors of Food Preparation and Serving Workers	213
7	Network and Computer Systems Administrators	299
8	Software Developers	185
9	Nursing Assistants	175
10	General and Operations Managers	168

Source: Maryland Workforce Exchange – Online advertised jobs data

Positive indicators for the county's recovery continue when looking at average wages. The table below shows the average wage of those employed in Prince George's County. Average wages have increased by about 6% since the last Local Plan.

Table 1.6: 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	295,601	\$30.45	\$1,218	\$63,336
Maryland	2,427,144	\$34.00	\$1,360	\$70,720
Washington-Arlington-Alexandria (DC-VA-MD-WV MSA)	887,977	\$38.75	\$1,550	\$80,600

\*Average hourly wage is calculated from the average weekly wage, assuming a 40-hour workweek.

Source: Maryland Workforce Exchange- Employment Wage Statistics

Utilizing the income brackets used by the Maryland Workforce Exchange, the desired wages of job seekers can be compared to the average annual wages in Prince George's County. Just over 50% of job seekers desire wages below \$64,999, the nearest income bracket to the average annual wage. This indicates that desired wages are well-aligned with the actual wages within the county.



Table 1.7: 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	1,754	17.68%
2	\$5,000 - \$19,999	24	0.24%
3	\$20,000 - \$34,999	734	7.40%
4	\$35,000 - \$49,999	2,521	25.41%
5	\$50,000 - \$64,999	1,887	19.02%
6	\$65,000 - \$79,999	1,141	11.50%
7	\$80,000 - \$94,999	686	6.91%
8	\$95,000 or more	1,175	11.84%

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 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 careers.

## 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 Figure , 19.7% of Prince George's County residents possess a bachelor's degree, 1.1% below the national average. Additionally, 6.5% of Prince George's County residents hold an associate degree, 2.4% below the national average. While Prince George's County undergraduate degree attainment falls short of the national average, the graduate degree attainment level, 15.5%, is over two percentage points higher than the national average. Over 60% of residents have received some sort of post-secondary training, ranging from some college to more than a graduate degree. This is a positive attribute for the county, and the WDB believes it increases Prince George's County's attractiveness to local businesses.

Figure 2.1: Prince George's County educational attainment.

### Educational Attainment

Concerning educational attainment, 19.7% of Prince George's County, MD residents possess a Bachelor's Degree (1.1% below the national average), and 6.5% hold an Associate's Degree (2.4% below the national average).



Source: Lightcast 2023.1

The large percentage of residents with post-secondary training translates to a higher level of education attainment amongst job seekers. A majority (56%) of Prince George's County job seekers hold at least an associate degree. The WDB believes that high levels of educational attainment, along with the consistently increasing availability of jobs, led to Prince George's County seeing record low unemployment rates prior to the pandemic. Unfortunately, the pandemic massively impacted occupations requiring less education attainment, laying off thousands of workers with lower educational attainment. The WDB was concerned that those residents may be unemployed for an extended period. This led to the WDB supporting Employ Prince George's efforts to launch the Covid-19 Workforce Development Recovery Program in 2020, a program designed to help businesses re-open and connect job seekers with tools to restart their careers. Since the last Local Plan, the unemployment rate in Prince George's County has fallen to similar levels as pre-pandemic, a promising sign of recovery for businesses and job seekers.

Table 2.1: Prince George's County Job Seekers' Educational Level

Education Level of Available Candidates			
Rank	Education Level	Potential Candidates	Percentage of Potential Candidates
1	No Minimum Education Requirement	0	0.00%
2	Less than High School	175	1.84%
3	High School Diploma or Equivalent	3074	32.40%
4	1 Year of College or a Technical or Vocational School	0	0.00%
5	2 Years of College or a Technical or Vocational School	0	0.00%
6	3 Years of College or a Technical or Vocational School	N/A	N/A
7	Some College	N/A	N/A
8	Vocational School Certificate	888	9.36%
9	Associate Degree	937	9.87%
10	Bachelor's Degree	2722	28.69%
11	Master's Degree	1342	14.14%

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12	Doctorate Degree	260	2.74%
13	Specialized Degree (e.g., MD, DDS)	91	0.96%

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

When comparing the educational attainment of Prince George's County job seekers to the educational requirements of Prince George's County job openings, the percentage of potential candidates with the required education exceeds the demand for those degrees at all levels. This may be due to the large percentage of job postings on MWE with unspecified education requirements.

Table 2.2: Prince George's County Education Level of Jobs & Candidates

Education Level of Jobs & Candidates					
Rank	Education Level	Job Openings	Percentage of Job Openings	Potential Candidates	Percentage of Potential Candidates
1	No Minimum Education Requirement	966	5.79%	0	0.00%
2	Less than High School	0	N/A	175	1.84%
3	High School Diploma or Equivalent	1,173	7.03%	3074	32.40%
4	1 Year of College or a Technical or Vocational School	8	0.05%	0	0.00%
5	2 Years of College or a Technical or Vocational School	2	0.01%	0	0.00%
6	Vocational School Certificate	9	0.05%	888	9.36%
7	Associate Degree	195	1.17%	937	9.87%
8	Bachelor's Degree	1,458	8.73%	2722	28.69%
9	Master's Degree	154	0.92%	1342	14.14%
10	Doctorate Degree	95	0.57%	260	2.74%
11	Specialized Degree (e.g., MD, DDS)	6	0.04%	91	0.96%
12	Not Specified	12,629	75.65%	0	0.00%

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

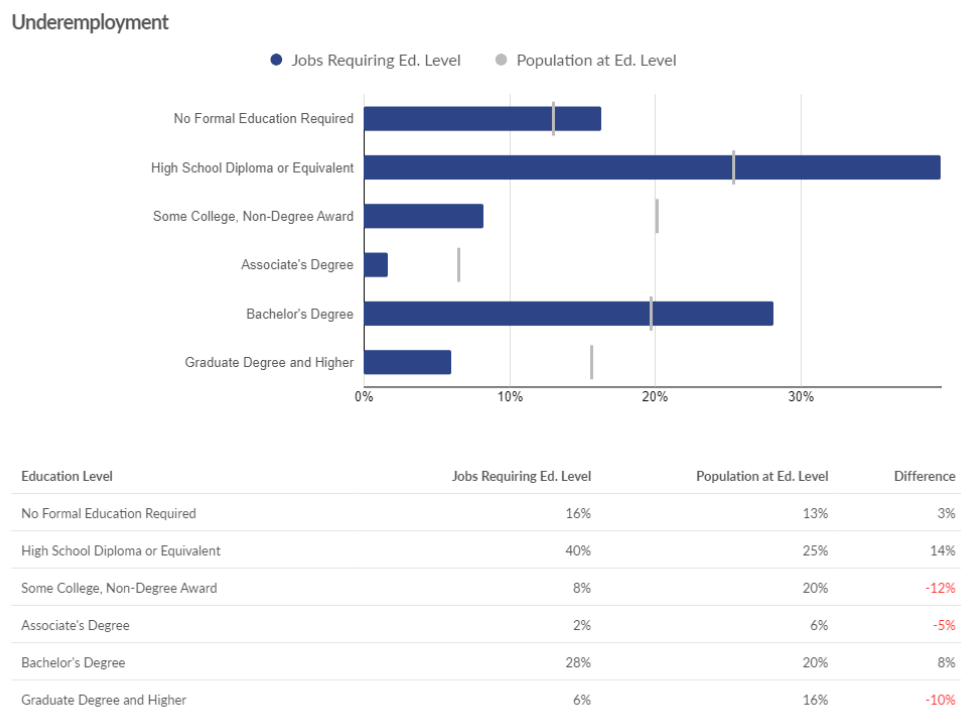
The WDB uses Lightcast data on underemployment to provide a more defined view of the education requirements of jobs compared to the educational attainment of Prince George's County residents. The WDB and its largest WIOA Title I Career Services Provider, EPG, are able to source and distribute Labor Market Information (LMI) from Lightcast, MWE, and the Bureau of Labor Statistics (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 businesses and job seekers can utilize in their day-to-day efforts. LMA is key when assessing Lightcast and MWE data.

As an example, Lightcast 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 Figure and shows that 16.1% of workers have a graduate-level degree or higher, whereas only 6% of job postings are reporting that level of education needed. That 10% mismatch indicates that there are many workers with a graduate degree or higher that are not using that education or those skills in their primary employment. Lightcast data is similar to the

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MWE data presented in Table 2.2, 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 job seekers. The analysis of the LMI data provided by Lightcast and MWE leads to a LMA that explains that there is some mismatch between the educational attainment of Prince George's County residents and the educational attainment required by local providers. 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. At some levels, such as graduate degrees, associate degrees, or some college, the supply of Prince George's County residents with those credentials exceeds demand, while at others, such as bachelor's degrees, high school diploma, or no formal education required, the demand for those credentials exceeds the supply of residents with those credentials.

Figure 2.2: Prince George's County underemployment.



Source: Lightcast 2023.1

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 outward commuting of Prince George's County's talent pipeline. This data is called commuting data. Commuting data details the number of people residing within a jurisdiction that work outside of that jurisdiction and the number of people from outside of a jurisdiction that work within the jurisdiction.

The US Census reports that 71.4% of Prince George's County Residents work outside of the county. The Prince George's County State of the Workforce Report states that a majority of the Prince George's County residents working outside of the County are residents that have high educational attainment. Table 2.3

below details the counties where the majority of Prince George's County residents work. More information is located on the [US Census OnTheMap website](#).

Table 2.3: Where Prince George's County residents are employed.

Counties Prince George's Residents are Employed		
County	Number of Workers	Percentage
District of Columbia	129,304	29.3%
Prince George's County	126,215	28.6%
Montgomery County	53,305	12.1%
Anne Arundel County	22,106	5.0%
Fairfax County	19,588	4.4%
Howard County	15,601	3.5%
Baltimore County	11,746	2.7%
Arlington County	11,705	2.7%
Baltimore City	10,591	2.4%
Alexandria City	7,318	1.7%

Source: US Census OnTheMap, 2019.

The most recently available commuting data from the Census is from 2019. Lightcast data is used as a supplement to provide a more recent look at commuting patterns, which is especially important due to the potential impact of the pandemic on workers today. Lightcast defines net commuters as, “the difference between the occupation residents in a region and the occupational employment in a region.” If more workers live in a region than there are jobs in the region, net commuting is negative, meaning that workers are commuting out for work. As seen in Table 2.4, Prince George's County has a large number of residents who are leaving the county for work. Further, as seen in Figure , the county has the highest number of net commuters in the state. 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.

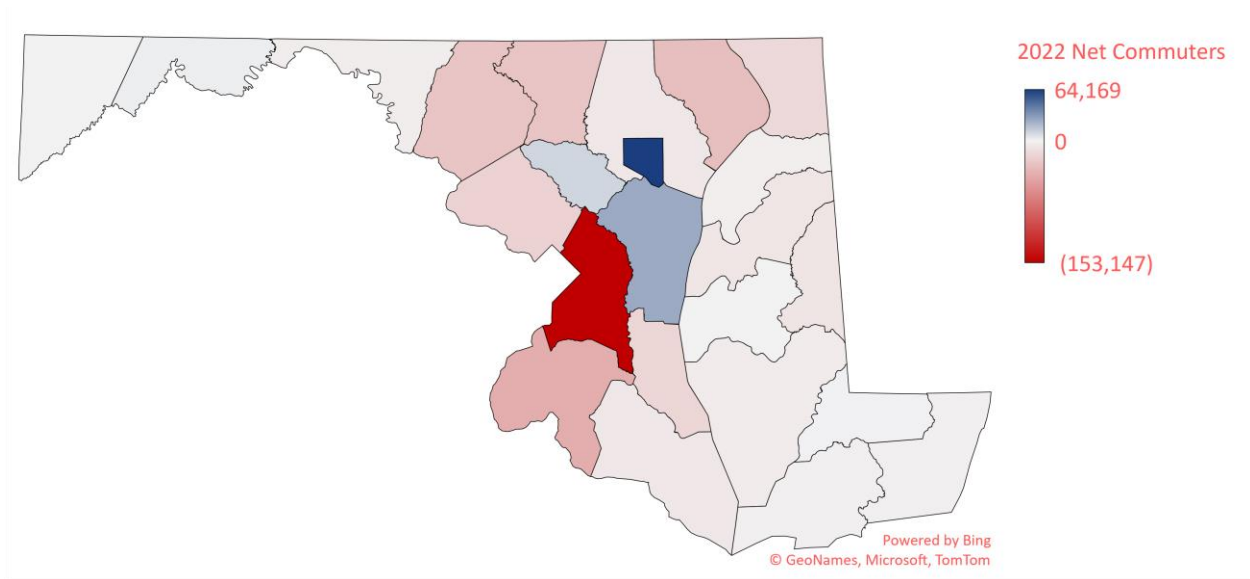
Table 2.4: Number of resident workers and net commuters by area.

County	2017 Jobs	2017 Resident Workers	2017 Net Commuters	2022 Jobs	2022 Resident Workers	2022 Net Commuters
Prince George's County	374,546	526,584	(152,037)	366,136	519,283	(153,147)
Anne Arundel County	338,795	316,403	22,393	336,227	310,583	25,644
Montgomery County	565,083	582,358	(17,275)	547,462	567,160	(19,698)

Source: Lightcast 2023.1

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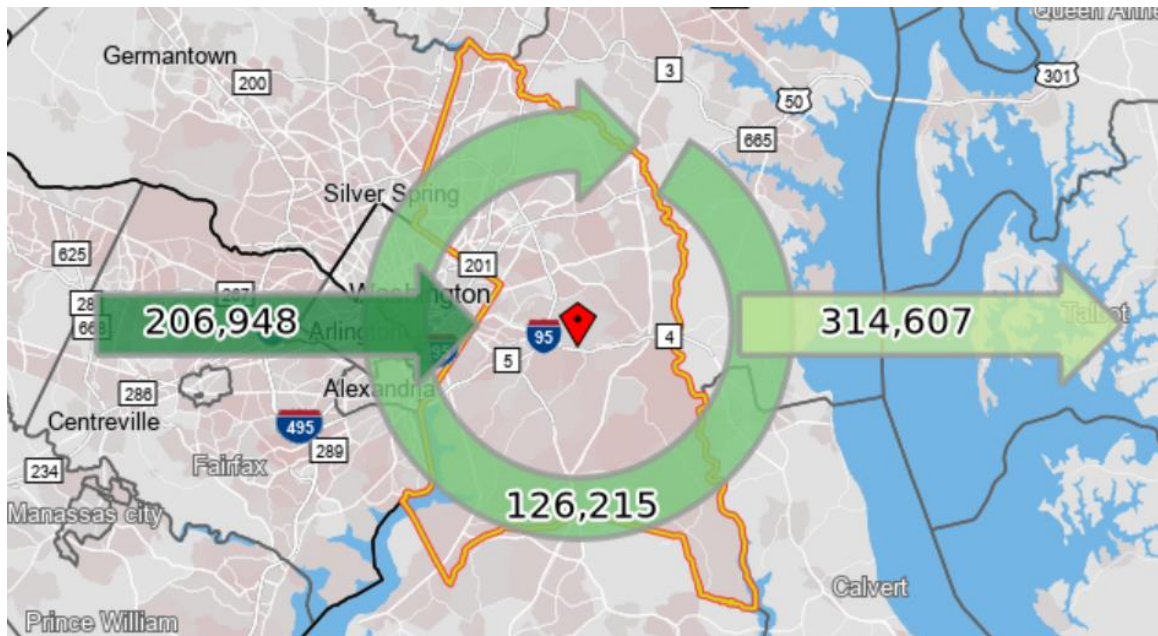
Figure 2.3: Net Commuters by County, 2022.



Source: Lightcast 2023.1; mapping by TPMA

Figure 2.4, from the US Census's OnTheMap, also shows the inflow and outflow of Prince George's County workers, using Census data from 2019. Figure , also from the US Census OnTheMap, further explains the commuting patterns of Prince George's County.

Figure 2.4: Inflow-outflow of Prince George's County workers, 2019.



Source: US Census Bureau OnTheMap



Figure 2.5: Commuter flows of Prince George's County workers (2019).



Source: US Census Bureau OnTheMap

Based on the Prince George's County State of the Workforce Report, the majority of the workers who commute into Prince George's County are in educational services. Over half of these workers are aged 30 to 54. The demographic characteristics of Prince George's County residents commuting outside the County for work are similar to those commuting into the County, although these commuters work in the Healthcare Industry. Lightcast 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." Lightcast notes that their jobs and commuting data does not match the Census' OnTheMap data, due to a difference in methodology.

According to the Prince George's County State of the Workforce Report and Lightcast proprietary data, the types of jobs Prince George's County residents are seeking outside of the County 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 Lightcast 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. Comparatively, the top occupations of people commuting into the area for work 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.

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 jurisdiction are very complex, and one simple explanation or template justification or solution will not move the County forward.

### **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. Poverty levels within the county are similar to those nationwide (11.5% in Prince George's County compared to 11.6% nationwide).

### **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 higher 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 in hard skills and certifications. Certified Nursing Assistants (CNAs), Certified Medical Assistants (CMAs), and Patient Care Technicians (PCTs) 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 a 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 and low testing scores.
- 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 that every employer needs.

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.

