

**Prince George's County**  
**Workforce Innovation and Opportunity Act**  
**2017-2020 Local Integrated Plan**



**PRINCE GEORGE'S COUNTY**  
WORKFORCE DEVELOPMENT BOARD

# Workforce Innovation and Opportunity Act (WIOA) Prince George’s County Local Integrated Plan 2017-2020

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# Background

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

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

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

# Introduction

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

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

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

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

# Acronym List

**Table 1 Acronyms**

Abbreviation	Meaning
ADA	American with Disabilities Act
AEFL	Adult Education and Family Literacy Act
BC	Business Consultant
CASAS	Comprehensive Adult Student Assessment Systems
CCD	Career Consultant of the Day
CCN	Prince George's County One Stop Career Center Network
CJT	Customized Job Training
CLEO	Chief Local Elected Official
CRM	Customer Relationship Management System
CSS	Career Services Specialist
DLLR	Maryland Department of Labor, Licensing and Regulations
DOL	Department of Labor
DORS	Maryland Department of Rehabilitation Services
DSS	Maryland Department of Social Services
DVOP	Disabled Veterans Outreach Program
EDC	Prince George's County Economic Development Corporation
EO	Equal Opportunity
GED	General Equivalency Diploma
GWIB	Governors Workforce Investment Board
HSD	High School Diploma
IEP	Individual Employment Plan
ISA	Individual Services Account
ISS	Individual Service Strategies
ITA	Individual Training Account
KEYS	Knowledge Equals Youth Success
LEO	Local Elected Official
LVER	Local Veterans Employment Representative
MOU	Memorandum of Understanding
MWE	Maryland Workforce Exchange
OJT	On the Job Training
OYP	Office of Youth Programs
PGC	Prince George's County
PGCC	Prince George's Community College
PGCPS	Prince George's County Public Schools
POS	Priority of Service
RSA	Resource Sharing Agreements
SBE	Significant Barriers to Employment
SOP	Standard Operating Procedure
TABE	Test of Adult Basic Education
TANF	Temporary Assistance for Needy Families
WDB	Prince George's County Workforce Development Board
WIA	Workforce Investment Act
WIOA	Workforce Innovation Act
WSD	Prince George's County Economic Development Corporation-Workforce Services Division

# Section 1: Strategic Planning

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

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

Forming a southern border between Prince George's County and Washington, D.C. is the Potomac River. Considered a geographical gift to Prince George's County, the Potomac River is the home of Prince George's County's National Harbor. National Harbor is a mixed-use waterfront development that is home to MGM National Harbor Resort, Gaylord National Resort & Convention Center, Tanger Outlets and a host of restaurants, hotels, retail shops, apartments and businesses. Once fully developed, the National Harbor area is estimated to host over 10,000 employment opportunities. The National Harbor employment opportunities will greatly increase the existing supply of accommodation/hospitality, retail and food services industry employment opportunities.

Along with the development of National Harbor, Prince George's County is home to a growing retail industry that has been sparked by the development of Ritchie Station Marketplace and the addition of Woodmore Town Center, a 245 acre mixed-use development that includes Wegmans, Costco, Best Buy, Men's Warehouse and Nordstrom Rack in 2017. Prince George's County will also be the home to a new University of Maryland Regional Medical Center, the Purple Line (16 mile light rail connecting Montgomery County and Prince George's County) and possibly the FBI. The additions above will be great compliments to the home of the Washington Redskins FedEx Field in Landover.

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

## Section 1.1 Regional Economic and Labor Force Conditions

- (A) An analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of businesses in those industry sectors and occupations. The analysis should identify local priority industries based on employer (and WIOA partner) input.

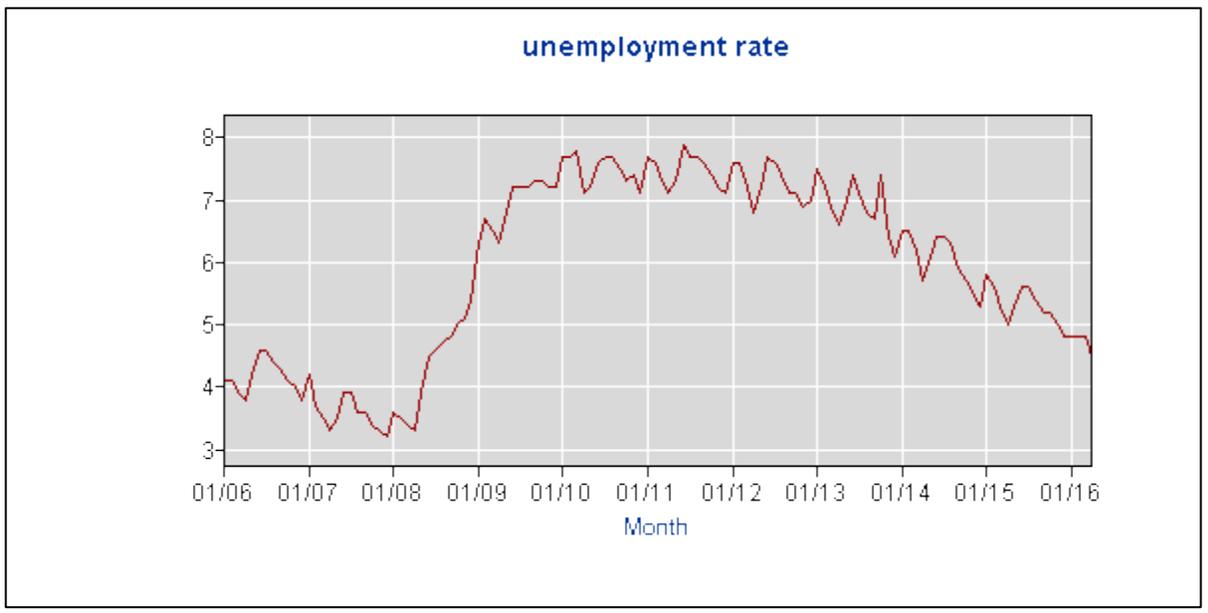
Since the Great Recession began in 2007, the United States has experienced an economic roller coaster of ups and downs that adversely effected local economies, including Prince George's County. However, Prince George's County's decline began before the Great Recession. The Prince George's County Economic

Catalyst Report of 2013, prepared by Battelle Technology Partnership Practice, Jacob France Institute at the University of Baltimore and Green Doors Advisors stated,

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

The report goes on to say that both the Great Recession and a loss of regional competitiveness contributed to a faltering Prince George’s County economy. The faltering economy nationally and locally culminated in an erosion of the job market that stunted job growth and enhanced job loss. Prince George’s County reached its highest unemployment rate of 7.9 % in 2011.

**Table 1.1 Prince George’s County Unemployment Rates 2006 – 2016**

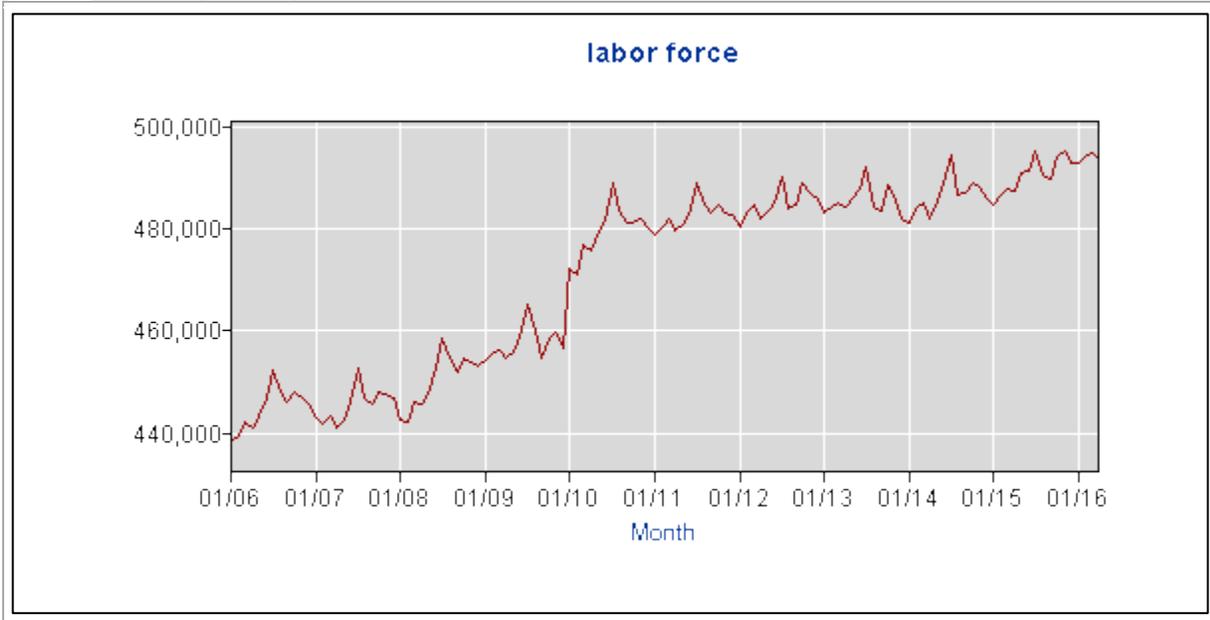


Source: United States Department of Labor BLS: LAUS

With the Great Recession ending in 2009, policies enacted by the 44<sup>th</sup> President Barack Obama, Congress, Prince George’s County Council and Prince George’s County Executive Rushern L. Baker in 2008 and 2010, respectively improved local economic conditions the Prince George’s County economy began to rise.

Today Prince George’s County is seeing promising economic trends with a labor force and employment participation rates that are continuously soaring. As of April 2016, Prince George’s County has a labor force of 493,774 and 471,430 people employed.

**Table 1.2 Prince George's County Labor Force, 2006 – 2016**



Source: United States Department of Labor BLS: LAUS

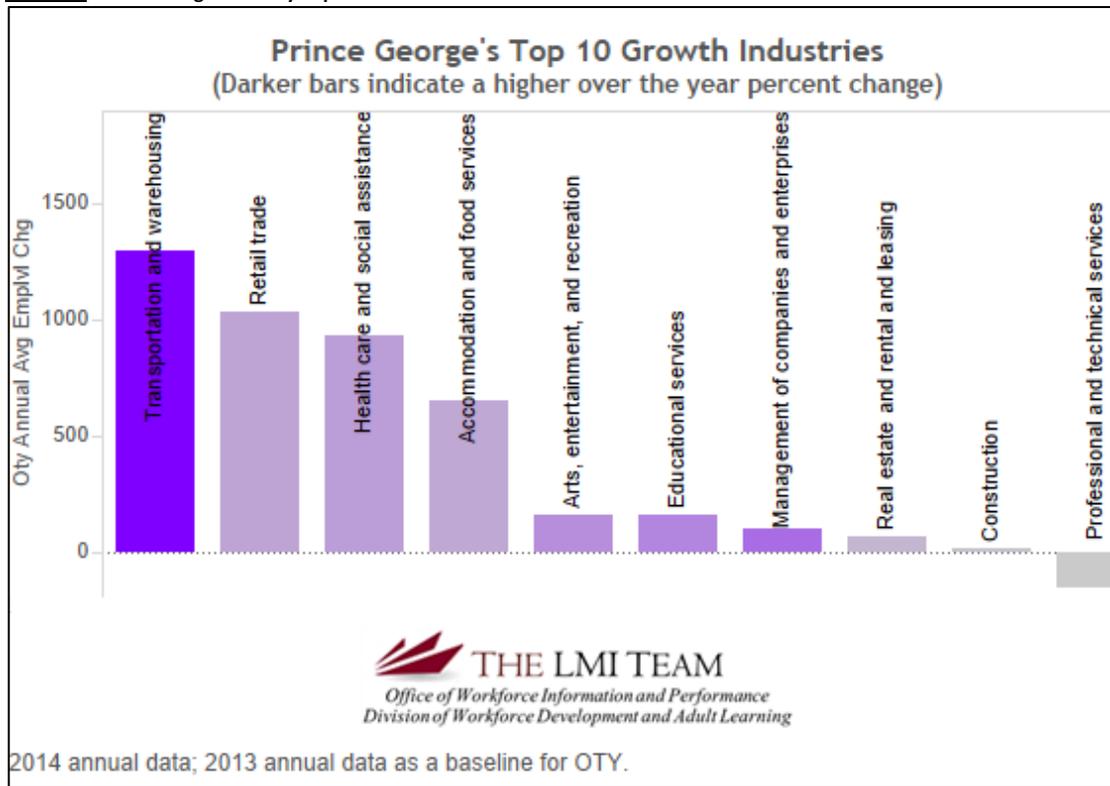
**Table 1.3 Prince George's County Labor Force 2006 – 2016**