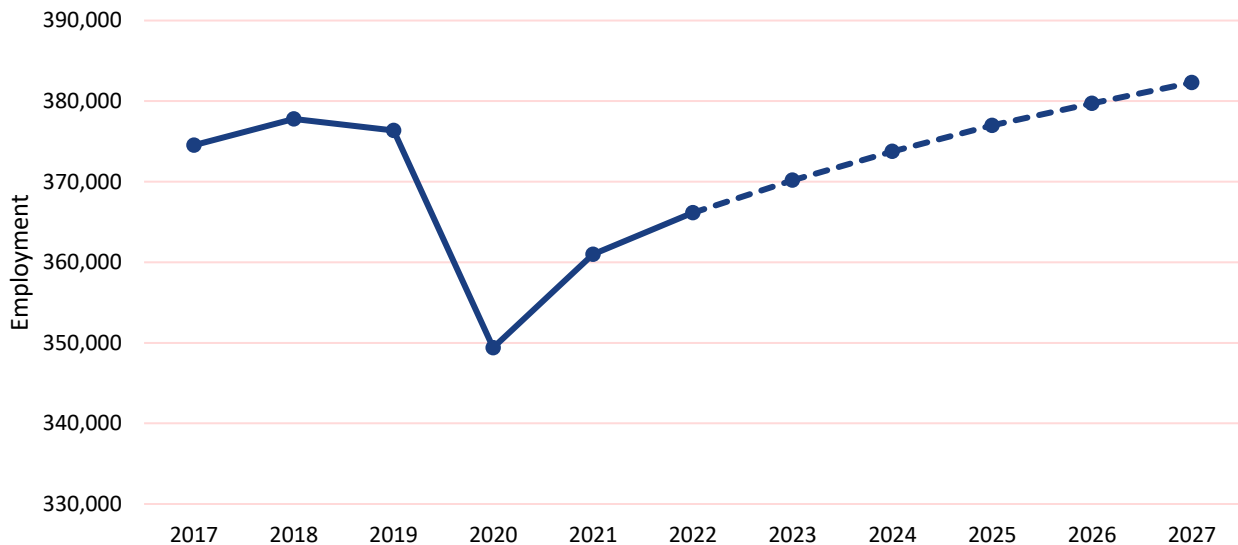
**B. An analysis of the workforce in the Local Area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the Local Area, including individuals with barriers to employment.**

The total labor force in Prince George's Count is 546,421 people, about 17% of the labor force in the state of Maryland. Employment in Prince George's County has decreased since 2017 due to the Covid-19 pandemic, reaching a low in 2020. However, employment has grown since then, a trend that is projected to continue for the next five years, reaching a total projected employment of 382,297 workers in 2027.

As employment fell, the unemployment rate increased, reaching a high of 12.0% in May of 2020. The unemployment rate has fallen since then and is now at pre-pandemic levels.

One lasting effect of the pandemic has been the decrease in the labor force participation rate, or the percentage of the population that is either employed or unemployed and looking for work. In 2019, the labor force participation rate in Prince George's County was over 72.27%. As of December 2022, the labor force participation rate was 64.29%, an almost 8 percentage point decrease in three years.

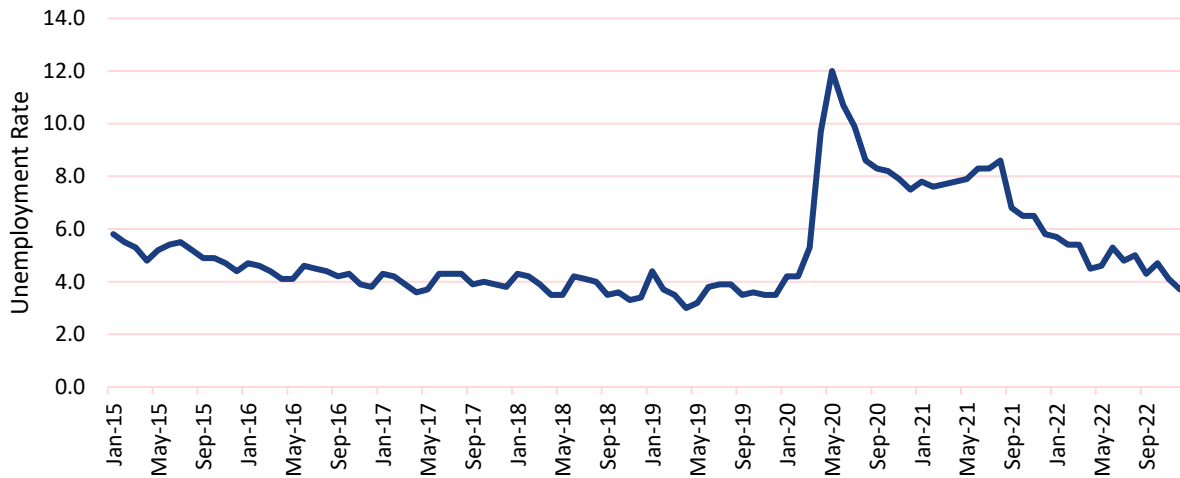
Figure 2.6: Prince George's County employment, 2017 to 2027 (projected).



Source: Lightcast 2023.1.

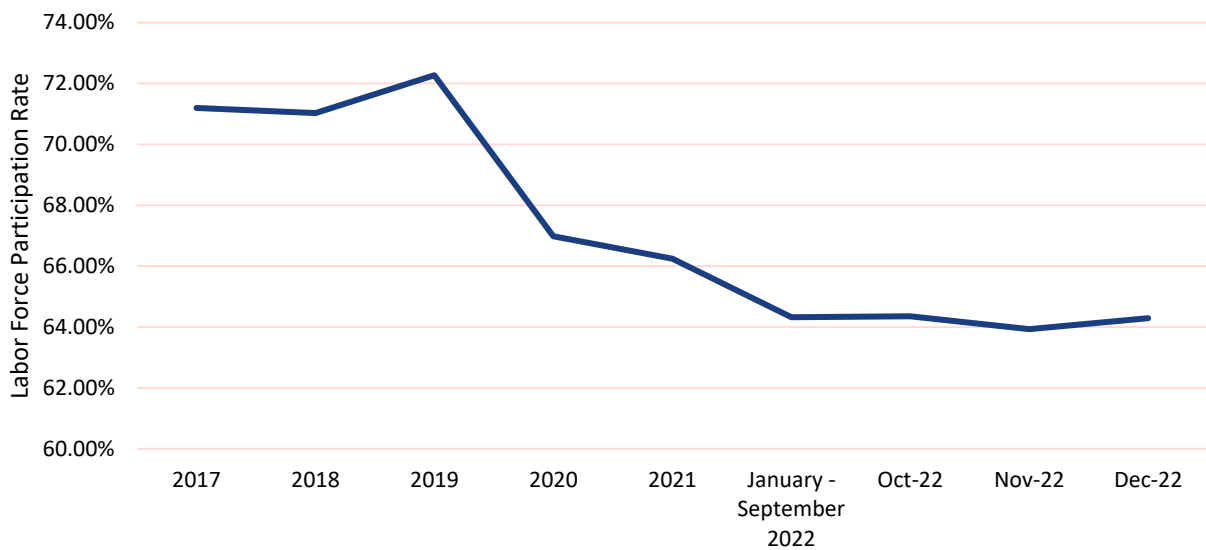
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Figure 2.7: Monthly unemployment in Prince George's County, not seasonally adjusted.



Source: Bureau of Labor Statistics Local Area Unemployment Statistics

Figure 2.8: Labor force participation rate in Prince George's County, 2017 to December 2022.



Source: Lightcast 2023.1

In Prince George's County, 60.6% of the civilian non-institutionalized population 16 and over were employed, while 3.7% were unemployed; 35.7% were not currently in the labor force.<sup>6</sup> Census Bureau data provide more context into the type of employment that individuals have. An estimated 69.1% of the people employed were private wage and salary workers. 25.8% were federal, state, or local government workers and 5.1% were self-employed in their own (not incorporated) business or unpaid family workers.

<sup>6</sup> Source: Lightcast 2023.1.

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Table 2.5: Prince George's County workers by class of worker.

Class of worker	Number	Percent
Private wage and salary workers	347,265	69.1%
Federal, state, or local government workers	129,769	25.8%
Self-employed workers in own not incorporated business workers and unpaid family workers	25,807	5.1%

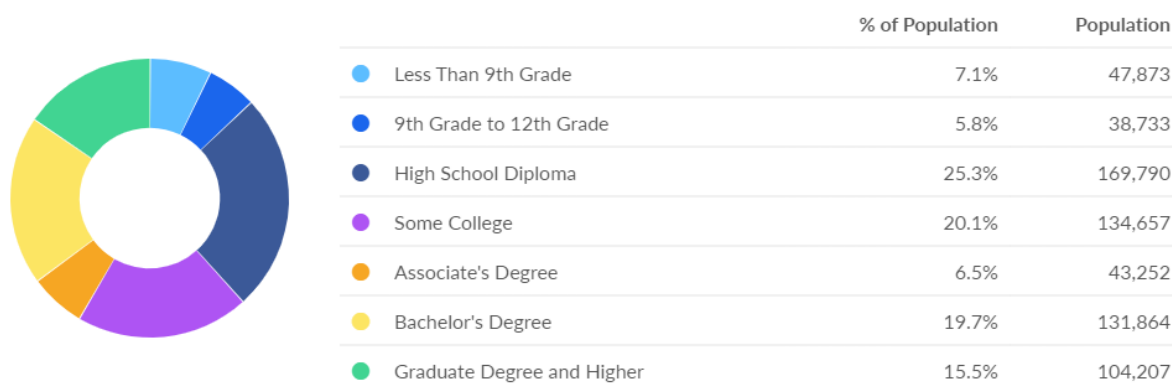
Source: 2021 American Community Survey 5-Year Estimates.

In regards to educational attainment, 19.7% of Prince George's County residents hold a bachelor's degree, 1.1% below the national average. 6.5% hold an associate degree, 2.4% below the national average. The education pipeline has grown over the past five years, with over 30,000 individuals graduating in 2021 alone.

Figure 2.9: Prince George's County educational attainment.

### Educational Attainment

Concerning educational attainment, 19.7% of Prince George's County, MD residents possess a Bachelor's Degree (1.1% below the national average), and 6.5% hold an Associate's Degree (2.4% below the national average).

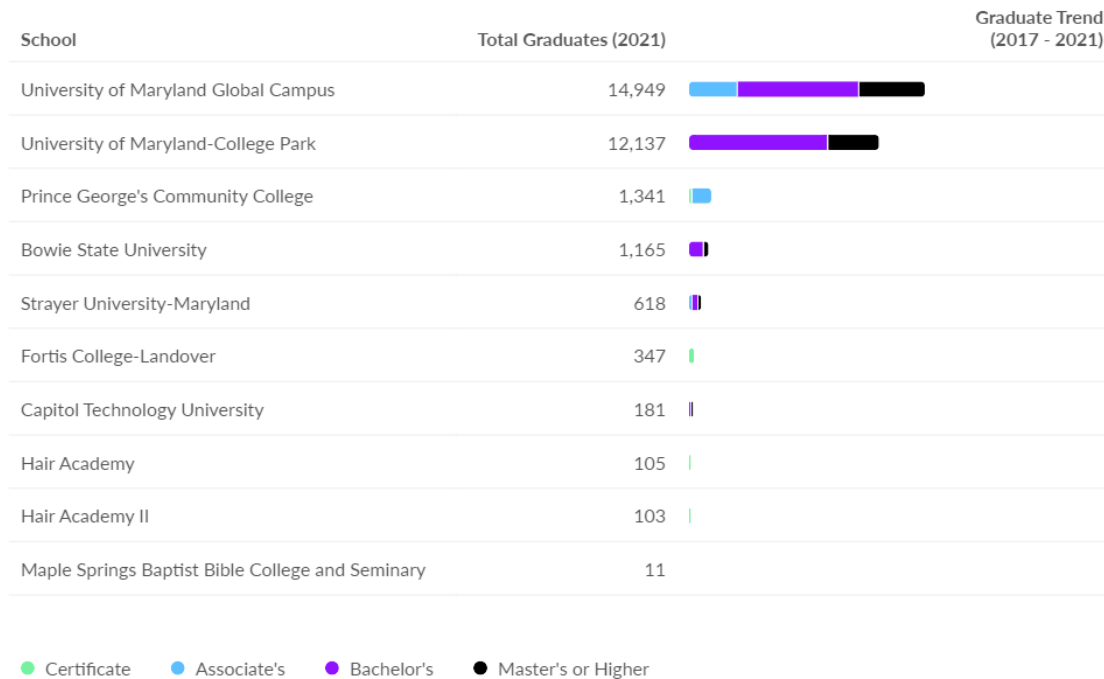


Source: Lightcast 2023.1

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Figure 2.10: Prince George's County education pipeline.

In 2021, there were 30,957 graduates in Prince George's County, MD. This pipeline has grown by 16% over the last 5 years. The highest share of these graduates come from "Business Administration and Management, General" (Master's or Higher), "Liberal Arts and Sciences, General Studies and Humanities, Other" (Associate's), and "Information Science/Studies" (Bachelor's).



Source: Lightcast 2023.1

### **Individuals with Barriers to Employment**

#### **Immigrants, Refugees, Asylees, and Language Learners**

Over 200,000 Prince George's County residents are immigrants, the majority of whom have emigrated from Latin America. Further, over 250,000 Prince George's County residents speak a language other than English at home, with 13.0% reporting that they speak English less than "very well." Common barriers to employment include:

- Language
- Identification documents
- Cultural literacy
- Trauma and mental health issues
- Lack of training and education or credential transfer
- Employer exploitation

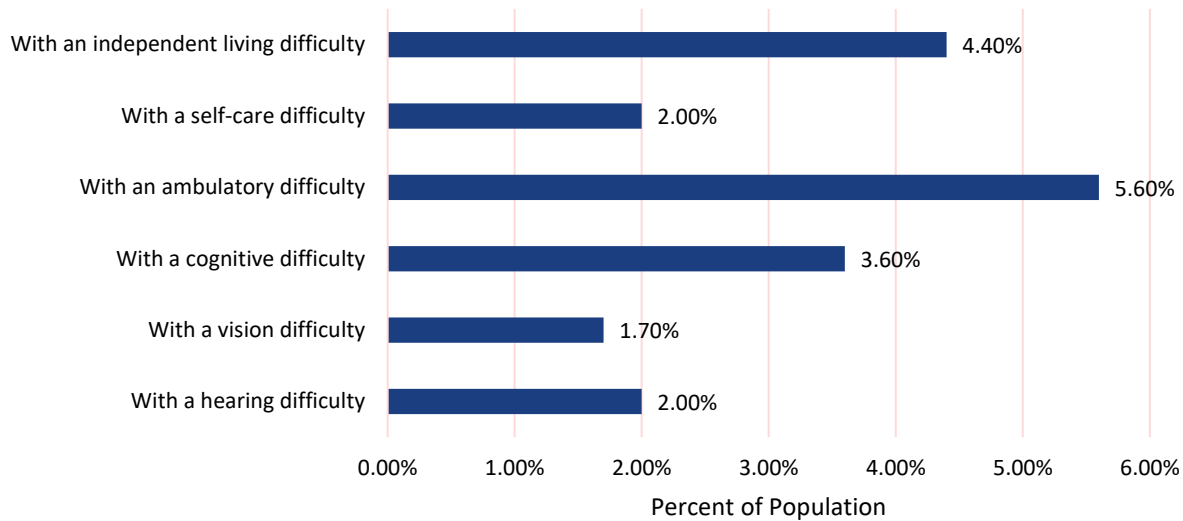
Recognizing these barriers to employment for these individuals, the WDB has developed a Career Pathways for All subplan as part of this 2023-2024 Local Plan Update, which is included as an attachment. As part of this work, the WDB has identified partners and existing programming, as well as developing short-term and long-goals to deliver quality services for immigrants, refugees, asylees, and language learners in Prince George's County.

#### **Individuals with Disabilities**



In Prince George's County, 9.8% of the population reported living with a disability in 2021. This increased with age, as older residents were more likely to report having a disability than younger residents.

Figure 2.11: Types of Disabilities in Prince George's County, 2021.



Source: 2021 American Community Survey 5-Year Estimates.

### Justice-Involved

Between FY 2016 and FY 2021, 2,143 Prince George's County residents were released from Maryland Department of Corrections custody, an average of 357 individuals per year. In FY 2021, 286 Prince George's County residents were released. Justice-involved individuals often experience a number of barriers to employment, including:

- Housing insecurity and homelessness
- Criminal background checks
- Underdeveloped soft skills (employability skills)
- Trauma and mental health challenges
- Lack of training and education
- Legal barriers

To best assist these individuals, the WDB has created a Justice Involved Subplan as part of this 2023-2024 Local Plan Update which is included as an attachment. This identifies partners and existing programming for this work, as well as identifying short-term and long-term goals, to ensure the continual improvement of service delivery for these individuals.

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

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

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the County's career center from the Prince George's County One Stop to American Job Center Largo. In PY21/FY22, the WDB opened American Job Center National Harbor. The central point of service delivery of the AJCCN are the county's American Job Centers.

Table 2.6: 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 2.7: Prince George's County Comprehensive American Job Center Partners

American Job Center 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 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's 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 innovative 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, Adams and Associates, Inc. (d.b.a. Achieve Workforce Academy), and Eckerd Connects. In accordance with the AJCCN branding, the WDB converted one of its WIOA Title I Youth Out-of-School Youth (OSY) provider contracts to be a one-stop operator and WIOA Title I Career Services Provider for the region's first Youth Career Center (satellite center). The current contractor for the Youth Career Center is Eckerd Connects. Eckerd Connects' programming at the Youth Career Center is designed to put young adults, ages 18 – 24, on the fast track to their careers. The Youth Career Center creates individualized career pathways for each participant to increase their employability skills, as well as connecting participants to and providing in-house trainings to earn national certifications. Moreover, 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.



The WDB has contracted with a second WIOA Title I OSY Career Services Provider, Adams and Associates, Inc. (d.b.a. Achieve Workforce Academy), to provide Prince George's County youth ages 18 to 24 with academic, vocational, and career readiness training. Included in their services is the development of individualized service strategies, job readiness training, enrollment in GED and/or occupational training services, and paid work experience. To qualify, youth must be facing at least one of the following barriers:

- School dropout
- Basic skills deficient
- English language learner
- Justice-involved
- Homeless individual or runaway
- In foster care or aged out of foster care
- Pregnant or parenting
- Individual with a disability
- Individual who requires additional assistance

Adams and Associates also provides supportive services, such as transportation, childcare, uniforms or work attire, need-related payments, and educational testing, as well as six months of follow-up services.

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 young adults, ages 18-24 years old 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 through a earn while you learn model. Each participant receives career readiness training, career coaching, and an option of choosing an occupational skills training track or work-based learning track. Program perks include: scholarships for driving school and occupational skills training, financial support for transportation, professional attire, and technology. This program is a partnership with the Prince George's County Local Management Board, staffed by the Prince George's County Department of Family Services.

EPG's Youth Services Department also operates the Youth Career Connections (YCC) program. The YCC program aims to engage and enroll graduating seniors from the Prince George's County Public Schools (PGCPS) Career and Technical Education (CTE) program into its initiative. The YCC program intends to expose students to local market information, job opportunities and link them with their preferred career pathway. The program will provide leadership development, paid work experience, career exploration, and career readiness training conducted by industry professionals. Students will be subjected to career interest assessments, basic skills assessments, and career readiness assessments. Students also participate in industry focused behind the scenes business tour field trips and leadership development activities. The primary objective of the program is to place PGCPs high school graduates into full-time employment, workforce programs, or occupational skills training aligned with their career pathway before or after graduation. Program perks include driving school, occupational skills training scholarships, financial support for transportation, professional attire, and technology.