Source: United States Department of Labor BLS: LAUS

While the Prince George's County labor force and employment rates soar, the unemployment rate continues to decrease. Since 2011 the Prince George's County unemployment rate has decreased from 7.9% to an April, 2016 low of 4.5%. Both Prince George's County and the state of Maryland have unemployment rates below the national average of 5.0%. Prince George's County's increases in labor force and employment and its continuous decreases in unemployment can be attributed to many sources, but what's evident is the past and future growth projections of several major industries that are driving the County's success.

**Table 1.4 Prince George’s County Top 10 Growth Industries**



Source: DLLR: Division of Workforce Development and Adult Learning – Office of Workforce Information and Performance

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

Based on the labor market information provided by the Bureau of Labor and Statistics, Maryland Department of Labor Licensing and Regulations and the Prince George’s County Economic Catalyst Report of 2013, The Prince George’s County Workforce Development Board has identified the following industries as the primary in-demand industries of focus for the Prince George’s County public workforce system:

- Transportation & Warehousing
- Retail Trade
- Health Care & Social Assistance
- Federal Government
- Professional & Business Services
- Hospitality/Accommodation and Food Services
- Construction
- Information Technology

While the projections above dictate that the County’s top growth industries are Transportation and Warehousing, Retail Trade and Health Care and Social Assistance, current labor market information shows

that Prince George’s County’s top three industries based on the highest current advertised job openings are Professional, Scientific and Technical Services, Retail Trade and Health Care and Social Assistance.

The WDB will be procuring a State of the Workforce Study for Prince George's County in PY 2017 that will analyze existing labor market information and demographics along with future projection to coincide with the Local Plan. The data collected in the State of the Workforce Study will be used to update the Local Plan if needed.

**Table 1.5 Prince George’s County Top 10 Industries by Advertised Jobs**

<b>Top 10 Industries by Advertised Job Openings</b>		
June - 2016		
<b>Rank</b>	<b>Industry</b>	<b>Job Openings</b>
1	Professional, Scientific, and Technical Services	1,860
2	Retail Trade	1,403
3	Health Care and Social Assistance	1,290
4	Administrative and Support and Waste Management	656
5	Accommodation and Food Services	647
6	Educational Services	494
7	Manufacturing	440
8	Finance and Insurance	368
9	Transportation and Warehousing	277
10	Information	252

Source: Maryland Workforce Exchange

Current labor market information for Prince George’s County varies slightly from the growth projections, but the County shows great strength with the highest advertised job openings by industry totaling 7,687. Of those 7,687 job openings, 83% or 6,385 are in the WDB’s in-demand industries. Based on economic forecast this trend will increase over the next decade. These indicators and trends are what the WDB will use to determine career pathways, service strategies, and education and training options for the public workforce system.

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

**Table 1.6 Prince George’s County Top 10 Occupations by Advertised Jobs**

<b>Top 10 Occupations by Advertised Job Openings</b>		
June - 2016		
<b>Rank</b>	<b>Occupation</b>	<b>Job Openings</b>
1	Registered Nurses	1,168
2	Retail Salespersons	246
3	Computer User Support Specialists	218
4	Customer Service Representatives	179

5	Heavy and Tractor-Trailer Truck Drivers	153
6	Computer Programmers	145
7	First-Line Supervisors of Food Preparation and Serving Workers	138
8	Computer Systems Engineers/Architects	137
9	Critical Care Nurses	119
10	Security Guards	118

Job Source: Online advertised jobs data

The current top 10 occupations by advertised job opening in Prince George’s County total 2,621. Of those 2,621 job openings, 95% or 2,503 are in occupations within the WDB’s in-demand industries. As previously stated, the economic forecast for Prince George’s County shows that the trends shown above will continue to grow over the next decade.

Positive trends continue when discussing average wages in Prince George’s County. The table below shows the average wages of those employed in Prince George's County. Prince George’s County’s average annual wage is \$6,916 over the state of Maryland’s average annual wage.