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 is 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 <https://pgcajc.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 is captured in the Individual Employment Plan (IEP) which uses the job seeker's 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 moved 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 provide business services in the AJCCN agreed to, are included, and contributed to the development of the Business Services Plan.

The AJCCN has now served over 4,000 businesses. The AJCCN's Business Services Team is consistently expanding its capacity to meet the needs of the Prince George's County economy. This team continues to grow and evolve to meet the projected increased opportunities and efficiently connect those opportunities to job-ready graduates of programs offered by AJCCN partners.

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 area's greatest achievements since 2018, and an area with great opportunity, is EPG's Industry Bridge Programs. In 2017, the WDB and EPG partnered to launch its first Industry Bridge Programs in Prince George's County, which are sector-specific programs. Since then, seven Industry Bridge Programs have been launched, with six being active, with all of them being aligned with in-demand industries in Prince George's County and the Capital Region.

Table 2.8: 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
Educational Partnership for IT Careers	EPIC	Information Technology & Cyber Security
Hospitality & Accommodation Institute	HAI	Food and Beverage Manufacturing, Recreation, Hospitality and Accommodation
Professional Services Institute	PSI	Professional, Scientific & Technical Services



Transportation and Logistics Consortium	TALC	Transportation, Distribution & Logistics
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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, and creating and operating programming to best prepare residents and businesses 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 to 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 greater Prince George's County area, ensuring 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 employers 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 develop a talent pipeline for the County's in-demand industries, but the Industry Bridge Programs will also increase the education levels of Prince George's County residents. The Transportation and Logistics Consortium Industry Bridge Program, which was in development at the time of the Local Plan, has since been launched, with the goal of training 25,000 individuals for jobs in transportation, distribution and logistics by the end of 2025.

**Identified areas of strength in our local system include:**

- Established relationships with 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 educational institutions, training providers, labor organizations, associations, etc.
- Sector-based partnerships that meet the needs of both businesses and job seekers.



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- 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 number 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, the WDB Committees, and WDB Sub-committees.

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

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

In 2018, the WDB decided that the strategic priorities were overarching and needed 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 area services providers in building programs that meet the needs of job seekers and businesses 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, upskill, and connect all job seekers, including youth, individuals with severe barriers, and job seekers with minimal barriers, to employment. Below is an update 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](http://www.PGCAJC.com).
2. **Build a strong network of partners (Completed)** – The WDB has successfully launched the AJCCN and increased its membership to over 150 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 developed its WIOA Title I Career Services Providers, leading to all of the WDB's WIOA Title I Career Service Providers 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) and increased the occupancy of the American Job Center Largo to 114%. This has led to the WDB expanding its operations by opening the American Job Center National Harbor, potentially growing the Youth Career Center to be an official satellite job center, and launching an American Job Center mobile unit.
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 number of partners operating within American Job Center Largo, created a new American Job Center, grown the AJCCN to exceed 150 members, serving 200,000 job seekers and 4,000 businesses annually.
7. **Assist the local workforce areas services providers build programs that meet the needs of job seekers and businesses 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, which has since been launched.
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](http://www.PGCAJC.com), posting all of its policies on the website, developing and posting strategy documents on the website, expediting the WDB's Local Training Provider List policies and posting them 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 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 number of members utilizing a consultative approach to business services, and allow these efforts to increase the number of businesses receiving services through 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 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 number 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 with its WIOA Title I Career Services Providers to enhance their existing programming to ensure the programs and services develop a job seeker's skills and qualifications to ensure they align with the needs of employers. By diversifying the WDB's funding, and 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 of American Job Center partners are aware of training providers and trainings eligible for tuition assistance. 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 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 plans to increase the earning capacity of Maryland's workforce system customers, specifically the customers in Prince George's County, by eliminating barriers to employment through the development of 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's allocation of WIOA Title I funds has been volatile, increasing one year then declining the next. With 2021 funds allocated 13% less than 2016 funds, 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 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 American Job Centers. In 2016, the American Job Center Largo saw about 16,000 visitors. In PY19/FY20, that number increased to over 25,000 job seekers and 1,600 businesses served. Since then, the American Job Center Community Network has continued to grow and currently serves over 200,000 job seekers and 4,000 businesses annually among all of its.

The Prince George's County Local Workforce Development Area's Comprehensive American Job Center's increase in job seekers and businesses served isn't connected to the area's unemployment rate as the 2016 unemployment rate was 4.47% and continued to drop, reaching 3.5% prior to Prince George's County executing maximum social distancing requirements on March 16, 2020. While it spiked to 12.0% during the pandemic, it has since fallen to 3.7%. The increase in job seekers and business serving partners is truly amazing, given the short time span and the temporary Covid-related closure of the American Job Center Largo. The WDB has concluded that the increase in job seekers and businesses trafficking the AJCCN is due to an increase in EPG's outreach and community engagement efforts, and an underlying need for workforce development in Prince George's County that is commonly missed.

In 2018, the WDB agreed that the County's workforce development strategy needed to be updated to address the increased demand for 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 ensuring the workforce system had the capacity to meet the demand from job seekers and businesses. 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. AJCCN members have also collaborated with various community partners to carry out core programs. Through this work, the AJCCN has been able 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. This new method provides an increased focus on partnership, integration, and leveraging local area resources, allowing the AJCCN to maximize positive impact on the local economy and optimize federal performance outcomes. As referenced earlier in the plan, the WDB has created a tiered membership model for the AJCCN.

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Table 3.1: American Job Center Community Network Tiered Membership Model

Tier	Group	Description
1	<b>Service Provider / Affiliated Site</b> – 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	<b>Access Point</b> – 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	<b>General Member</b> – 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 (see below), 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.



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Table 3.2: 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	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

**AJCCN  
members  
receive the  
following  
benefits:**

Training on, and how to utilize, the Maryland Workforce Exchange

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

Access to the AJCCN's SkillUp Portal 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

The AJCCN's 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 mission aligns with the mission of WDB and the mission of AJCCN.

EPG, as the operator of the AJCCN, catalogs all AJCCN members and provides AJCCN member information to the One Stop Operator for use in the County's American Job Centers and coordination amongst other members.

EPG 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

- 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

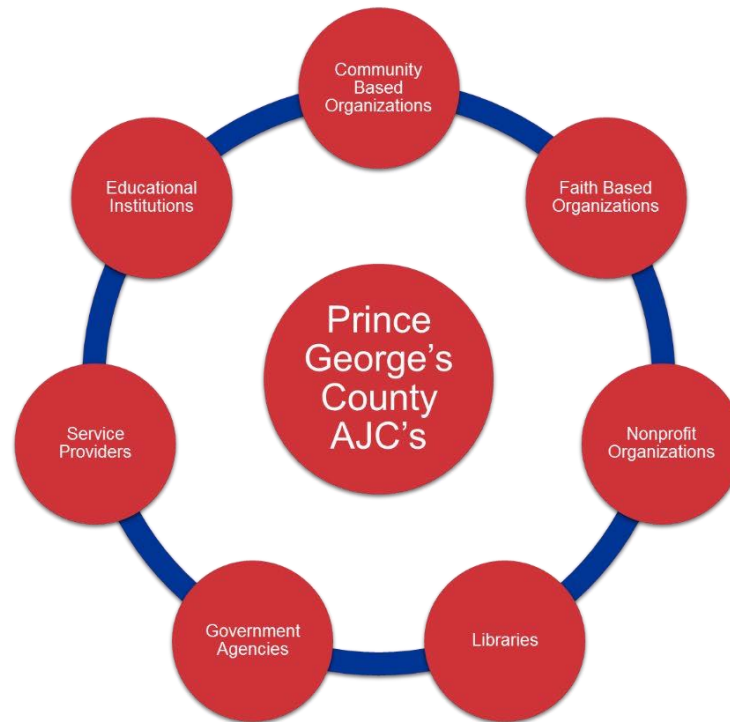
**B. A description of the workforce development system in the Local Area that identifies the programs that are included in that system and how the Local Board will work with the entities carrying out workforce development programs identified in the State Plan. The description should also include how 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 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 tiered 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.

*Figure 3.1: Prince George's County American Job Center Community Network*



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 oversees the County's integrated service delivery approach, the AJCCN. Under the guidance of the WDB, Eckerd serves as the OSO for the Prince George's County Comprehensive American Job Centers. 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. 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.

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

- National Association of Workforce Boards

- United States Workforce Alliance
- Maryland Workforce Association

As required by the Carl D. Perkins Career and Technical Education (CTE) Act of 2006, Prince George's Community College functions as the county's primary post-secondary career technical education provider. 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 the alignment of program offerings 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 trainings.

**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 **network**. 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, structured 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 impacted by the Covid-19 pandemic.
4. Veterans Career Connections (VCC) – Serving Veterans, Transitioning Service Members, and their spouses.
5. ENCORE - Experienced workers over age 50.

**Industry Bridge Programs** are programs that have a singular focus on 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 employers 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.)

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
6. 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 hosts events, engages 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 communication that allows stakeholders 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 programming, including EPG and the WDB's competitively procured youth service providers, Adams and Associates (Achieve Workforce Academy) 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 are provided to WIOA Title I participants through EPG.

Prince George's Community College 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 expanded its Career Pathways for All program (CPFA) in PY21/FY22. Due to the expansion of CPFA, the partnership and WIOA Title II services have grown throughout the AJCCN. The WDB is also working with EPG and the OSO to co-locate 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 trainings.

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, and continuously engaging career seekers through the promotion of workshops and related service activities.

**Job for Veterans State Grant (JVSG)** programming is delivered at 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. LVERs 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 in preparing, securing, and retaining 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.

**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 while preparing program participants for independence through work. TANF programming is delivered at many locations throughout Prince George's County, including American Job Center. American Job Center Largo partners and AJCCN members consistently partner with DSS to 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 third-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 a huge asset to the AJCCN. MLA receives tons of referrals from AJCCN partners and refers many participants to AJCCN partners; the referrals and the services delivered by MLA help to remove barriers for Prince George's County's job seekers. MLA's principal partnership, 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 in reading and writing in English, along with securing a high school credential recognized in America.

Additionally, IRC's workforce development focuses on assisting their participants to 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

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County Local Workforce Development Area Local Integrated Public Workforce System Plan. However, for the 2020-2024 plan, the WDB changed the goal and the process for 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 plan has been drafted to be a plan for the entire Prince George's County Public Workforce System and AJCCN.

In the spirit of the WDB's intent and purpose of creating a strategic document in 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, the 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 area's core partner front-line leaders drafted a portion of this plan, with less of the writing being done by the WDB staff. During the plan modification process, those partners were re-engaged to review the plan and provide insights into what progress had been made and policy or procedure changes that affect coordination and partnership.

Additionally, the WDB added its first official, and comprehensive, AJCCN Business Services Subplan 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 Subplan, the WDB has developed an AJCCN Career Pathways for All Subplan, as well as an AJCCN Justice-Involved Subplan, attached to the 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan Update.

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;
- b. To support a local workforce development system that meets the needs of businesses in the Local Area;
- c. To better coordinate workforce development programs and economic development; and
- d. To strengthen linkages between the AJC delivery system and Unemployment Insurance programs

See Prince George's County Local Workforce Development Area Business Services Plan 2020 – 2024 Update. Additionally, the WDB is implementing 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 job seekers 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 more are posted on the AJCCN website, on the WDB's tab, <https://pgcajc.com/workforce-board/>.

At WDB public meetings, all guests, including job seekers, are able to engage the Board. Additionally, twice per year, EPG provides the WDB with 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 hosts events open to the public that allows the community to engage and influence decisions made by the WDB.

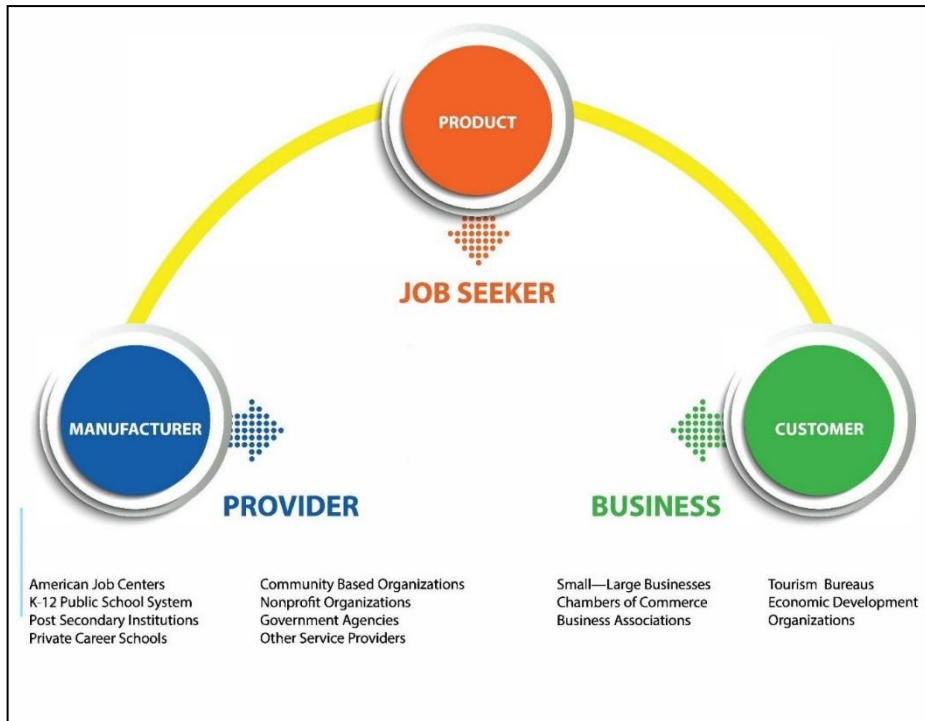
**G. A description regarding the implementation of initiatives designed to meet the needs of businesses in support of the strategy described in Section 1, including, where applicable:**

- EARN Maryland,
- Pre-apprenticeship and Registered Apprenticeship,
- Incumbent worker training programs,
- On-the-job training programs,
- Customized training programs,
- Industry and sector strategies,
- Integrated education and training,
- Career pathways initiatives,
- Utilization of effective business intermediaries, and
- Other business services and strategies

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.

Figure 3.2: Workforce Development Framework



The WDB takes an active role in learning, advancing, and shaping initiatives outside the specific charge of WIOA, but integrally pertinent to the progression of the public workforce system. The WDB accomplishes this by inviting businesses, representatives of the business community, 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 lead 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, particularly through its active Business Advisory Councils (BACs). These ensure that the AJCCN will support job seekers as they identify and travel along a career pathway. BACs foster strong industry partnerships that will inform and drive the building of career pathways, which include decision-making regarding trainings and other skills enhancement models; and lead to work and learn opportunities, and ultimately to unsubsidized employment.

The first step to an employer-driven approach is the creation of a career readiness standard across the County. January of 2017 marked the first step in this process as the WSD worked with local area businesses and the WDB's Business Committee to create career readiness goals and a universal career readiness assessment. The career readiness training, standardization of the training, and 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 workforce 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.

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 with economic development activities for the Local Area, and promote entrepreneurial skills training and microenterprise services.**

As seen in Figure 3.3, Prince George's County is home to 30,616 businesses. Of the more than 30,000 businesses in Prince George's County, 29,648 are small businesses with less than 50 employees, or 97% of the total amount of businesses in Prince George's County. Using the Organization for Economic Cooperation and Development (OECD)'s definition of microenterprise, a business with fewer than 10 employees, Prince George's County is home to 20,470 microenterprises, or 67% of the total amount of businesses in Prince George's County. Because most of the businesses in Prince George's County are small, the WDB has established one of its 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.



Figure 3.3: Prince George's County business characteristics.

#### Business Size



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

Source: Lightcast 2023.1

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 Subplan in this 2020 – 2024 Prince George's County Local Workforce Development Area Local Integrated Public Workforce System Plan Update. 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 processes, communicate, and collaborate. The WDB efforts will continuously add additional AJCCN partners who serve businesses and add resources 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 Memorandum of Understanding (MOU) and an accompanying Resource Sharing Agreement (RSA) for every comprehensive and affiliated American Job Center in Prince George's County. The WDB and its partners update its 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 service 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 that offer entrepreneurial skills training and microenterprise services have been added to the AJCCN as members, and partners, in our local workforce system:



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

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](#)

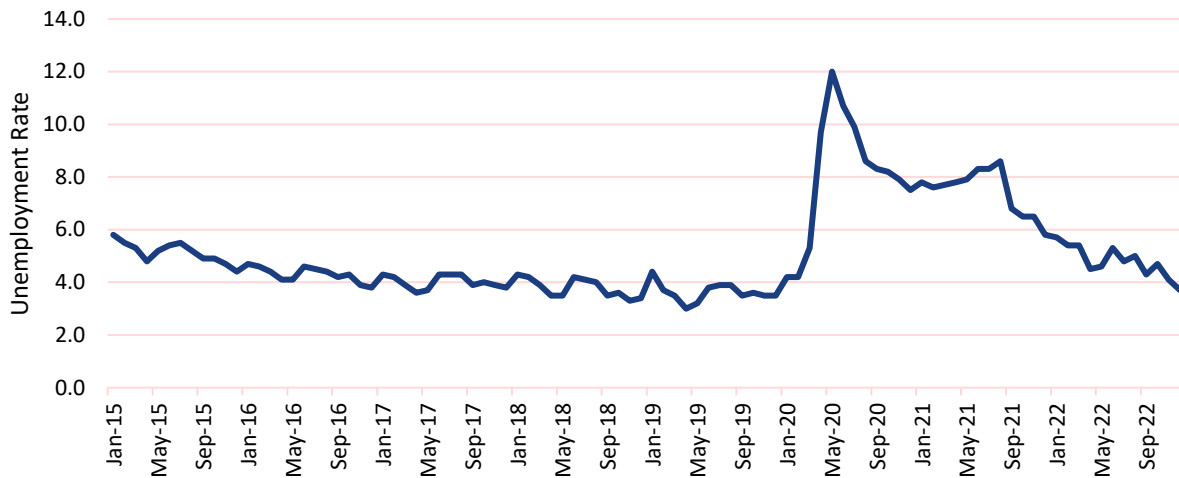
Lastly, the Board is aware of successful youth-related introductory entrepreneurship programs that could be considered as part of the research to address these areas. Working regionally, the WDB is dedicated to partnering with the workforce areas in the Capital Region and those in our neighboring workforce 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 job seekers. Types of supportive services include, but are not limited to:**

- Assistance obtaining a driver's license;
- Transportation assistance;
- Uniforms, tools, and related equipment;
- Child or dependent care;
- Union initiation fees; and,
- Clothing for interviews and job fairs.