**Table 1.7 Prince George’s County Average Wages**

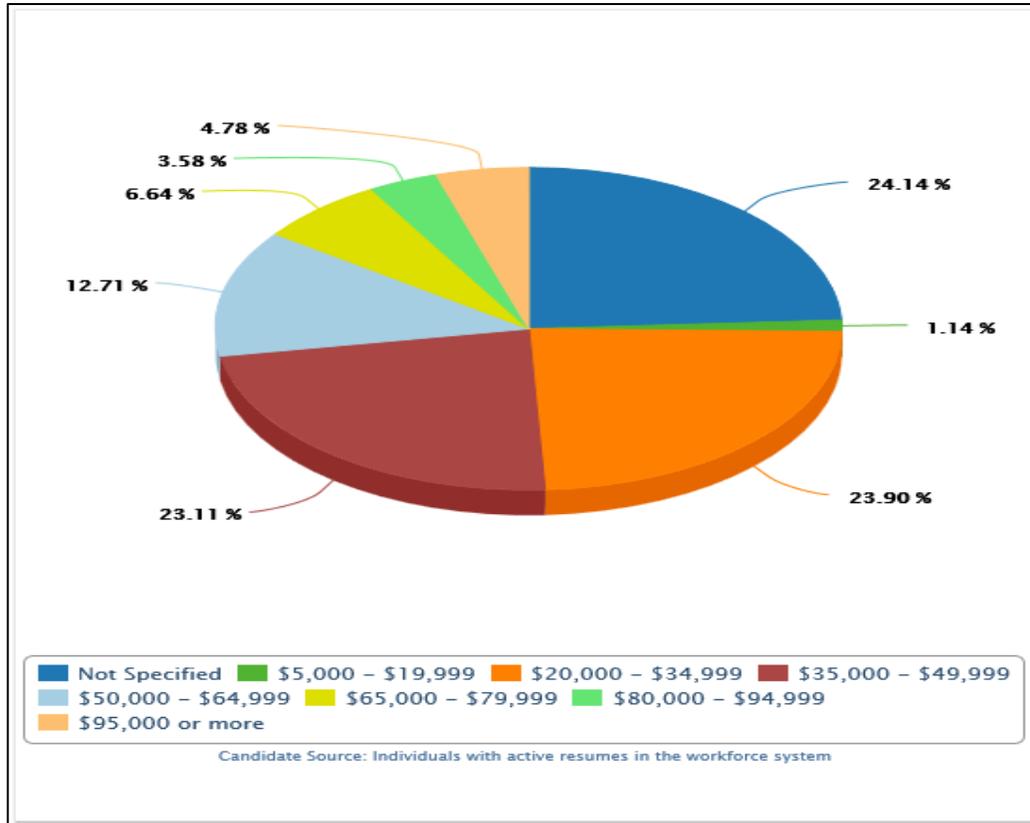
<b>Average Employment Wage Statistics</b>				
<b>Area Name</b>	<b>Total Average Employment</b>	<b>*Average Hourly Wage</b>	<b>Average Weekly Wage</b>	<b>*Average Annual Wage</b>
Prince George's County	314,134	\$27.43	\$1,097	\$57,044
Maryland	2,565,349	\$24.10	\$964	\$50,128

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

Source: Labor Market Statistics, Covered Employment and Wages Program

The average annual wage of employed persons in Prince George’s County aligns with the salaries desired by Prince George’s County job seekers. Over 48% of job seekers in Prince George’s County desire wages below the average annual salary of \$57,044 for those already employed. This is an indication that Prince George's County has an extremely competitive labor market with opportunities for career ladders and economic growth.

**Table 1.8 Prince George’s County Job Seeker Desired Salaries**



Source: Maryland Workforce Exchange

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

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

Over the next four years the WDB will be leading and partnering in efforts to conduct various sector strategy studies in Prince George’s County and the Capital Region. The upcoming sector strategy research will be coupled with and building on existing regional and local research, to ensure the County is adequately forecasting labor market conditions for the present and future to best prepare residents and business for the economic changes of the future. Forecasting and preparation for future economic conditions will allow businesses to have a local talent pool of qualified workforce and allow job seekers the opportunity make the wages they desire. A labor force that meets the needs of businesses is a labor force that, at its core, has people with the necessary educational attainment levels, credentials and work experience. Prince George’s County is a well-educated County that is enticing to businesses. Over 40% of Prince George’s County job seekers in the Maryland Workforce Exchange’s (MWE) hold an Associate’s Degree, Bachelor’s Degree or higher.

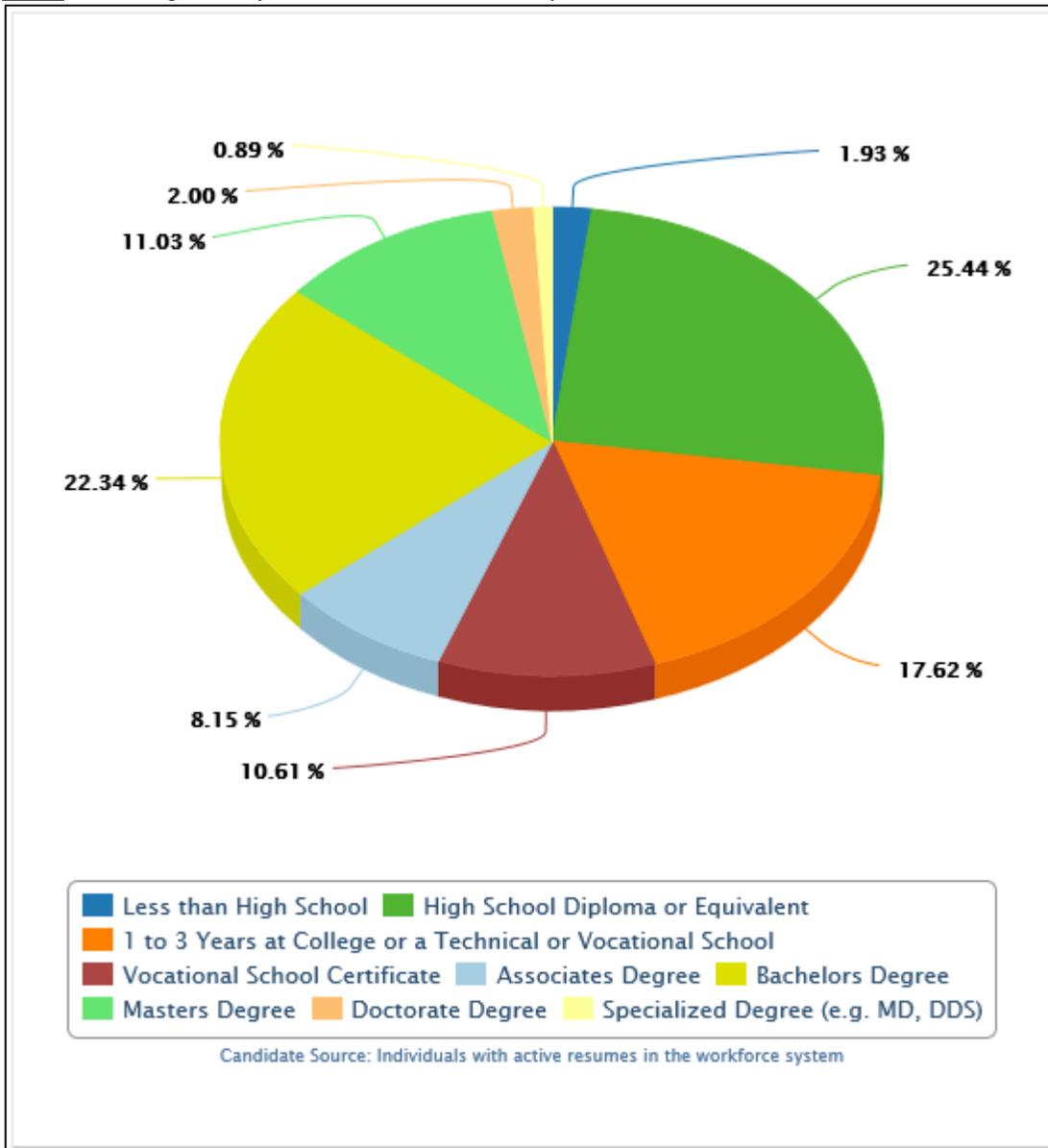
**Table 1.9 Prince George's County Job Seekers Education Level**