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 Figure 3.4, prior to the recession caused by the pandemic in 2020, Prince George's County was seeing a consistent decline in unemployment rates, with a low of 3.5% in December of 2019.

Figure 3.4: Prince George's County Unemployment Rate, January 2015 to December 2022 (not seasonally adjusted).



Source: US Bureau of Labor Statistics Local Area Unemployment Statistics

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 the unemployment rate rising to a high of 12.0% in May of 2020, the WDB felt that many of the individuals who were initially unemployed were many skilled and qualified workers that did not require substantive assistance to regain employment. Since then, the unemployment rate has continued to fall, reaching 3.7% in December 2022. With the low unemployment rate, workers who remain unemployed likely require substantive services and support to regain or secure employment, including some provision of supportive services. Additionally, services in a post-pandemic 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 post-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, including 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 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 MOUs outside of the American Job Center MOUs and RSAs, 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.

Included 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 County'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 is 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

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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*)
- Medical Insurance Assistance
- Family Reunification Services

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 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, and 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 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 in decisions regarding the type and content of training activities.**

As mentioned routinely throughout this plan, the WDB is committed to engaging employers and has identified employers/businesses as the workforce development system's customers. 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 Figure 3.5, the three stakeholders in effective workforce development systems are job seekers, 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.

*Figure 3.5: 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.

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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 of 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 its WIOA Title I Career Service Providers. Under 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 Program 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 employers, as customers of the workforce system, and 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 in the past.

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 six 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
6. Transportation and Logistics Consortium (TALC) – Preparing job seekers for careers in the Transportation, Distribution, Logistics and Warehousing Industries/Sectors. At the time of the Local Plan, this program was still under development. It has since been launched, in collaboration with Prologis, with the goal of training 25,000 individuals for in-demand jobs in transportation, distribution and logistics by the end of 2025.

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.

EPG, in partnership with the WDB, various AJCCN members, multiple local workforce development areas, and local workforce development boards, has launched 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 businesses 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 Apprenticeships, and creating new Registered Apprenticeships, which 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. TAWS works 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 the development, delivery, management, and all aspects of technical support for apprenticeships. TA also has a suite 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 discussing 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](#), are 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 AJCs 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 4.1 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: 8:00 AM to 4:00 PM Friday: 8:00 AM to 2:00 PM
American Job Center National Harbor (Satellite)	6800 Oxon Hill Road, Suite 298, National Harbor, MD 20745	Phone: (301) 968-1658	Monday-Thursday: 8:30 AM to 5:00 PM Friday: 8:30 AM to 2:00 PM
Youth Career Center	5001 Silverhill Road, Suite 310, Hillcrest Heights, MD 20746	Phone: (301) 316-9812	Monday-Friday: 8:30 AM to 5:00 PM

**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 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 and are quickly connected to the appropriate partner, with the ability to simply navigate 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 (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 job seekers, 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 a kiosk and is in the process of implementing digital check-ins for returning American Job Center customers to increase the efficiency of front desk operations and of customers entering an 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 the results of the assessment, the 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 information, using social media in a job search, and 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 assessments as the foundation for the development of a customer's Individual Employment Plan (IEP) or Individual Service Strategy (ISS). IEPs and ISSs 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 include 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 are 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 the 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 the 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 the 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. ISSs are required to be developed on an “individualized” basis. ISSs must include:

- Educational background and work history including special skills, hobbies, interests, 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 and/or post-secondary 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, the customer acknowledges 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 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 services 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 determine 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, letters, 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 credentials. 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. Non-covered 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 a 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, Apprenticeships, 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, Apprenticeships, 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 institutions, military, and apprenticeship programs) is also acceptable, but must be documented in the participant's case notes and reflected in MWE outcomes.

For adults, dislocated workers, 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 quarter 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, the 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 of 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 Local 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. 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 that is open to public, private, nonprofit, and consortiums comprised of three (3) entities or more.

Organizations applying to be the WDB's OSO must disclose any potential conflicts of interest arising from the relationships with existing AJCCN members. Prince George's County OSOs 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 OSOs must comply with federal regulations and procurement policies related to the 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 an 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 job seekers. 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 150 members and is working to continue to increase its membership.

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 a 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 processes are inclusive of all providers, including training and service.

Related to occupational skills training, the WDB invests 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, which 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 Maryland 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](http://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 increasing training providers on the MD Labor ETPL and the WDB's LTPL. Partnerships, to a great extent, are displayed through various educational entities being represented on the WDB, the WDB's standing committees, and 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 to 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 their 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 the 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 benchmarks and standards around credentials, service provisions, and 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, follows up on resolving findings, and submits 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 955,306, 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 the goals of the WDB transitioning its public workforce system to the AJCCN was increasing access to services. The AJCCN's 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 seekers in utilizing MWE and accessing free training to provide career readiness training. Lastly, by the WDB sourcing 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 launched an online portal acting as a virtual career center. In PY 22, a new system was procured and launched. Workforce Compass, developed by Future Fit AI is available to all job seekers at <https://pgccareers.com>. Features of the virtual career center are:

- Integration with the AJCCN website, [www.pgcajc.com](http://www.pgcajc.com), and EPG website, [www.employpg.org](http://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 begin 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)
- 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

Additionally, the WDB engages 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](http://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 courses 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 engage 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" that 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 the hiring room is tracked and available to the provider and company.
- Allows providers to host events that 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. The WDB is developing a virtual AJCCN portal for all members to communicate.

Launching Spring 2023, Prince George's County American Job Center Mobile Unit brings the career and workforce development resources of an American Job Center to the doorsteps of community and faith-based organizations, businesses, or the community. Equipped with Wi-Fi, multiple computer stations, and a full-time staff member, the mobile unit will assist with connecting individuals with jobs, conducting hiring events or job fairs, and connecting the community to much-needed resources.

**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 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 its 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 its 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 training that leads 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 an employer or group of employers to employ an individual upon successful completion of the training
- Pre-apprenticeship and Apprenticeship
- 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 ITAs to meet the specific needs of 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.**

*Note: Priority of service for the WIOA Title I Adult Program must be provided in the following order:*

- *First, to veterans and eligible spouses (who also are included in the groups given statutory priority for WIOA adult formula funds). This means that veterans and eligible spouses who also are 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.*
- *Second, to non-covered persons (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.*
- *Third, to veterans and eligible spouses who are not included in WIOA's priority groups.*
- *Fourth, to any other populations identified by the Governor or Local Board for priority.*
- *Last, to non-covered persons outside the groups given priority under WIOA.*

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 4.2: 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	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 the 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 4.3: Prince George's County Targeted Populations

Targeted Populations
Veterans & Eligible Spouses
Individuals who do not have a high school 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 Workforce Innovation and Opportunity Act requires priority to “public benefits recipients, other low-income individuals, and individuals who are basic skills deficient” when providing career and training services using WIOA Title I Adult funds. Priority of service status is established during eligibility determination and does not change during participation. The WIOA adult funding priority of service doesn’t affect or negate the priority of service provided to veterans and eligible spouses. Veterans and eligible spouses continue to receive priority of service among all eligible individuals. The WDB outlines WIOA Priority Service in Policy [1.4000.100.26](#).

#### **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 to allocate funding for Incumbent Worker Training and encourages Incumbent Workforce Training as a tool for AJCCN members to use 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 includes Incumbent Worker Training in its Employer Hiring Incentive Policy [1.4000.100.034](#).

#### **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 Integrity & Data Administration (PIDA), which 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 training for the staff of American Job Center partners. The cost for professional development is included in the OSO's competitively procured contract.

The Equal Opportunity Officer (EO) attempts to resolve inquiries/complaints by speaking to customers, by telephone or e-mail, by contacting the American Job 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. The EO Officer maintains a detailed log documenting each inquiry or complaint received and the status of each one.

## 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 Adams and Associates, Inc. dba Achieve Workforce Academy (AWA) and Eckerd Connects. Additional WIOA Title I Providers may be procured based on the 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 5.1: 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, AWA, Eckerd Connects, DORS, & Job Corps
Career Planning & Counseling	Core Partners
Short-term prevocational services	EPG, AWA, Eckerd Connects, DORS, DSS, Easter Seals, Job Corps & YCC
Work Experience	EPG, AWA, Eckerd Connects, DORS, DSS, & Job Corps
Out-of-Area Job Search	EPG
Financial Literacy Services	EPG, AWA, Eckerd Connects & CBOs

English Language Acquisition	PGCC
Workforce Preparation	Core Partners
Occupational Skills Training	PGCC, Job Corps, Employers & ETPs
Work & Learn	EPG, AWA, Eckerd Connects & Job Corps
Programs Combining Workplace Training & Related Instruction	EPG, AWA, Eckerd Connects, DORS, Job Corps, DSS & ETPs
Training Programs Operated by Private Sector	EPG
Skill Upgrading & Retraining	ETPs & DORS
Entrepreneurship Training	EPG & CBOs
Customized Training	EPG, ETPs & 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 businesses with growing and expanding operations, the WDB is dedicated to operating a public workforce system that produces a highly skilled workforce that allows them to be competitive in a global market.

Rapid Response is a proactive 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 the 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 members. 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 the lead on Rapid Response activities and has agreed 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>.**

*Note: The age range for in-school youth is 14-21, and the age range for out-of-school youth must either align with WIOA (16-24) or should align with Maryland (18-24) but include language about exceptions to Maryland's compulsory education law. DWDAL's policy on the Title I Youth Program can be found here: <https://labor.maryland.gov/employment/mpi/mpi14-21.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, under 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, Adams and Associates, Inc. (AWA), 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 are 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 development 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, Lightcast, 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 additional funding sources (including but not limited to the 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 has 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 old with a high school diploma, with the necessary tools to become competitive in the workforce. KEYS provides career pathways guidance, occupational skills training, 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:



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- 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 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 are 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 have sufficient skills 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 careers. Eckerd's staff at the Youth Career Center assist OSY in creating an individualized career plan, within an in-demand industry, which includes increasing their employability skills, participating in occupational skills training that leads to national certifications, and gaining 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
- High school diploma or high school equivalency 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, Eckerd Connects launched 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 partnerships with CVS, MedCerts, and Fomen Nursing Assistant Training Academy to provide clinical and technical training that prepares 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

Eckerd Connects will expand its OSY programming outside of the Youth Career Center by offering services at the National Harbor AJC location. 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

Eckerd Connects will provide in-house soft skills training to all youth prior to their placement in Work Experience, OJT, or Occupational Skills Training. All youth will have access to a standardized, youth-oriented soft skills curriculum designed to provide youth with a platform for success before beginning the training services component of the program.

As part of the WIOA youth program, youth ages 18-14 with disabilities will be served through a co-enrollment partnership with the Maryland Department of Rehabilitation Services, which is co-located in the Durant Center. All youth, including those with disabilities, will receive custom-tailored basic and individualized career services, including customized Work Experience opportunities.

Eckerd Connects understands the value of providing youth with access to entrepreneurship skills and training opportunities. Through our employer partnerships, Eckerd Connects will work to provide participants who are interested in exploring entrepreneurship principles with opportunities to work alongside premier entrepreneurs in Prince George's County. Additionally, participants will be offered the opportunity to engage in a self-propelled on-site social enterprise program providing exposure to the "how-to" of starting and operating a small business.

Adams and Associates, Inc. dba Achieve Workforce Academy (AWA) implements the WIOA Title I Youth Program in Prince George's County. Adams and Associates, Inc. was founded in 1990 and has operated Title I workforce development services programs for 30+ years. Currently, it has 16 WIOA contracts throughout the U.S. Adams and Associates, Inc. primarily operates Job Corps Centers through the U.S. Department of Labor. Adams and Associates is committed to the philosophy, Every Participant Counts!

The WDB has contracted Adams and Associates, Inc. to serve Out-Of-School Youth in Prince George's County, ages 18 to 24 to high-wage careers and/or college in Prince George's County. Adams and Associates, Inc. also ensures that participating youth achieve a high school equivalency and/or an Occupational Credential that will prepare them to enter the workforce. AWA also provides paid Work Experience (WEX) opportunities to enhance the participants' work history.

Adams and Associates, Inc. offers job-readiness programs focusing on the work skills and living wage needs of low-income, multicultural youth who are not in school or employed. Job readiness training positions youth to increase their employability skills and makes them eligible to participate in work experiences. Work experiences offer stipends, extended mentorship opportunities, and lead to permanent job placement.

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. These career centers could be modified to be 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. Partners can choose between three tiers

of membership levels in the AJCCN. The membership tiers are listed below with additional details included in Section 3 (A).

- Service Provider/Affiliated Site
- Access Point
- Community Stakeholder/General Member

Prince George's County Public Schools (PGCPS), Prince George's Community College, and the University of Maryland College Park are members of the WDB and members of the AJCCN. The WDB is working with 2U, the 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 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 the available secondary and post-secondary training entities in the AJCCN. The entities will join all 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, and the release of 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 monthly 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 County 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 at 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 can increase connectivity, partnerships, and communication amongst members and between the WDB's contracted service providers.

Employ Prince George's is funding **The Employ Prince George's [Standards for Excellence Academy](#)**. The academy provides up to six nonprofits per cohort, who are presently Employ Prince George's partners, a scholarship of \$5,000.00 to participate in a two-year intensive program (2023 and 2024) to build their capacity. Organizations that participate are workforce development or workforce development-related services in Prince George's County and become a member of the [AJCCN](#) at the time of acceptance into the Academy.

Organizations are given the unique opportunity to strengthen their operations, improve transparency, ensure they operate at the highest ethical level, and **earn accreditation** as a nationally recognized **Standards for Excellence® organization**.

Specifically, participants in the Employ Prince George's Standards for Excellence Academy organizations receive the popular Maryland Nonprofits Board Excellence training program for the Board of Directors. All board members receive the Board Excellence Handbook. Participate in a nine-part Standards for Excellence training workshop. Take advantage of up to 20 hours of individual consulting on Standards for Excellence topics provided as part of the program. Receive a grant to support the organization's implementation of the practices and principles of the Standards for Excellence code.

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 members 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 developing an AJCCN portal, located on the AJCCN [website](#). The AJCCN portal will house a community forum, modeled similarly 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.

**ATLAS** is an **A**utomated **T**racking, **L**inking, and **A**rchiving **S**olution for Workforce Development.

- Customization of the kiosk by AJC to include essential registration, identifying specific services and co-located partner services.
- Badge printing that is connected to the kiosk that allows us to check people in, print badges, and track the flow of people digitally.
- Handheld scanners for In-House Recruitment/Job Fair Events to track outcomes/results.
- Utilization of electronic forms to automate data entry i.e. – Stand Up and Deliver Forms and AJCCN Membership Agreement Tiered Service Levels, etc.

**One Stop Operator portal** customization to include:

- Having each AJC with a different page.
- OSO Portal to be the portal for the entire Prince George's County Public Workforce System, branded and modeled as the Prince George's County American Job Center Community Network (AJCCN).
- Allow OSO Portal to engage the entire AJCCN, but also allow separate that are exclusive to the partners of a specific American Job Center. Viewable by specific partners of AJC.
- Kiosk data collected to be collected, stored, and viewed by specific AJC partners inside the AJC.
- Automated service tracking of key deliverables for OSO and AJCCN through the ATLAS kiosk system and/or Programs/Forms Builder usage.

The WDB believes the AJCCN and all of its components and engagements with its members will lead to the increased coordination 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 coordination, 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 regarding workforce transportation issues and solutions. The WDB is committed to ensuring that the Department of Social Services (DSS), an AJCCN member, and all 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 member, 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 the 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 priority 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 the days/times available at either Career Center.

See Section 3 (C) and Section 4 above to review the services and activities available for a 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 period based on family size. The WDB definition of self-sufficiency for a Dislocated Worker is an income level equal to or greater than 88% of their 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 broad terms: family, personal, lack of necessary skills, or financial circumstances that may affect the likelihood of the job seeker returning 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:

1. The number of jobs in the job seeker's previous industry and occupation is declining based on Labor Market Information data; or
2. 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,
3. The job seeker is dislocated from a job not on the WDB's in-demand industry list; or,
4. 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,
5. The job seeker is unable to perform the duties of the previous job due to age, ability, or disability; or,
6. The job seeker's skill set 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,
7. The job seeker's individual circumstances, family/financial, are preventing them from 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 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 the 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>.**

The 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 the initial assessment. Eligibility will be documented using the informal assessment in MWE.

**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:**

1. Tutoring, skills training and dropout prevention;
2. Alternative secondary school services;
3. Paid and unpaid work experiences;
4. Occupational skills training;
5. Leadership development opportunities;
6. Supportive services;
7. Mentoring;
8. Follow-up services;
9. Counseling;
10. Concurrent education and workforce preparation activities
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Labor Market Information (LMI); and
14. Preparing for Post-Secondary Education and training.

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
- Adams and Associates, Inc.

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

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- 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. Adams and Associates, Inc.
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 Adams and Associates, Inc.). Due to a 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. The program design includes work readiness, 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 the center is 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 they comply with Maryland's Compulsory Attendance Law. The WDB may make the decision to increase funding allocated to ISY in the future.

**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 programs/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 referrals, and integrated customer-centered service delivery, the WDB created the WIOA Strategic Partnership Workgroup to address the coordination of basic and individualized services. This workgroup ceased operations in PY20/FY21 and the WDB incorporated the group's work into 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 develop 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 the efficiency of the process.

Additionally, the WDB, through the AJC Committee, will further ensure the AJCCN is integrated and aligned by 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 County 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 Integrity & Data Administration Department (PIDA); this department transitioned with the incorporation from the Workforce Services Division to the Administrative Division for an increased firewall between EPG as a WIOA Title I Career Services Provider and EPG as the WBD's fiscal and administrative agent. PIDA was created to manage all EPG's management information systems and the performance of EPG and to 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 led to positive performance.