<b>Education Level of Available Candidates</b>			
<b>Rank</b>	<b>Minimum Education Level</b>	<b>Potential Candidates</b>	<b>Percent</b>
1	Less than High School	318	1.93%
2	High School Diploma or Equivalent	4,193	25.44%
3	1 to 3 Years at College or a Technical or Vocational School	2,904	17.62%
4	Vocational School Certificate	1,748	10.61%
5	Associate's Degree	1,343	8.15%
6	Bachelor's Degree	3,681	22.34%
7	Master's Degree	1,818	11.03%
8	Doctorate Degree	329	2.00%
9	Specialized Degree (e.g. MD, DDS)	146	0.89%

Source: Maryland Workforce Exchange

The graph below shows the percentage of Prince George’s County job seekers by education level.

**Table 2 Prince George’s County Job Seekers Education Level Comparison**



Source: Maryland Workforce Exchange

When comparing the educational attainment of Prince George’s County job seekers to the educational requirements of Prince George’s County job openings the comparison is favorable. The amount of Prince George’s County job seekers with an Associate’s Degree or higher exceeds the job openings requiring an Associate’s Degree or higher. Likewise, Prince George’s County’s supply of job seekers with less than an Associate’s degree exceeds the demand of positions by employers requiring an Associate’s degree or less.

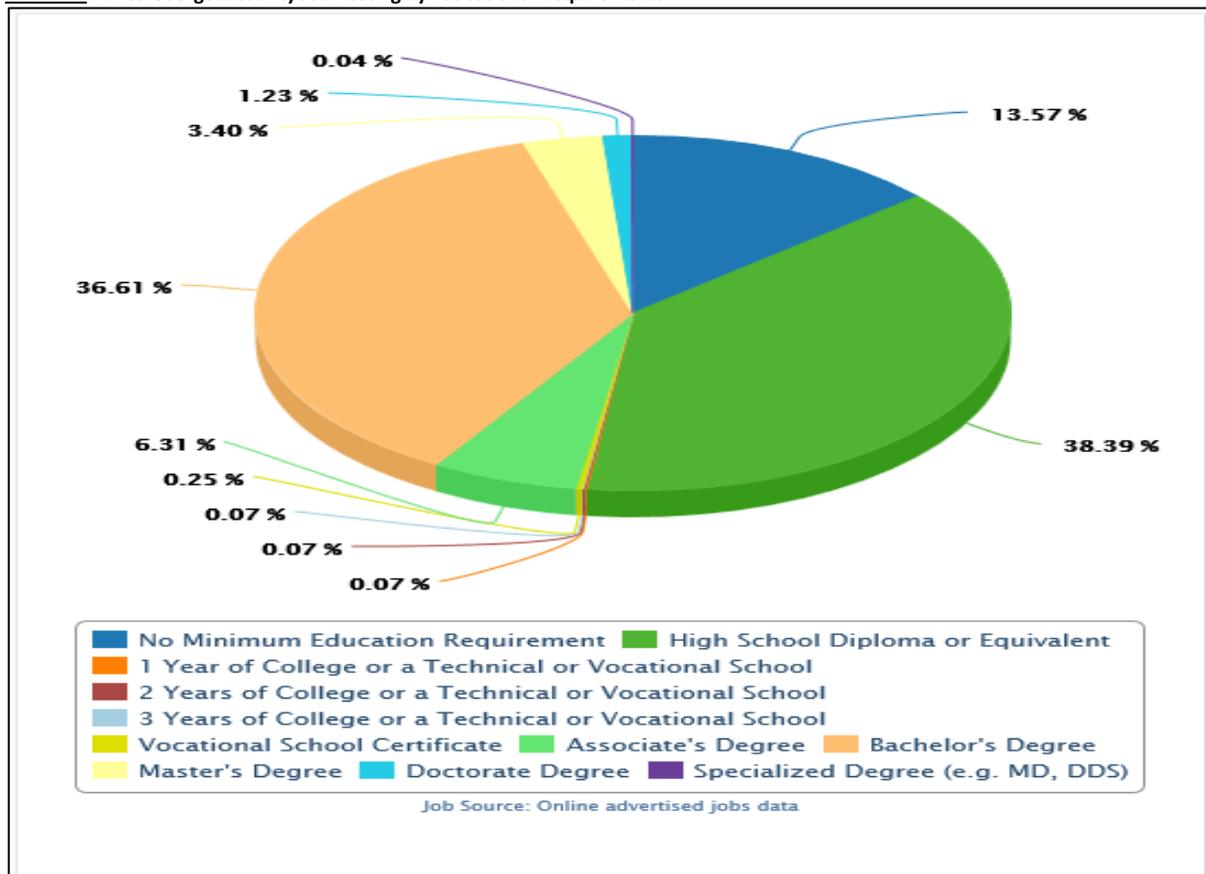
**Table 2.1 Prince George’s County Educational Requirements by Job Posting**

Educational Requirements of Advertised Jobs			
Rank	Minimum Education Level	Job Openings	Percent
1	No Minimum Education Requirement	387	13.57%
2	High School Diploma or Equivalent	1,095	38.39%
3	1 Year of College or a Technical or Vocational School	2	0.07%
4	2 Years of College or a Technical or Vocational School	2	0.07%
5	3 Years of College or a Technical or Vocational School	2	0.07%
6	Vocational School Certificate	7	0.25%
7	Associate's Degree	180	6.31%
8	Bachelor's Degree	1,044	36.61%
9	Master's Degree	97	3.40%
10	Doctorate Degree	35	1.23%
11	Specialized Degree (e.g. MD, DDS)	1	0.04%

Source: Maryland Workforce Exchange

The graph below shows the comparison of Prince George’s County job postings by education level.

**Table 2.2 Prince George’s County Job Posting by Educational Requirements**



Source: Maryland Workforce Exchange

**Section 1.2 Current Prince George’s County Workforce** (Labor force, Unemployment, trends, educational attainment & skill level)

(C) An analysis of the workforce in the Local Area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the Local Area<sup>6</sup>, including individuals with barriers to employment

According to the America Community Survey, Prince George’s County had 884,764 residents in 2014. This was an increase of more than 26, 225 residents from 2011. Fifty-Five percent (55%) of Prince George’s County residents were in the “prime working age” (25-64 years old) and about 10 percent were 65 years and older. The population ages 15-24 years old totaled 134,110, fifteen percent (15%) of the County’s total population. Women made up forty-one percent (41%) of the total population of adult working age residents. Prince George’s County has a moderately large population of young adults. In 2014, population ages 20-44 years old made up thirty-seven (37%) of the population in Prince George’s County. Population data provided by the US Census Bureau and their American Community Survey indicates that Prince George’s County has a large and continuous growing population.

As previously stated, the Prince George’s County labor force has successfully rebounded from the County’s early 2000’s economic decline and the Great Recession. The current labor force is larger than it was prior to the Great Recession and the unemployment rate is below the national average.

**Table 2.3 Prince George’s County Area Labor Force, Employment and Unemployment Data**

Area Labor Force, Employment and Unemployment Data					
Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Prince George's County	493,774	471,430	22,344	4.5%	Yes
Maryland	3,147,322	3,016,637	130,685	4.2%	Yes

Source: Maryland Workforce Exchange

At 4.5% unemployment and a growing economy, it can be determined that the current demographic of Prince George’s County job seekers are unemployed due to various barriers and not a lack of job openings . There are more than 2,000 more job openings in Prince George’s County than job seekers.

Through the development of the Prince George's County One Stop Career Center Network (CCN) the WDB will begin to leverage resources and partnership with mandated WIOA core and required partners ad additional community based organizations, faith based organizations, nonprofit organizations, libraries and sister agencies in the County to outreach, assess and provide basic career services to the unemployed and underemployed persons in Prince George's County. This approach will allow the public workforce system to expand its reach throughout the county, leverage resources, determine the factors and barriers preventing County residents from obtaining gainful employment and allow them to access services that will lead them to careers in in-demand industries through career pathways.

**Table 2.4 Prince George’s County Area Labor Force, Employment and Unemployment Data**

<b>Number of Unemployed per Job Opening</b>			
<b>Area Name</b>	<b>Number of Unemployed in April, 2016 (not Seasonally Adjusted)</b>	<b>Job Openings in April, 2016</b>	<b>Number of Unemployed per Job Opening in April, 2016</b>
Prince George's County	22,344	25,694	0.87