Working with PIDA, WIOA staff, and additional partners as designated by the MOU will contact customers monthly for one year following exit. The contact may be accomplished by email, electronic message, phone, in person, or through contact initiated by 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 to assess 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 PIDA's staff 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. 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 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 MOU entered into by the workforce development and adult learning partners;

Adult Education and workforce partners will administer the 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 the 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 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 MD Labor's policy and applicable testing guidelines as set forth by the applicable test publisher. *DWDAL's policy on assessments can be found here: <https://labor.maryland.gov/employment/mpi/mpi10-21.pdf>.*



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 currently available online, with the flexibility to resume in-person services, as necessary. WDB's vision is to co-locate 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. If there are no IELCE providers in the Local Area, the response should note how the Area refers job seekers looking for IELCE services. 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 lead 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.

The ESL Community Health Worker (CHW) IET prepares participants for the CHW exam and encourages job placement within their own communities to encourage equitable access to health and social services.

## 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 is recorded and tracked in the MWE management system and strongly supports coordination and reduces duplication of services. The Regional Business Solutions Consultant facilitates 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 Employ Prince George's strategies that provide 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 are trained on a comprehensive menu of human resources services designed to accommodate the needs of businesses 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 and 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>.**

Wagner-Peyser staff will verify monthly all job seekers that enroll as Migrant Seasonal Farm Workers in the Maryland Workforce Exchange. Verified Migrant Seasonal Farm workers will be contacted and informed of the various training, employment, and supportive services available to assist them with achieving greater economic stability. Wagner-Peyser staff and WIOA staff will work closely to achieve those goals.

Outreach Workers will be required to locate and contact MSFWs who are not being reached by the normal intake activities of the local Workforce Center to enhance the employability of MSFWs and provide supportive services.

The goals of the Outreach Program are to:

- Provide basic services where MSFWs work, live, or gather for recreational purposes;
- Inform MSFWs of the full array of services available at the Workforce Center; and
- Provide needed supportive services and referrals to other service providers.
- Conduct random, unannounced field checks to agricultural worksites where MSFWs have been placed through the intrastate (MWE) and interstate recruitment system.

The outreach worker ensures conditions are as stated on the job order and that the employer is not violating employment-related law. The outreach worker will also document and refer information to the Maryland Labor State Reemployment Program Director for processing if they see or learn of a suspected violation of Federal or State employment-related laws and will conduct Pre-Occupancy Housing Inspections.

Should MD Labor recruit and/or refer MSFWs to an agricultural employer (either intrastate or interstate) the MD Labor MSFW Outreach Worker will complete a housing inspection using ETA FORM 338 if an H2A inspection has not previously been conducted. Per Policy Issuance 2018-01, MD Labor will conduct one housing inspection, per season and per employer, for agricultural workers who were recruited by MD Labor. If the employer also hires an H2-A worker, and a housing inspection was already completed, the housing inspection requirement will be considered met unless violations are identified. If a violation is identified, staff may need to return to re-inspect the site.

**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 MD Labor State Reemployment Program Director for Prince George's County Maryland will determine who is responsible for documenting migrant and seasonal farmworker housing inspections. Right now, there are no MSFWs registered in the county. Foreign Labor Certification staff conduct H2A inspections and may inspect housing in the local area as necessary.

## 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 the 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 partners 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 the 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 processes 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 and 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 has an ABAWD/SNAP and TANF liaison to assist TANF and SNAP customers with enrollment in MWE and connecting them with WIOA-funded employment and training services as well as other support programs available at AJC.

The WDB will also put an emphasis on working with adults and their children at the same time to implement a 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 service delivery and the 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;

To increase service delivery and the 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.

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

DSS contracts with vendors to provide workforce development services to TANF recipients. The DSS staff collocated at the American Job Center Largo serves as the liaison between the Work Program vendors and the WIOA partners. This team will perform the following tasks:

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

Through the co-location of DSS staff at American Job Center Largo, DSS is able to connect TANF customers with WIOA-funded services enabling the leveraging of funding between both programs to serve the customers more efficiently. The goal is that TANF customers are enrolled in WIOA-funded training to enable them to enhance their skills, increase their earning capacity, and achieve independence.

- 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 providing employer-focused services through a single point of entry rather than through all partnering programs; and

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 the 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 County Workforce Development Board WIOA partner fair was held on May 12, 2017, with additional fairs planned in the future to keep partners engaged and jobseekers aware of resources. During the first 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 with the Prince George's County Public Workforce System operations and has been a part of 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 a 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 – SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EMPLOYMENT AND TRAINING (SNAP E&T)**

**A. How many SNAP registrants currently exist in the jurisdiction? *Note: Local Areas should work with their Local Department of Social Services for assistance in accessing this information.***

As of March 1, 2023, there are a total of 10,585 SNAP Employment and Training work registrants in Prince George's County.



**B. Describe the process the local WIOA partners utilize, or plan to utilize, to support SNAP work registrants in accessing available support and workforce development programs.**

SNAP Employment and Training work registrants who are referred to AJC or access AJC on their own will be required to or assisted with registering in the MWE system which is followed by an individual assessment to determine the appropriate programs which will lead to gainful employment. Registrants needing skills acquisition and/or credentialing will be matched with the appropriate program to acquire the necessary skills to be successful. Those that already have the skills but need job placement assistance will be prepared and matched with desired employers for placement. Their participation and activities will be tracked by the DSS employee collocated in the AJC.

**C. List the available SNAP E&T third-party partners in your local jurisdiction and describe how the third-party partners are being engaged to ensure they are aware of all workforce development programs available in the WIOA system, streamline resources, and prevent duplication of services. *Note: Local Areas should work with the Local Department of Social Services for assistance in accessing this information.***

1. Vehicles for Change
2. IT Works Learning
3. Union Kitchen

Vehicles for Change and IT Works are already on the AJC-approved training provider list and should be very familiar with the workforce development programs that are available. This notwithstanding, we plan to hold a joint meeting with all SNAP E&T third-party partners to discuss not only the WIOA programs available but also to discuss and refine our referral strategies to ensure that our SNAP E&T participants have the information that they need to enroll and are fully taking advantage of the opportunities available to be successful.

## **SECTION 11 – 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 George's 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 align 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, has spoken and met with UCAP to discuss partnerships and co-location. It has conditionally been determined, without an official WDB meeting, that UCAP will not co-locate 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 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 with 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 staff to the WDB, will have conversations with UCAP about leveraging, coordinating, and providing access to business 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 staff to the WDB, will have conversations with UCAP about 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 the 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 12 – 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 persons 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 persons 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 Veteran 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.

Veteran 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 veterans and persons eligibility will be applied as written in Maryland’s WIOA State Plan, Section 9 (review for more details on veteran and persons eligibility).

In accordance with Maryland’s State Plan, veterans and eligible persons 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 persons who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible persons 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 persons who are not included in WIOA’s priority groups.
4. Last, to non-covered persons outside the groups given priority under WIOA.

Table 12.1: 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, and/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 residents of Prince George's County Local Area and who are not veterans and do not meet the 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 desk 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, or an eligible person that they meet the criteria to be assisted by a Disabled Veteran Outreach Program (DVOP) Specialist. If the SBE customer requests to be assisted by a DVOP, they are agreeing to be case managed. Once the SBE veteran or eligible person agrees to be case managed, the AJC staff member will assist the customer in scheduling an appointment with the DVOP.
2. If the customer does not require intensive services, they are then referred to Basic Career Services resources, WIOA Title I resources, an AJC Workforce Development Specialist, or other resources 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 person 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 person 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 person.

**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 to 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 this, 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 covered persons.

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 persons to enter or reenter the civilian labor force. To receive services under the WIOA Title I Dislocated Worker Program, a Veteran or eligible person must be a dislocated worker. As defined by 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 the 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 Reemployment Program Director 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 13 – TRADE ADJUSTMENT ASSISTANCE 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 the 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:  
<https://labor.maryland.gov/employment/mpi/mpi2-22.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](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 programs 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.** *(Note: Services such as initial assessments, access to information on workshops, job search activities, inform participant of all the services and allowances available under TAA, Rapid Response, LMI, assist in securing appropriate training, monitor training progress and benchmarks, IEP, obtain credentials, follow-up, etc. may be provided by a partner program. Decisions such as the affected worker's TAA training program and training contracts need approval by state merit staff).* **Describe what your process/flow will look like.**

Partner staff in the American Job Center will be responsible for providing the initial meeting and assessments, ensuring enrollment in MWE, labor market information, and delivering Rapid Response service, if not already provided, and making 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 the TAA application in MWE, and ensuring the six criteria for training have been met, as well as creating or reviewing the participant's 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 benchmarks 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 no effect on eligibility for benefits and services under the TAA Program.

## SECTION 14 – 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 15 – SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAMS 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 Senior Community Service Employment Program (SCSEP) is a unique federally funded, aging, community service, and workforce development program, locally sponsored by Prince George's County Government, Department of Family Services, Aging and Disabilities Services Division. Funding comes from competitive grants awarded nationally by the U.S. Department of Labor (USDOL). The Center for Workforce Inclusion, Inc. (CWI) is a current grantee. CWI is headquartered in Silver Spring, Maryland and is a non-profit organization that has for nearly 60 years provided civic engagement and employment opportunities for adults 55 years of age and older. CWI monitors the SCSEP on behalf of USDOL, the grantor. It is operated under a USDOL grant in cooperation with CWI.

CWI operates SCSEP exclusively through subgrants to more than 75 local organizations and agencies in 16 states. Its subgrantees (also known as SCSEP project sponsors) include a cross-section of public agencies and local 501 (c)(3) non-profit organizations.

Prince George's County Government/Department of Family Services serves as a local project sponsor. It coordinates the SCSEP and provides a work-training and employment program to encourage and strengthen self-sufficiency for qualified job seekers, to promote useful opportunities in community service assignments for eligible unemployed workers, and to help increase the number of older persons who may enjoy the benefits of unsubsidized employment in the private and public sectors.

In Prince George's County, SCSEP serves low-income, unemployed job seekers who are age 55 or older, who have had difficulty obtaining employment. The program places them in part-time community service

assignments to assist them in developing skills and experience to facilitate their transition to unsubsidized employment, while supplementing income and providing work training, thus increasing marketability and opportunities for a smooth transition into unsubsidized employment.

Prince George's County SCSEP helps Job Seekers to develop individual employment plans (IEPs). The job seeker's goals are to:

- Hone their job skills and work experience through a "work training" experience, while providing community service.
- Continually seek employment opportunities at assigned Host Agencies or in the business community.
- Improve their living situation through paid training while connecting with their community in preparing for work.
- Pursue additional skills improvement through various programs and develop a comprehensive plan to do so.
- Obtain unsubsidized employment.

To ensure SCSEP is made available to the greatest number of eligible individuals, Prince George's County SCSEP conducts periodic reviews of community needs. These reviews help to identify potential host agencies and develop a greater variety of community service assignments for participants. Prince George's County SCSEP also reviews the State of Maryland's economic projections and impact including a review of long-term projections and employment and training opportunities for older workers in SCSEP. This review helps focus on jobs that are suitable and attainable for older workers while enrolled. Many of these jobs require low- to moderate-skill levels that can be obtained in a classroom and on the job.

To serve all age segments of the population and to make employment services beneficial to all qualified persons, Prince Georges County SCSEP takes a demand-driven approach that includes the following elements:

1. Involving Businesses: Collaborate with businesses to determine local hiring needs, design innovative initiatives and trainings that are responsive to those needs, and to get job seekers on a career path.
2. Work and Hands-on Training: working with host agencies to offer a variety of hands-on, work-based learning opportunities that create a pipeline of candidates with the experience and skills businesses require.
3. Incisive Choices: analysis of local labor market data to drive in-demand services to businesses and candidates.
4. Measuring Outcomes: continuous evaluation of training, employment, and earnings outcomes to ensure greater economic stability for the job seeker.
5. Career Progressions: collaboration with businesses and partners to design and deliver pathways that prepare job seekers to reach their full career potential.
6. Removing Roadblocks: determination and addressing systemic barriers to employment.

To improve and enhance the program over the course of this plan, Prince George's County SCSEP will focus on the following:

- Provide job skills training:

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1. Secure use of office space at the local AJC.
  2. Continued coordination of a single point of contact for SCSEP participants at the AJC.
  3. Cultivate collaboration with job training initiatives throughout the county and state.
  4. Collaborate with vocational programs within the County as well as with services for the blind and disabled.
- Provide supportive services:
    1. Enhance services for minorities in developing access to language services at the Prince George's County SCSEP office through interpreting services.
    2. Recruit culturally diverse non-profit agencies as host agencies for on-the-job training.
    3. Develop partnerships with culturally diverse community groups for supportive service and referrals.
  - Provide job development:
    1. Conduct outreach to the local economic development office.
    2. Maintain contact with hiring employers.

These actions will enhance the core efforts of Prince George's County SCSEP and guide the improvement of services. In doing so, Prince George's County SCSEP will be successful in meeting its goals.

Prince George's County SCSEP will continue to focus its recruitment efforts on individuals presenting Most-In-Need elements as defined by SCSEP:

- Disability
- Frail
- Homeless
- Limited English Proficiency
- Low Employment Prospects
- Low Literacy Skills
- Persistent Unemployment
- Severe Disability
- Severely Limited Employment Prospects
- Veteran or eligible spouse

Prince George's County SCSEP is uniquely positioned within the Department of Family Services and provides an array of services to address the needs of older workers, such as a Nutrition Program, Aging and Disability Resource Center (ADRC), Veteran's Services, the State Health Insurance Program, Medical Equipment, and Community Options Waiver Program and more.

In addition, Prince Georges County SCSEP will:

- Provide information referrals to other community resources.
- Enhance services for minorities by developing access to language services through interpreting services and material.
- Recruit culturally diverse non-profit agencies as host agencies for on-the-job training.
- Develop partnerships with culturally diverse social service and community groups for additional supportive services and referrals.

Prince George's County 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 community activities such as job fairs, digital print, and social media. These collaborations provide a stronger network of support to eligible persons who are age 55 and older and are seeking employment.

**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.**

Prince George's County SCSEP leverages resources to ensure job seekers have access to a seamless system of workforce development programming that supports positive outcomes. Prince George's County SCSEP participates and collaborates with WIOA-funded activities and partners with the American Job Center (AJC). The goal of this partnership is to be united with workforce development, adult education, and social services providers to centralize crucial resources that support older job seekers in becoming economically self-sufficient through sustained unsubsidized employment.

Every enrolled SCSEP job seeker 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 job seekers 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. Additionally, through the AJC, SCSEP job seekers have access to a wide variety of WIOA and locally funded training and employment assistance opportunities to support their obtainment of skill development and unsubsidized employment.

Prince George's County SCSEP also has a presence at the AJC. Prince Georges County SCSEP job seekers are required to enroll with the local American Job Center (AJC). For older workers who have been out of the workforce for a length of time, their first visit to the AJC may be a confusing experience. To address this problem, Prince George's County SCSEP, in conjunction with the AJC, created a weekly 50-plus Navigator workshop, to be conducted by a SCSEP Project Office staff person.

The 50+ Navigator/Operations Support:

- Serves as the primary point of contact for any/all AJC-Largo Customers over the age of 50 (that express an interest in receiving individual/group guidance and support to achieve their employment goals).
- Serves as the team lead for the centralized AJC-Largo Ready-to-Work program.
- Provides instructions on how to navigate the AJC System.
- Conducts weekly workshops for job seekers returning to the workforce.
- Engages in a variety of community outreach efforts.
- Assists with job-seeking activities, such as resume writing, job search, and interviewing skills.

Prince Georges County SCSEP recognizes the partnership established with the AJC is a key element for this initiative. SCSEP is ever mindful that the best workforce approaches and practices are those that are industry specific. To capitalize upon the steady demand of seniors needing to return to the workforce,

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Prince George's County SCSEP will strengthen its approach and offer employment services by partnering with not only the AJC but with other private and public entities and programs that provide services to older job seekers. Prince Georges County SCSEP is an active partner within the AJC delivery system. Joint efforts will continue to be focused on strengthening our partnership, advocacy, and educational opportunities for staff and residents.

As a member of the Workforce Development Board, the SCSEP Project Director participates in One Stop bi-monthly committee meetings, and bi-weekly Employ Prince George's committee meetings. The purpose of these partner meetings is to review One-Stop service delivery activities, discuss challenges and opportunities for continuous improvement, and provide partners with resources to better understand and implement coordination leading to an overall increased alignment across workforce development systems.

Prince Georges County SCSEP is committed to matching participant job skills with appropriate employment opportunities and recommending the AJC and other partner agencies for support services. Prince Georges County SCSEP maintains a working relationship with the AJC to monitor the local job market trends and to ensure program efforts are aligned with labor market information and opportunities.

The AJC staff conducts the Older Worker Orientation to include Job Club and networking opportunities, intensive coaching with recorded mock interviews, an entrepreneurship program for older workers, and training on the use of social media in job searches.

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, referral processes, dissemination of information, and future planning.

### **Equitable Distribution**

Prince George's County is predominantly African American. The SCSEP has identified through census records, and other resources small pocket areas in cities/townships in the County which are predominantly Hispanic, African, Korean, Jamaican, or Indian (i.e., College Park, Hyattsville, Chillum, Takoma Park, and Fort Washington.) SCSEP supports all areas of the County to include these pockets of minority predominance, and information about SCSEP is disseminated through public speakers, media, and written materials provided on information tables located at public events in those areas. Like many Counties outside of Washington, DC, Prince George's County only has a small percentage of age-eligible residents (7% - 9%) whose income is 125% of or below the poverty level.

**SCSEP will recruit applicants who have priority of service as defined in the Older Americans Act section 518(b)(1)-(2) and by the VOW (Veterans Opportunity to Work) to Hire Heroes Act of 2011.**

SCSEP also recruits applicants who have priority of service as defined in the Older Americans Act Title IV, as amended, P.L. 116-131 section 503(a)(4)(C) and section 514(e)(1) relevant to hard-to-place individuals, such as those age 65 or older, individuals with a disability, individuals with limited English proficiency, individuals with low literacy skills and those who have been incarcerated within the last 5 years.

Over the course of this plan, Prince George's County SCSEP will consult with the national grantee to analyze equitable distribution. If changes are required between service areas, Prince Georges County SCSEP will to the greatest extent possible, ensure priority individuals receive services.

## SECTION 16 – 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 MD Labor's policy that all persons have equal opportunity and access to services and facilities without regard to race, religion, color, sex (including pregnancy, childbirth, and related medical conditions, transgender status, gender identity, and sexual orientation), marital status, genetic information, age, national origin or ancestry (including Limited English Proficiency), disability, veteran status, political affiliation or belief, for the beneficiaries, applicants, and participants only, on the basis of citizenship status, or participation in a program or activity that receives financial assistance under Title I of WIOA.