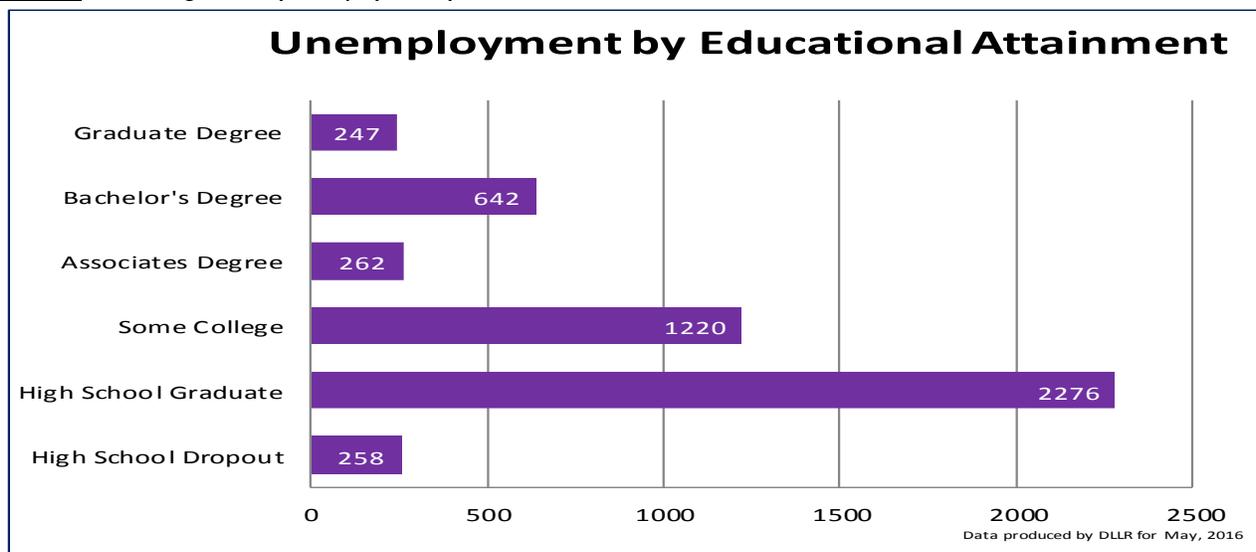
Source: Maryland Workforce Exchange

As stated above, a primary focus of the WDB is ensuring that the Prince George’s County Public Workforce System provides services to remove the employment barriers of job seekers in Prince George’s County that are preventing them from capitalizing on the abundance of job openings in the County.

Through the current network of partners that include numerous agencies, nonprofits, community based organizations and the faith based community in Prince George’s County, the WDB is strategizing the addition of non-traditional partner organizations to include in the Prince George’s County One Stop Career Center Network. The WDB is making it a priority to increase partnerships with non-traditional partners to increase access, wrap around services, pre-occupational skills training, basic needs assistance and skills to job seekers throughout their job seeking process prior to them entering a Prince George’s County One Stop Career Center. Along with the basic self-sufficiency barriers, the WDB is working to increase educational offerings of the workforce system through career pathways.

The increase of educational offerings is pertinent to Prince George’s County continued success. Current labor market data shows that almost 45% of job seekers in Prince George’s County lack a vocational or occupational skills certificate. A lack of post-secondary credentials limits the occupations and industries job seekers qualify to enter. Over 2,000 of Prince George’s County job openings require a post-secondary credential and all of the in-demand industries in the County have occupations that require a post-secondary credential.

**Table 2.5 Prince George’s County Unemployment by Educational Attainment**



The Unemployment Insurance data for Prince George’s County above shows that as of May, 2016 close to 5,000 people were receiving unemployment compensation, and 76% of those receiving unemployment compensation lacked a college degree.

Along with a lack of educational attainment and credentialing, work experience is a major factor of for the unemployed.

**Table 2.6 Prince George’s County Job Seeker Work Experience**

Work Experience of Available Candidates			
Rank	Minimum Experience	Potential Candidates	Percent
1	Less than 1 year	1,277	7.74%
2	1 Year to 2 Years	451	2.74%
3	2 Years to 5 Years	1,203	7.30%
4	5 Years to 10 Years	2,007	12.17%
5	More than 10 Years	11,552	70.06%

Source: DLLR Workforce Dashboard-Unemployment

National studies show that a lack of work experience is especially prevalent and a major barrier for job seekers who are considered youth, receiving public assistance or returning citizens. General knowledge of Prince George’s County job seekers shows that local trends emulate national trends regarding work experience. Currently, Prince George's County has over 1,600 current job seekers who have two or less years of work experience.

The WDB has acknowledged the severe lack of work experience of the hardest to serve in Prince George’s County, and have recently made it a priority to help them overcome these barriers through additional focuses on work based learning activities in the Prince George’s County Public Workforce System. Over the next four years the WDB will be implementing work experience and transitional employment components along with other work-based learning options throughout the workforce programs offered under WIOA and additional programs funded through alternative funding streams and partner organizations.

**Section 1.3 Prince George’s County Workforce Development Activities**

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

The Prince George’s County WIOA Operator is currently a consortium of partners led by the Prince George’s County Economic Development Corporation (EDC). The Prince George’s County Economic Development Corporations Workforce Services Division (WSD) is the entity within the EDC providing employment and training solutions and services that connect employers to workforce talent and job seekers to careers, while ensuring the highest standards and accountability for these investments. After the County’s final implementation phase of WIOA, Prince George’s County Operators and partners will offer job seekers 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 our region, without requiring any sequence of services as previously required under the Workforce Investment Act (WIA).

Career Services are made available through the County’s One Stop Career Centers and their comprehensive network of partners offering career counseling, supportive services, wrap around services, occupational skills training and follow up services. The WDB has built regional partnerships that allow the WIOA One Stop Operator and partners the opportunity to work closely with colleges, universities,

proprietary schools literacy providers and others who offer pre- and post- secondary education. The process to access and determine service offerings is evaluated each year as we continuously work to provide increasingly innovate and efficient service strategies.

Basic and Individualized Career Services are provided by local and state staff. These services include a general orientation of the service offered in the local workforce system, an introduction to WIOA and the various partners and services offered locally. These service include, but aren't limited to, assessments for individuals who may need assistance in gaining employment that leads to self-sufficient wages. Various workforce elements, beginning with an assessment of needs may culminate into a referral for occupational training services. Occupational training is available year-round and are aligned with the County's designated in-demand occupations and targeted industry clusters. To access training, a job seeker meets with a One Stop Career Center Career Consultant who guides them through a process to determine whether they need basic career services and placement assistance or individualized career services and a referral to training. This process includes a review of the job seeker's household income, work experience, educational attainment level, current knowledge, skill and abilities, possible barriers to employment, and job availability. Any information related to assessments and skills are captured in the Individual Employment Plan (IEP) which uses the job seekers results to develop their career plan. Participants needing training are guided toward occupations that are in-demand in the local and regional area and placed into a career pathway.