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

Jeffrey Dufresne, Chief Financial Officer  
1801 McCormick Drive, Suite 400  
Largo, MD 20774  
[jdufresne@co.pg.md.us](mailto:jdufresne@co.pg.md.us)  
Office: 301-618-8400  
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 response should include a description for both individuals with Limited English Proficiency and individuals with disabilities.**

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 collocated at the Prince George's County 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 and handles less complex reasonable accommodation requests to determine the appropriate action to take. The Officer's contact information and the state office's contact information are posted in the lobby of the AJC. The OSO ensures that the American Job Center Largo partners with organizations that 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 and 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 County Public School System, the 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 the 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.

In all instances where the WDB EO Officer identifies violations, 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 by phone, email, or through a direct message on the AJCCN website ([www.pgcajc.com](http://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.

Customers may also make an accommodation request through the AJCCN member they are working with, who is a partner inside of an American Job Center and 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 helping all achieve their full career potential without regard to gender, age, race, nation of origin, religion, sexual orientation, primary language, or differing abilities. 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 have 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 residents 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 barriers, 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. The current RSA has funding to provide the necessary communication/interpretation services for job seekers with disabilities. Lastly, the OSO is developing an accommodation resource guide 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 17 – 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 the 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 a 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 the 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 recommendation 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 the 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:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- One Stop Operator

The WDB's administrative agent, EPG, creates a 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 annually 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 provides 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, provided 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 are increased as providers move from Low Risk to High Risk. The optimum goal of these efforts is to ensure every provider is compliant and 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 the 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 who 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 that are organized in a 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 do not include prerequisite courses.
- Trainings that are taken as continuing education to maintain a currently held credential - but do not result in an industry-recognized credential.
- Boot Camps 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 include but are 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 I 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 conducts a minimum of one annual site visit and the finance department is responsible for a minimum of two visits per year. The Finance Team reviews 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 monitor risk factors and provide risk assessments. This core team provides 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 the 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. The Contractor shall, upon the Participant's request, investigate such incident or potential breach,

inform the Participant of the results of any such investigation, and assist the Participant in maintaining the confidentiality of such information. In addition to the foregoing, the 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. The Contractor shall reimburse the participant for all expenses, costs, attorneys' fees, and resulting fines, penalties, and damages associated with such notification if due to the 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 that contact is 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:

- A. Development of a scope of work
- B. Development of performance measures and performance term
- C. Assignment of available funding
- D. Creation of an RFP
- E. Development of an RFP scorecard and review team
- F. Public release of an RFP
- G. Review of RFP proposals
- H. Messaging to RFP applicants
- I. Award of an RFP
- J. 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 organization's investment in all capital fixed assets (property, plant, and equipment).

Asset Panda™ provides asset detail and 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.

**K. 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 involved. 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.

**L. 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 to 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 recognized 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 into 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.

#### **M. 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 the responsibility for ensuring the Board and the Board's Executive Director have adequate oversight and information regarding the use of WIOA funds.]

#### **N. 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 the tracking of multiple projects, grants, and programs, 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 the 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.

**O. 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 is 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.

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 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 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 that 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 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 that 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 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 similarly to any other purchase with the exception that it is also entered into MWE. It otherwise is controlled, tracked, and reported identically.

**P. 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 reimbursements. 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.

**Q. 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 the 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 necessary 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:

Pool	Type of Costs	Allocation Basis
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

**R. 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 into EPG's accounting system as 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 issues. 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.

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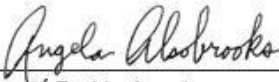
<b>X</b>	13	The Local Board ensures that outreach is provided to populations and subpopulations who can benefit from American Job Center services.
<b>X</b>	14	The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.
<b>X</b>	15	The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.
<b>X</b>	16	The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.
<b>X</b>	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
<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	22	The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.
<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	25	The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.

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<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	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.
<b>X</b>	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

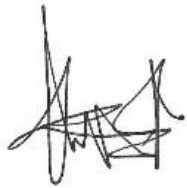
The Prince George's County Local Workforce Development Board certifies that it complies with all required components and assurances of the Workforce Innovation and Opportunity Act plan development guidelines issued by the Governors Workforce Development Board and Maryland Department of Labor. The Prince 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

2/15/2022

Date



Brad Frome  
Board Chair  
Prince George's County Local Workforce Development Board

May 1, 2023

Date



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

May 1, 2023

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 1<sup>st</sup> 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.

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- 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.

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- 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.

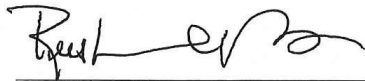
**7. DURATION AND MODIFICATION**

2020-2024 LOCAL WIOA Plan Update  
PRINCE GEORGE'S COUNTY

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

6/29/18  
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 10<sup>th</sup> 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.

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

- 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 31<sup>st</sup> 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

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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 - BUSINESS SERVICES PLAN UPDATE 2023-2024**



# BUSINESS SERVICES PLAN UPDATE 2023 – 2024

Prince George's  
County  
Workforce  
Development Area



Prepared by:



THOMAS P. MILLER & ASSOCIATES

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## **OVERVIEW, BACKGROUND & PURPOSE**

The Prince George's County Local Workforce Development Area is one of the 13 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 consists of multiple partners, labeled members, who fall within three tiers. Prince George's County American Job Center Community Network services are provided by individual partners, at each partner's 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 Employ Prince George's. Employ Prince George's serves as the Administrator, Fiscal Agent, and a Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth, and Dislocated 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 reliable, comprehensive, 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 American Job Center Community Network serves over 20,000 job seekers and 4,000 businesses. The purpose of the Prince George's County Local Workforce Development Area Business Services Plan is to provide a framework for the business services offered by the Prince George's County American Job Center Community Network to streamline onboarding, increase member integration and coordination, and consistently deliver high-quality business services to businesses 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's 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:

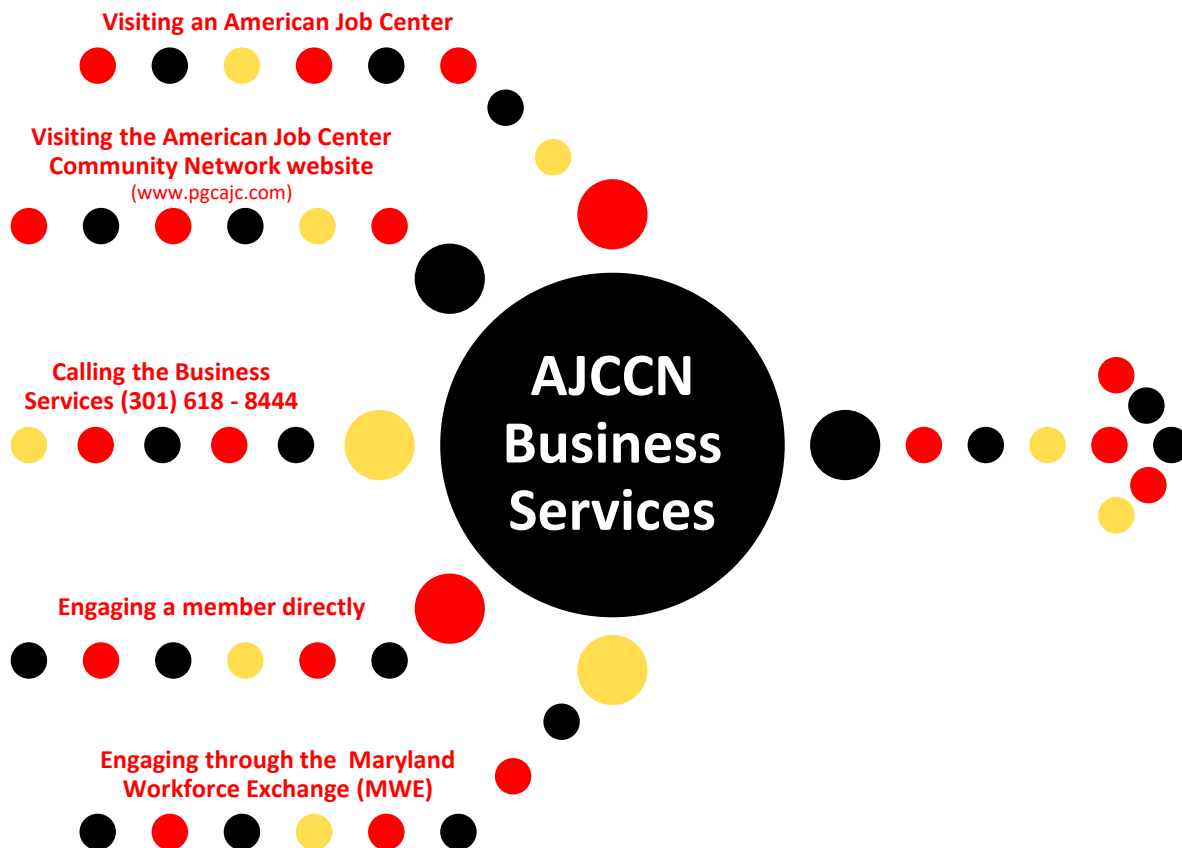
- Employ Prince George's
- Maryland Department of Labor
- Maryland State Department of Education, Division of Rehabilitative Services (DORS)
- Prince George's County Department of Social Services (DSS)

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: the development of job descriptions, labor market analysis, job posting, and 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. Demographic populations of interest are:

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. Accommodation and Food Services
13. Retail Trade

Along with providing services for all of Prince George's County's in-demand industries, the Network also has specific services for these in-demand industries through 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
  - c. Food & Beverage
4. Educational Partner for IT Careers
  - a. Information Technology
  - b. Cyber Security
5. Professional Services Institute
  - a. Professional, Scientific, and Technical Services
  - b. Education
  - c. Government Services
  - d. Business Services
6. Transportation and Logistics Consortium
  - a. Transportation and Logistics
  - b. Automotive
  - c. Warehouse & Distribution

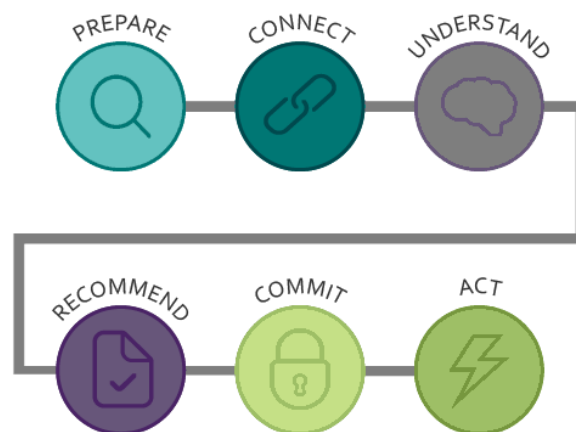
Prince George's County American Job Center Community Network's Industry Bridge Programs, commonly known as sector-specific or sector programs, are businesses led by Business Advisory Councils (BAC). BACs provide guidance to Network members related to the needs of industry, review programming of the Industry 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 business's, 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 21<sup>st</sup>-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 with 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 Lightcast, 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.>

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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 businesses 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 its ultimate resource, it will consistently utilize the business services team for the team's expertise in 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 target 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 with a 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. Regardless, the business services team prides itself on being Prince George's County's 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

Further, the Prince George's County American Job Center Community Network business services team's core services and expertise can be grouped into five primary categories: labor market information and analysis, customized training solutions, connections to job seekers, connections with local business, and connections to tax credits and insurance.

### 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.). This can include the availability of talent by occupation, jobseeker demographics, and wage data by location and occupation. The business services team can provide this data to businesses as well as combine it 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 comprehensive labor market analyses. Labor market analysis combines data with the 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

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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 1,040 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 openings 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 reach job seekers. They expanded their virtual offerings to include virtual hiring events and job fairs, in addition to job openings.

The Prince George's County American Job Center Community Network business services team leverages social media to connect businesses and job seekers as well. Each business that 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 utilizes 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 business 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.

### Prince George's County Local Workforce Development Board's Business Services Committee

The Prince George's County Local Workforce Development Board's Business Committee is a productive private/public partnership that provides local businesses with an opportunity to network with other employers; interact with American Job Center staff and partners; attend employment-related seminars, meetings, and conferences; advise local training institutions and providers of their needs; provide input on how the American Job Center Community Network can better serve businesses, and more. This

committee and the work of the business services staff in the AJCCN are creating a productive environment for local businesses to connect, learn and network with each other within the county.

### 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

Because the Prince George's County American Job Center Community Network business services team is comprised of multiple Network members, the team is large with multiple individual goals, performance metrics, and programs, among others. By placing an emphasis on the customer, the business, and meeting the needs of the customer, the team balances individual priorities while ensuring the focus remains on 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 five principles: communication; coordination of services; events and programming; branding and outreach; and partnership.

### 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 is engaging, who they have enrolled and are 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 utilizing new tools, such as FutureFit AI, 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 is 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 meets monthly. All Prince George's County American Job Center Community Network members who provide 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 job development services (a hybrid of job development services combined with business 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 business 166services 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 business services delivery model, are assigned by industry and primarily work with businesses within that industry. Cross-industry business assignments occur, but they 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's 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, and DORS business services representatives, utilizing the job development services model, have a focus on assisting businesses 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 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; businesses are encouraged to hire the best candidate to meet their needs, regardless of the job seeker's 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 hosts over 100 hiring events and job fairs per year. The central goal for the coordination of events is to communicate the intention of future events, the planning for upcoming events, and the logistical operations and needs of events to all team members. The team makes their best attempt to partner to host events and assist members with their specific events. Team members try to post all events in the MWE as much as possible.

### Branding & Outreach

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 business services delivery model, have partnered to create a universal template for local hiring events 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](http://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 has 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 consists 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 on 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. Accommodation and Food Services
13. Retail Trade

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.

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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
6. Transportation and Logistics Consortium
  - a. Transportation and Logistics

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 businesses to 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 Seekers 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 business's, 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 21<sup>st</sup>-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 a Latinx chamber of commerce. Lastly, the Prince George's County Office of the County Executive has 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 implementation 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 businesses and connect businesses 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 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 Centers 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. Prince George's American Job Centers are 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 Prince George's American Job Centers 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 a weekly list to EPG of new unemployment claims of Prince George's County workers, which 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 the 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. **Businesses 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. The WDB will update these performance metrics for the 2024-2028 Plan.

## ATTACHMENT 6 - CAREER PATHWAYS FOR ALL PLAN 2023 – 2024



# CAREER PATHWAYS FOR ALL PLAN 2023 – 2024

Prince George's  
County  
Workforce  
Development Area



Prepared by:



THOMAS P. MILLER & ASSOCIATES

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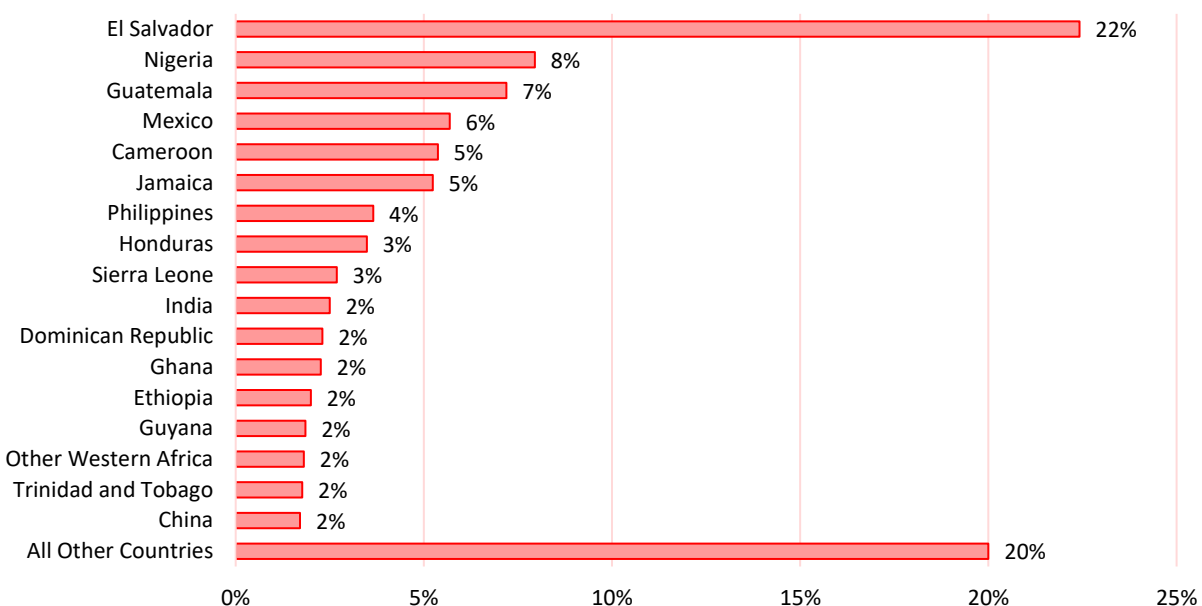
## LANGUAGE LEARNERS, IMMIGRANTS, ASYLEES, AND REFUGEES IN PRINCE GEORGE'S COUNTY

The Prince George's County Workforce Development Area is one of the 13 local workforce development areas in the State of Maryland. Governed by the Prince George's County Workforce Development Board, Prince George's County has modeled and branded the Prince George's County Public Workforce System as the Prince George's County American Job Center Community Network (AJCCN). The Prince George's County American Job Center Community Network consists of multiple partners, labeled members, who fall within three tiers. Prince George's County American Job Center Community Network services are provided by individual partners, at each partner's location, and concentrated within the County's American Job Centers.

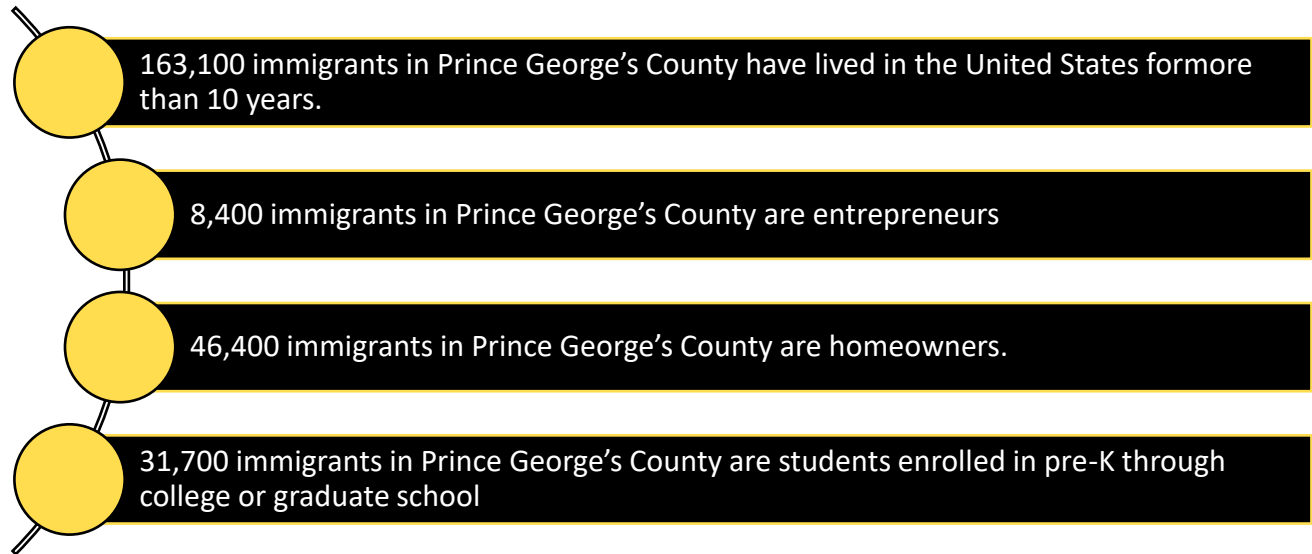
Services available to immigrants, asylees, refugees, English language learners, and dependents in those households in Prince George's County are available by several members of the AJCCN, including many programs and services through Employ Prince George's. Employ Prince George's serves as the Administrator, Fiscal Agent, and a Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth, and Dislocated Worker Career Services Provider. AJCCN partners agree to provide workforce development and supportive services to several priority job seeker populations, including language learners, due to the many challenging barriers these individuals face in finding and maintaining quality employment opportunities.

In the State of Maryland, there are about 900,000 immigrants. Prince George's County accounts for about 22% of that with an estimated 200,000 immigrants residing in the County. The majority emigrated from Latin America (57%), Africa (26%), or Asia (14%). The breakdown of the population by country of birth can be seen below, with Salvadorans representing the largest share coming from any one country, or 22% of Prince George's immigrant population. Understanding the backgrounds of the immigrant population will help the workforce development board (WDB) best serve them.

*Prince George's Immigrant Population by Country of Birth. Source: US Census 2021 American Community Survey 5-Year Estimates.*



According to the Vera Institute of Justice, over one-half of Prince George's County's immigrants are non-citizens who are potentially at risk of deportation.<sup>7</sup> It is estimated that one in two children in Prince George's County has at least one immigrant parent; statewide, that number is two in seven children. These individuals are valued members of the community, putting down roots in many of the County's towns and neighborhoods. According to Vera<sup>8</sup>, the following demonstrates the local community ties that these populations have:



Similarly, their contributions to the economy and labor force are strong. These individuals make up about a quarter of the county's total labor force. Seventy-seven percent of the county's immigrants are participating in the labor force, which is greater than the share among the county's native-born population at 69 percent. In Maryland, immigrants contribute over \$4 billion in state and local taxes, and in Prince George's County alone, their contribution is about \$730 million.

Upon launching the Career Pathways for All (CPFA) program in 2021, the data were showing that a relatively small percentage of the people being served in the American Job Centers were immigrants, even though a large percentage of immigrants were in low-paying jobs, indicating a clear mismatch of services and need.

In the last few years, the number of immigrant and refugee children entering the United States and then settling in Prince George's County has also increased dramatically. According to an NPR piece, Prince George's County Public Schools enrolled fewer than 4,000 international students back in 2010, but ten years later, that number has more than doubled.<sup>9</sup>

<sup>7</sup> Profile of the foreign-born population in Prince George's County, Maryland: <https://www.vera.org/downloads/publications/profile-of-foreign-born-population-prince-george-county.pdf>

<sup>8</sup> Profile of the foreign-born population in Prince George's County, Maryland: <https://www.vera.org/downloads/publications/profile-of-foreign-born-population-prince-george-county.pdf>

<sup>9</sup> How Prince George's County Has Adapted To An Influx Of Unaccompanied Minors: <https://www.npr.org/local/305/2020/12/18/947823532/how-prince-george-s-county-has-adapted-to-an-influx-of-unaccompanied-minors>

## IDENTIFYING BARRIERS TO EMPLOYMENT

The Prince George's County Workforce Development Board recognized that immigrants, refugees, asylees, and language learners were not frequenting American Job Centers due to discomfort communicating with staff who do not speak their language, perceptions that programs were not suited for their needs, and a strong attachment to their neighborhoods and familiar locations. Efforts to better serve these individuals do not mirror other programs because the population's needs are different. Common barriers among these populations include:

### Language Barrier

Effective communication is an important skill in most professions, and a language barrier that inhibits that communication can prevent individuals from being hired for or succeeding in a position in a field for which they would otherwise be qualified for or thrive in.

### Identification Documents

Without proper identification documents, job seekers may struggle to get quality, living wage employment. These documents can be difficult to obtain, especially for women and girls from low-income economies.

### Cultural Literacy<sup>10</sup>

Non-native individuals often experience a dramatic change in culture. A lack of cultural literacy makes it difficult for immigrants, refugees, and asylees to continue or build their careers in the US because they struggle to network, apply for jobs, build resumes and cover letters, and comply with US verbal and nonverbal norms.

### Trauma and Mental Health Issues<sup>11</sup>

Many immigrants and refugees have been exposed to trauma that can severely impact mental health. Untreated or unmanaged, these challenges can cause individuals to lack the processing or coping skills needed to be a good employee. Poor mental health is detrimental to finding and maintaining a job in a new country.

### Lack of Training and Education or Credential transfer<sup>12</sup>

Skilled immigrants may struggle with having their existing education and credentials validated and recognized in the US. Other language learners may not have had much formal education, and therefore need basic adult education beyond English Language Learning, which can take considerable time and effort.

### Employer Exploitation<sup>13</sup>

Undocumented immigrants may experience exploitation by employers due to their lack of legal status. Some employers might force workers to put in long hours without paying overtime, fail to pay the legal

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<sup>10</sup> Barriers to Career Advancement Among Skilled Immigrants in the US: <https://rb.gy/elx5>

<sup>11</sup> Promoters and barriers to work: a comparative study of refugees versus immigrants in the United States: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4347467/>

<sup>12</sup> Barriers To Employment And Overcoming Economic Integration Challenges For Foreign-Born Workers In Maine: <https://digitalcommons.library.umaine.edu/cgi/viewcontent.cgi?article=1315&context=honors>

<sup>13</sup> Workplace Discrimination and Undocumented First-Generation Latinx Immigrants: <https://crownschool.uchicago.edu/student-life/advocates-forum/workplace-discrimination-and-undocumented-first-generation-latinx>

minimum wage, fail to offer job training or protective equipment for dangerous jobs, not allow workers to unionize, or may engage in racial discrimination or sexual harassment.



## IDENTIFYING PARTNERS & SERVICES

The Prince George's County AJCCN is a collective of government agencies, community-based organizations, nonprofit organizations, faith-based organizations, etc., providing a full range of services to connect 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's County residents
- Tier III – General member or member who doesn't provide services or hasn't committed to providing services

Several AJCCN members are responsible for providing key services to immigrants, refugees, asylees, English language learners, and those residing as dependents in these households. Employ Prince George's Career Pathways for ALL (CPFA) is one of the more accessible programs in the County, given its focus on immigrant, refugee, asylee, and English language learning populations, rather than a focus on just one of those groups. The program is intentionally designed to mitigate the barriers these individuals face when trying to achieve their piece of the American Dream. Elements of the program design, including services provided, as well as unique aspects of their programming can be seen below.

With free customized career counseling, occupational skills training/tuition assistance, supportive services, and connections to employment with local businesses, CPFA will provide a pathway for all Prince George's County residents to obtain livable wage careers. CPFA aims to break language and cultural barriers by bridging the gap and by developing relationships within Prince George's County's immigrant and immigrant-serving communities.

### Services Provided

Personalized Career Coaching  
Occupational Training  
Evaluation of Credentials Obtained Overseas  
Bi-lingual Hiring Events  
Access to English Remediation Classes  
Language Translation Phone Line

### Unique Programming

Dual enrollment in English for speakers of other languages (ESL) remediation and occupational training  
ESL CASAS Assessment for foreign-born residents  
Evaluation of credentials obtained overseas  
Bi-lingual Recruitment Events  
Language Translation Line  
Job Club  
CPFA Mentorship Program

Two other core partners assisting the Prince George's County Workforce Development Board in its efforts to dutifully serve immigrants, refugees, asylees, and language learners are the International Rescue Committee and the Prince George's Community College.



### International Rescue Committee (IRC)

The mission of the International Rescue Committee (IRC) is to help people whose lives and livelihoods are shattered by conflict and disaster, including the climate crisis, to survive, recover and gain control over their future. The IRC will put in place high-impact, cost-effective solutions that help people affected by crisis. These solutions include resettlement assistance, economic empowerment, community integration and development, and health and wellness for refugees, as well as providing legal services to immigrants in the community. The IRC uses its learning

and experience to shape humanitarian policy and practice in ways that improve the lives of more people worldwide.



### Prince George's Community College (PGCC) English for Speakers of Other Languages (ESL)

Prince George's Community College (PGCC) offers a variety of programming and classes for individuals wanting to improve their English while building a life, workplace, and academic skills. Adult Education ESL classes are tailored to assist Prince George's County residents seeking to improve their English speaking, listening, reading, and writing skills. These classes benefit learners who would like to develop their speaking and understanding of English for life or work; develop their English language skills for employment; or develop their English skills to assist their children with schoolwork. The Adult Education ESL courses offer instruction and practice in speaking and understanding English; and instruction in reading, writing, and grammar in real-life contexts. PGCC also offers classes specifically for refugees and asylees. These include literacy, beginning, and intermediate-level English classes; instruction and practice in speaking and understanding workplace English; and community building and the development of cultural competence.

### Other Key Service Providers in Prince George's County

CASA: <https://wearecasa.org/>

This membership organization works with Latino and immigrant populations, ensuring that all individuals have the core supports necessary for full participation in society. CASA creates change with its power-building model, blending human services, community organizing, and advocacy, in order to serve the full spectrum of the needs, dreams, and aspirations of members. Maryland programs include:

- Adult ESL and Workforce ESL: improve participants' listening, speaking, reading, and writing skills in English so that they may become more financially independent, increase their employability, better integrate into U.S. society, and achieve their personal goals
- Citizenship: citizenship education, mentoring and interview preparation, application assistance, and post-naturalization support

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- Vocational Training: partnering with Prince George's Community College to offer a range of vocational training courses
- Community Organizing: widespread regional outreach and organizing members into local committees that develop individual and collective leadership to fight for social justice and human rights.
- Financial Education and Free Tax Services: an integrated program of financial literacy, naturalization, and legal services
- Legal Services: free remote housing, employment, and immigration legal consultations in Maryland

*Community Legal Services of Prince George's County, Inc. (CLS):* <https://www.clspgc.org/>

Currently, CLS operates five brief legal advice clinics in Prince George's County. These are:

- Latino Legal Access Clinic
- Workers' Rights Legal Clinic
- Suitland Law Clinic
- Foreclosure Prevention Brief Advice Clinics
- Mobile Legal Services

*La Clínica del Pueblo:* <https://www.lcdp.org/>

La Clínica del Pueblo addresses the distinct health needs of the immigrant community through comprehensive primary medical care with wrap-around services across the life spectrum; mental health and substance use treatment; medical interpretation and language access advocacy; community health including health education and safe spaces; and advocacy strategies to increase inclusion and health equity for Latino immigrants.

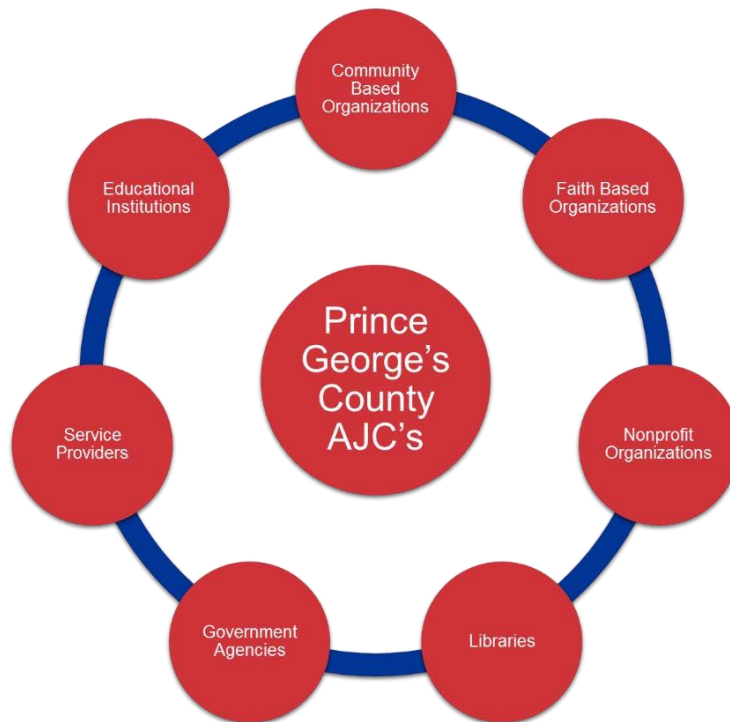
*Lutheran Social Services of the National Capital Area (LSSNCA):* <https://lssnca.org/>

LSSNCA provides critical support by resettling refugees, providing vital clinical health interventions for immigrants, offering foster homes to unaccompanied refugee children, and empowering youth through healthy relationship education and leadership workshops.

## PARTNER & SERVICE DELIVERY COORDINATION

Coordination and integration of services will be accomplished through a focus on systems accessibility and connection to meaningful services for language learners to ensure that immigrants, refugees, and others have a positive experience when interacting with programs and services. Staff serving these individuals should be trained to respond to the specific needs of this population, creating better opportunities for accessible programming, responsive services, transparency, and seamless coordination. The AJCCN design is intended to increase access, leverage multiple county resources, create more opportunities for communication and partnership to increase the effectiveness across the system, increase name recognition amongst partners, and increase the traffic flow of job seekers to centralized locations. The central point of service delivery of the AJCCN are the County's American Job Centers. This can be viewed in the graphic below.

*Prince George's County American Job Center Community Network*



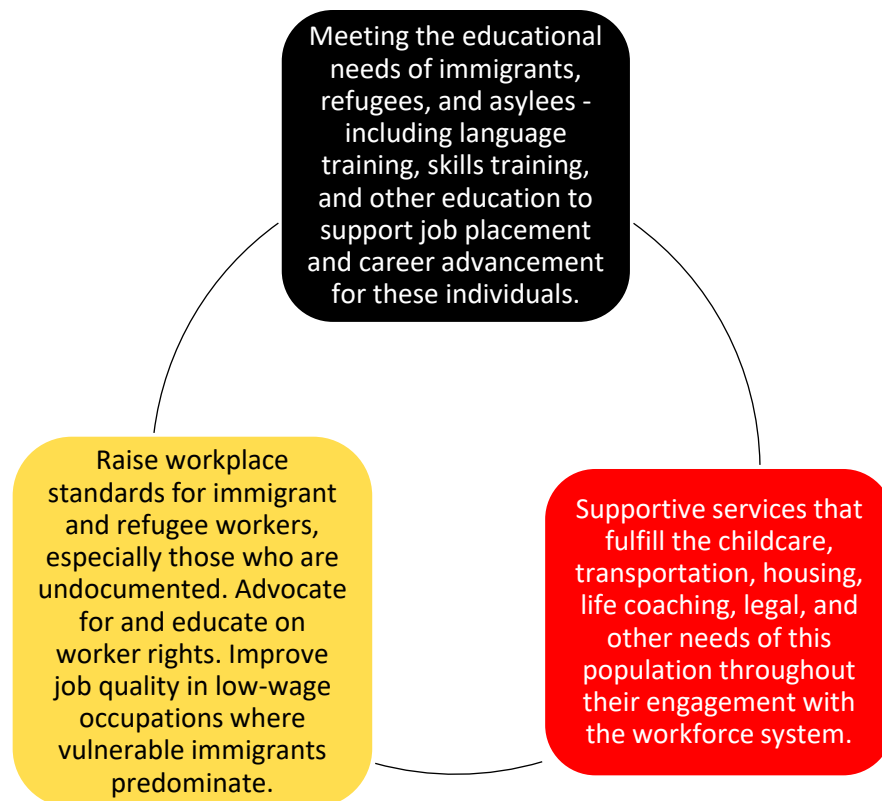
The AJCCN members make up a comprehensive network of service providers that offer free career counseling, supportive services, wrap-around services, occupational skills training, and follow-up services. The WDB has also built regional partnerships that allow the American Job Center One Stop Operator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

It is essential that agencies serving English language learners, immigrants, refugees, and asylees in Prince George's County, along with other partners providing basic career services to target jobseeker

populations, continue to increase communication, strengthen referrals, and align services. This means individuals are engaged throughout their journey to economic stability. This could include relationships with multiple partner agencies providing basic needs assistance to households with immigrants, refugees, and asylees, self-sufficiency and supportive services, as well as workforce services. Organizations with formal connection to the AJCCN have:

- Experienced 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.

Building up the workforce development system in Prince George's County to work better for immigrants, refugees, asylees, and other English language learners will require focus on a few specific areas.



## SHORT-TERM & LONG-TERM GOALS

Guaranteeing quality services for immigrants, refugees, asylees, and language learners in Prince George's County is a long-term strategy for the Prince George's County Workforce Development Board. Some of the goals for short-term progress and long-term success of these individuals are detailed below.

### Short-Term Goals

- Engage with the identified agencies serving immigrants, refugees, asylees, and dependents in those households and invite them to formally join the AJCCN
- Accelerate existing programs or support development of new programs and resources focused on immigrant, refugee, and asylee non-Latinx populations
- Provide Train-the-Trainer opportunities to adult education staff at Prince George's Community College, American Job Centers, and other immigrant-serving agency staff
- Create early exposure work-based learning opportunities with employers for these individuals to improve their familiarity with US workplace customs and practices
- Engage business advisory councils on curriculum to embed into English language learning and other contextualized adult education for these populations
- Determine key performance indicators for core partners serving justice-involved individuals and what data needs to be collected to effectively track progress

### Long-Term Goals

- Reduce duplication of services and create more accessible points of entry for immigrant populations to receive services
- Address service delivery gaps in specific neighborhoods where immigrant populations are more dense.
- Engage employers to improve job quality for immigrants and build cultural competence in the workplace
- Enable comprehensive data sharing across systems, especially among core immigrant-serving agencies

## ATTACHMENT 7 - JUSTICE-INVOLVED PLAN 2023 – 2024



# JUSTICE-INVOLVED PLAN 2023 – 2024

Prince George's  
County  
Workforce  
Development Area



Prepared by:



THOMAS P. MILLER & ASSOCIATES



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## ASSESSMENT OF JUSTICE-INVOLVED POPULATION IN PRINCE GEORGE'S COUNTY

The Prince George's County Workforce Development Area is one of the 13 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 (AJCCN). The Prince George's County American Job Center Community Network consists of multiple partners, labeled members, who fall within three tiers. Prince George's County American Job Center Community Network services are provided by individual partners, at each partner's location, and concentrated within the County's American Job Centers.

A justice-involved individual is someone who has been or is currently involved in the criminal justice system, including those who have been arrested, charged, convicted, incarcerated, or released on probation or parole. However, this term also includes those who experience the negative effects of the criminal justice system and may not have been incarcerated. Many individuals have convictions and criminal histories that never resulted in jail or prison time. A returning citizen is a term used to describe someone who has been formerly incarcerated and is now reentering society. Many returning citizens remain on house arrest, parole, probation, or another form of supervision while trying to re-adjust to life back in the community. Justice-involved individuals cover a wide range of individuals who have experience with the criminal justice system and can benefit from intentional, thoughtful programs, resources, and services offered by agencies in Prince George's County, and will be the term used in this plan.

Services available to justice-involved citizens in Prince George's County, especially those centered around finding and maintaining quality jobs for this population, are available through several members of the AJCCN, including many programs and services through Employ Prince George's. Employ Prince George's serves as the Administrator, Fiscal Agent, and a Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth, and Dislocated Worker Career Services Provider. The AJCCN partners agree to provide workforce and supportive services to several priority jobseeker populations, including justice-involved citizens, due to the many challenging barriers these individuals face in finding and maintaining quality employment opportunities.

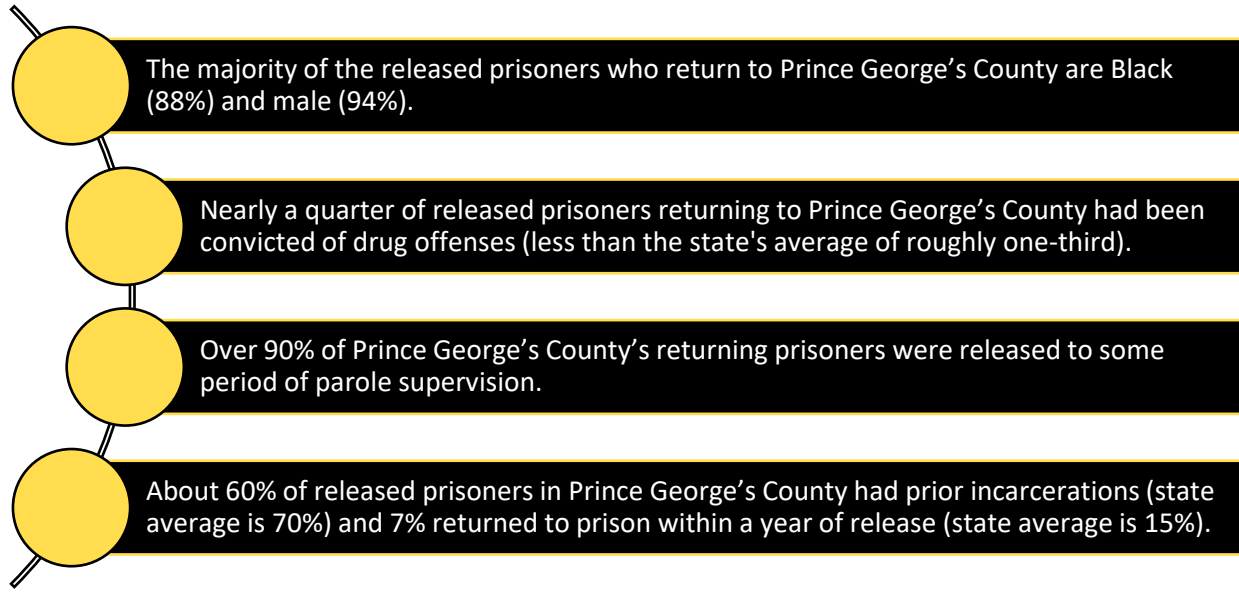
In the State of Maryland, about 4,000 people annually are released from state prisons and more than 1,500 return from county detention centers after serving more than 90 days in jail.<sup>14</sup> These citizens return to communities across Maryland, many of them to Prince George's County. Among Maryland counties, Prince George's County maintains a lower recidivism rate than most others at 21.6%.<sup>15</sup> The average rate across the state is 31.55%. An older study from the Urban Institute reported the following information about the Prince George's County reentry landscape<sup>16</sup> for individuals returning from incarceration in state facilities:

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<sup>14</sup> Maryland Reentry Roundtable Report 2019: <https://www.ma4jr.org/wp-content/uploads/2020/01/2019-Reentry-Roundtable-Booklet.pdf>

<sup>15</sup> Recidivism Report November 15, 2022: [https://www.dpscs.state.md.us/publicinfo/publications/pdfs/2022\\_p157\\_DPSCS\\_Recidivism%20Report.pdf](https://www.dpscs.state.md.us/publicinfo/publications/pdfs/2022_p157_DPSCS_Recidivism%20Report.pdf)

<sup>16</sup> Urban Institute's A Portrait of Prisoner Reentry in Maryland: <https://www.urban.org/sites/default/files/publication/42771/410655-A-Portrait-of-Prisoner-Reentry-in-Maryland.PDF>



## IDENTIFYING BARRIERS TO EMPLOYMENT

Justice-involved individuals experience a number of barriers to employment. Common barriers among this population include:

### Housing Insecurity and Homelessness

Obtaining safe, affordable housing after conviction can be challenging for the justice-involved population in Prince George's County and beyond. Renters with felony convictions are often ineligible for subsidized housing. Those who are able to secure stable housing are employed at much higher rates than those without stable housing, such as those in homeless shelters or without a fixed address.

### Criminal Background Checks<sup>17</sup>

Justice-involved citizens often cite background checks as a significant roadblock to stable, quality employment. The State of Maryland employs the use of a public search website (Maryland Judiciary Case Search) that allows anyone with internet access to view public case records not shielded or expunged, often influencing employment decisions for businesses.

### Underdeveloped Soft Skills (Employability Skills)

Individuals returning from incarceration are often unfamiliar with how to create a resume, prepare for an interview, or handle the stress and expectations of a new job.

### Trauma and Mental Health Challenges<sup>18</sup>

Behavioral health challenges are common among justice-involved individuals. Studies show that somewhere between 20-60% of justice-involved individuals have a mental health diagnosis. Untreated or unmanaged issues can cause individuals to lack the processing or coping skills needed to be a good employee.

### Lack of Training and Education

Education and training beyond high school completion are often a prerequisite to high-quality jobs with livable wages. Justice-involved individuals experience a number of challenges in completing formal education.

### Legal Barriers<sup>19</sup>

Justice-involved citizens may experience legal barriers that hinder employment. These could include restrictions of supervised release that involve irregular meetings with a case manager during working hours, fines owed to the community that restricts economic freedom and hinders entrepreneurship, and fees that prevent justice-involved individuals from obtaining a driver's license, and more.

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<sup>17</sup> Obstacles to employment for returning citizens in D.C.: <https://www.dcpolicycenter.org/publications/barriers-to-employment-for-returning-citizens-in-d-c/>

<sup>18</sup> Prince George's County Mental Health and Drug Courts presentation from NAMI Maryland: [youtube.com/watch?v=6o0SMycvVRY](https://www.youtube.com/watch?v=6o0SMycvVRY)

<sup>19</sup> Final Report of the Collateral Consequences Workgroup: <https://pgccouncil.us/DocumentCenter/View/4927/Collateral-Consequences-Final-Report-2016>

## IDENTIFYING PARTNERS & SERVICES

The AJCCN 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's County residents
- Tier III – General member or member who doesn't provide services or hasn't committed to providing services

Several AJCCN members are responsible for providing key services to justice-involved individuals in Prince George's County. The newly formed Returning Citizens Affairs Division under the Office of the County Executive is a critical partner and provides countywide coordination and oversight for Prince George's County's network of services for returning citizens. These services include:

- Coordination of services
- Community engagement
- Policy and advocacy
- Research
- Resource development
- Programmatic assessments and recommendations

Three organizations providing justice-involved individuals valuable services through the AJCCN are the Bridge Center at Adam's House and the Department of Health, Pathways to Success, and Vehicles for Change.



### Department of Health/Bridge Center at Adam's House

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 the community.

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The Bridge Center at Adam's House is an AJCCN member that facilitates relationships with over 70 other agencies in Prince George's County serving justice-involved job seekers. It is 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. Individuals can learn about the various resources, services, and programs the Bridge Center has to offer at orientations held every second and fourth Tuesday of the month from 10:00 am - 12:00 pm. Services provided to individuals at the Bridge Center include:



Workshops at the Bridge Center include:



### Pathways to Success

Pathways to Success (PTS), operated by Employ Prince George's in partnership with the AJCCN, focuses on providing basic life skills and occupational skills training, addressing mental health needs, and improving the employment outcomes of justice-involved returning citizens to the DC Metropolitan Region. PTS is designed to successfully reintegrate previously incarcerated or justice-involved individuals into the DC Metropolitan Region by preparing them to be law-abiding citizens with stable housing and employment that provides a livable wage.

PTS is built on a work-based learning model where participants are on-boarded in the program through an extensive 6-week process, placed into work-based learning opportunities, and mandated to participate in various one-on-one and group setting trainings designed to build their career readiness, financial literacy, decision-making, critical thinking, occupational skills, literacy, math computation, and basic life skills.

PTS is designed to provide justice-involved citizens with income to sustain their lifestyle while providing them with a holistic approach to successfully returning to the civilian world without recidivating. PTS follows a detailed eligibility and data reporting model based on the best practices of the Workforce

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Innovation and Opportunity Act (WIOA) workforce development programs. Services provided to individuals through Pathways to Success include:

Job Club	Mental Health Services	Federal Bonding	Legal Aid & Expungement	Occupational Skills Training
Career Assessment and Planning	Supportive Services	Basic Skills Training	Mentoring	Career Exploration

### Vehicles for Change

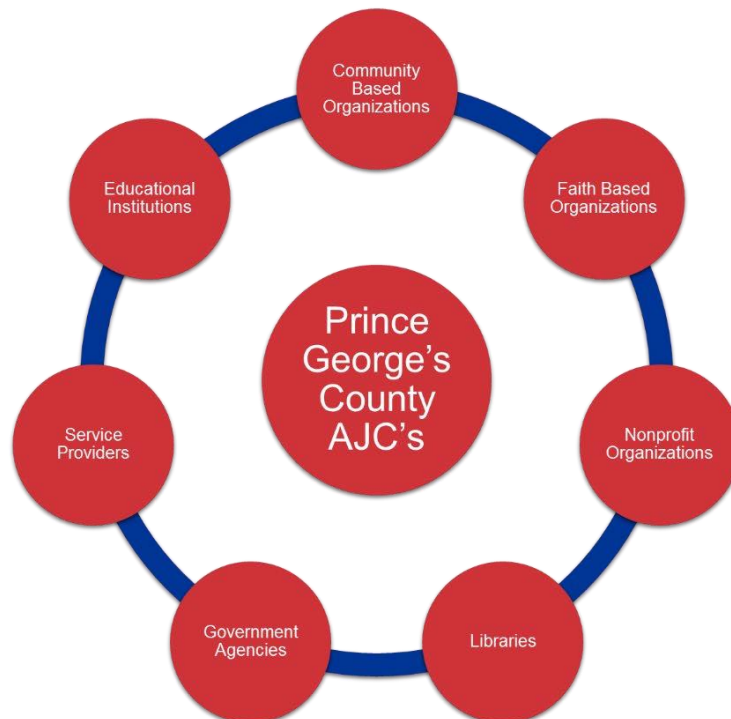
Since 1999, [Vehicles for Change](#) (VFC) has provided the tools necessary to achieve financial stability for families through their car donation and reentry internship programs. Full Circle is an employer-driven, paid internship and social enterprise program designed to provide auto mechanic training to individuals with multiple barriers to employment including many who have recently been released from prison. Trainees repair cars to meet quality standards, which VFC then sells or awards to eligible low-income families who are referred by partnering agencies. Whether a family needs a car, or an individual needs a new job, Vehicles for Change promotes respect and independence.



## PARTNER & SERVICE DELIVERY COORDINATION

Coordination and integration of services will be accomplished through a focus on systems accessibility change to ensure that the justice-involved job seekers in the workforce system have a positive experience when interacting with programs and services. This means ensuring services are seamless, accessible, transparent, and responsive to their needs. The AJCCN design is intended to increase access, leverage multiple county resources, and create more opportunities for communication and partnership in order to increase effectiveness across the system, increase name recognition amongst partners, and increase the traffic flow of job seekers to centralized locations. The central point of service delivery of the AJCCN are the County's American Job Centers. This can be viewed in the graphic below.

*Prince George's County American Job Center Community Network*



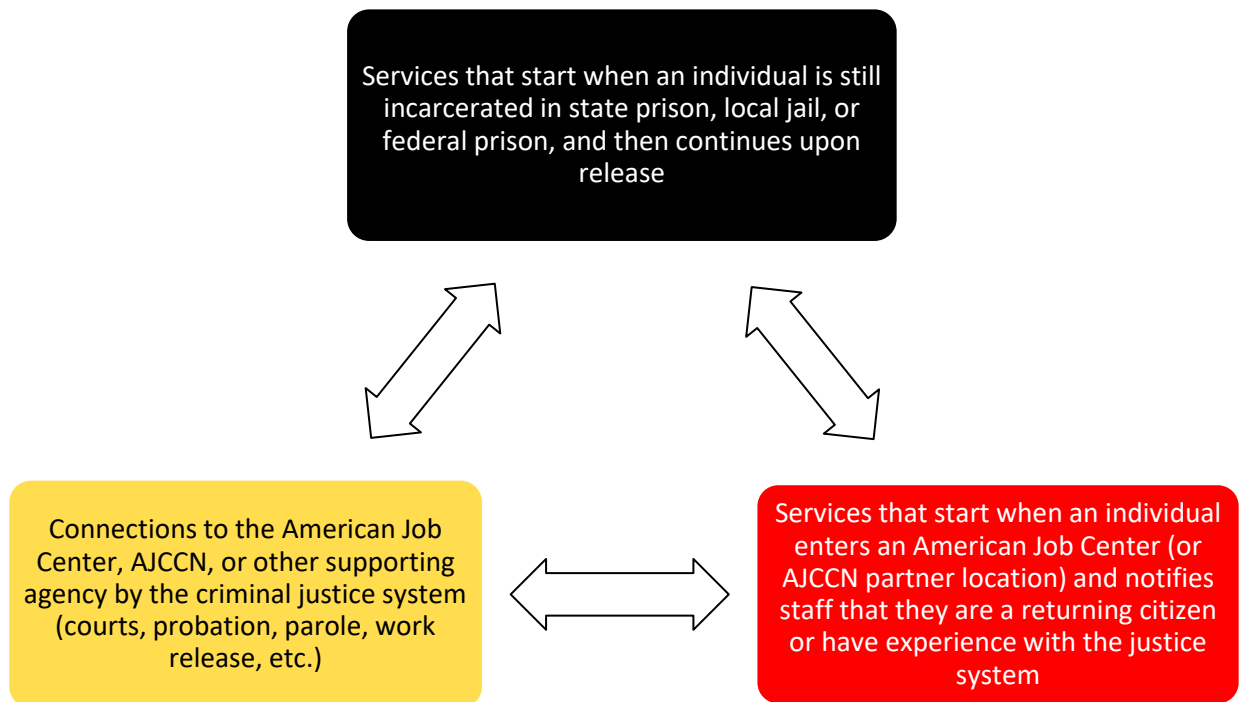
The AJCCN members make up a comprehensive network of service providers that offer free career counseling, supportive services, wrap-around services, occupational skills training, and follow-up services. The WDB has also built regional partnerships that allow the American Job Center One Stop Operator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

Efforts to better support justice-serving agencies in Prince George's County along with other partners providing basic career services to target jobseeker populations will continue, to increase communication and service alignment among partner agencies that provide basic needs assistance to households with

justice-involved individuals, self-sufficiency, and supportive services, as well as workforce services. Organizations with formal connection to the AJCCN have:

- Experienced 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.

Coordinating services among dozens of partners and programs across the county requires a multi-pronged approach where individuals may be connected to a partner at various points in their reentry journey.



## SHORT-TERM & LONG-TERM GOALS

Better serving the justice-involved citizens of Prince George's County is a long-term strategy for the Prince George's County Workforce Development Board and other key stakeholders like the Returning Citizens Affairs Division in the Office of the County Executive. Some of the goals for short-term progress and long-term success of these individuals are detailed below.

Short-Term Goals	Long-Term Goals
<ul style="list-style-type: none"><li>• Engage with the Bridge Center at Adams House key stakeholder partners and invite them to formally join the AJCCN</li><li>• Provide Train-the-Trainer opportunities to staff of justice-serving agencies and outreach events that are available to their customers</li><li>• Measure customer satisfaction on services provided to justice-involved citizens across the AJCCN through various evaluation methods</li><li>• Determine key performance indicators for core partners serving justice-involved individuals and what data needs to be collected to effectively track progress</li></ul>	<ul style="list-style-type: none"><li>• Reduce duplication of services</li><li>• Engage partners in strategic policy development to support successful reentry for the County's justice-involved population</li><li>• Comprehensive data sharing across systems</li><li>• Ensure that services are coordinated for justice-involved individuals so that individuals can access services from a multitude of entry points</li></ul>

Additionally, the Prince George's County Workforce Development Board and AJCCN are committed to supporting the Returning Citizens Affairs Division's Implementation Playbook and its strategic priorities: <https://www.princegeorgescountymd.gov/DocumentCenter/View/43883/Prince-Georges-County-Reentry-Playbook-PDF>.