WIOA regulations move the workforce system to become increasingly "job driven". The WDB is following this guidance with increased engagement, strategizing with employers and raising employer awareness of the services available through the public workforce system are coordinated through the Prince George's County Economic Development Corporation-Workforce Services Division's Office of Business Services. In the spirit of WIOA the WDB and WDB Executive Director have integrated the Office of Business Services and the Maryland Department of Labor, Licensing and Regulations (DLLR) to manage multi-level engagement of businesses through ongoing communication and partnerships. With the integration of the two business services entities both organizations Business Consultants collectively serve the needs of local and regional employers utilizing collection of services, tools and business strategies. Each Business Consultants (BC) in the integrated system is assigned an in-demand industry within Prince George's County local area and region. The team has a uniform set of operations, flyer and will be purchasing and implementing the usage of a customer relationship management system (CRM) to track the cumulative efforts of business services in the Prince George's County Public Workforce System. It is the goal of the WDB that all partners purchase and utilize a common CRM tool for business engagement tracking across the County.

The Prince George's County Public Workforce System's new and more efficient Office of Business Services will improve the service delivery to business and bring more opportunities to job seekers entering the Prince George's County One Stop Career Centers. To meet the projected increased opportunities provided by the BC's, the WDB has worked with the EDC to add a new position to the Office of Business Services, the Talent Acquisition Specialist (TAS). The TAS serves as the liaison between the Office of Business Services and the programs and partners operating within the Career Centers. The TAS will ensure that job seekers are job ready and connected to the BC working with businesses in their desired industry.

Career Service and Business Services are coordinated through Prince George's County One Stop Career Centers. The One Stop Career Centers are the hubs of the Prince George's County Public Workforce System. All job seekers have access to career resource areas in each of the Prince George's County career centers. 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 One Stop Career Centers include referrals, on-site recruitments, virtual notifications, and other methods.

The Prince George's County youth workforce services is a system of braided funds and multiple partners that includes the Workforce Service Divisions Office of Youth Programs (OYP), local youth service providers, Youth CareerConnections, state funded programs and additional locally funded programs. The combination of funding, organizations, partnerships, programing and competitively-procured Out-of-School Youth Service Providers, connect services and resources to youth who are in school but designated as at-risk youth, youth with disabilities, adjudicated youth, opportunity youth (out-of-school youth) without a secondary credential and opportunity youth (out-of-school youth) with a secondary credential. The mission of OYP is assist youth reach academic achievement, economic opportunity and personal success. This strategy involves coordinating countywide partnerships and leveraging public workforce dollars to develop and replicate high-impact program models. These programs focus on education, youth workforce development, summer program models of service-learning, work experiences, internships, and the blending of work experience opportunities with academic support to prepare young people to successfully participate and grow in the local economy. Our system is closely involved with the Prince George's County Public Schools (PGCPS) and Prince George's Community College (PGCC). Special initiatives such as Registered Apprenticeships blend across youth and adult services. OYP works closely with its competitively-procured Out-of-School Youth Service Providers to partners in strategically aligning resources to increase opportunities of young people in Prince George's County.

Identified areas of strength in our local system include:

- Established relationships with regional partners and the community of providers within the area.
- Strong and broad stakeholder relationships across subject areas and levels of government with employers, educators, training providers, associations and other important partners.
- Sector-based and occupationally-based strategies to serve both business and build career seeker opportunities.
- Integration between Prince George's County Economic Development and the Prince George's County Public Workforce System.
- Research capabilities leveraged through local resources to ensure our operational work is driven by data and best practices.
- Regional partnerships to increase the services and opportunities for career seekers.
- Integrated career centers that offer streamlined service delivery, greater efficiency, and consistency.

Identified opportunities for improvement include the need to build internal and provider capacity around co-enrollment among core, required and additional local partner programs, additional opportunities to serve those with barriers to employment, the need for targeted programs and services to meet the needs of specific demographics (returning citizens, opportunity youth, people with disabilities, veterans and etc.), improving our on-line presence and community partnerships to increase access to customers across the county, and building Title I providers' capacity around newer WIOA training and placement strategies such as work experience, apprenticeship, internships and transitional jobs and increased capacity to seek flexible funding beyond our formula funds to support innovative opportunities

## **Section 1.4 Prince George's County Strategic Vision and Goals**

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

The WDB, through its One Stop operator, service providers and network of partners, form the Prince George's County's Public Workforce System. The Prince George's County Public Workforce System strives to connect businesses to a skilled workforce and helps individuals develop the skills needed to thrive in the global economy.

Recently the WDB began a strategic process that will be conducted through Program Year 2016. The goal of the WDB’s strategic processing and alignment is to ensure that all of the work of the WDB and the Prince George's County Public Workforce System are integrated and organized around a unified vision and set of strategic priorities. The vision and strategic priorities guide the WDB’s efforts and the Prince George’s County Public Workforce System as it engages with over 20,000 business and job seeking customers.

The WDB’s strategic planning process yielded the following vision:

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

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

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

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

1. Create career pathways with stackable credentials based on industry (blue collar and higher skilled)
2. Create career pathways based on sector strategy research conducted in Prince George’s County and the Capital Region
3. Assess and provide wrap-around services to meet mental health and/or learning issues.
4. Become recognized as “the” subject-matter expert for responding to the workforce needs of Prince George’s County, Maryland’s Capital Region and the D.C. Metropolitan Area

5. Have representation on several key Business and Economic Development Boards (Chamber, Prince George's County Economic Development Corporation, Prince George's County Business Roundtable, Greater Washington Board of Trade, and etc.)
6. Convene annual meetings to conduct conversations with all of the business and economic development entities
7. Identify the barriers of the hardest-to-serve and create customized services to address specific barriers
8. Obtain alternative funding sources outside of WIOA to minimize the percentage of WIOA dollars funding the public workforce system
9. Identify methods and strategies to address the barriers experience by a large portion of the unemployed population in Prince George's County
10. Conduct cross-training and continuous training with internal and external partners
11. Provide excellent and consistent customer service by developing and enforcing SOP's
12. Create a Prince George's County Public Workforce System that no matter where a customer enters or calls, they receive consistent services and answers. This system will be reinforced by leadership upon identification of the agencies that need the common 'door'
13. Develop marketing collateral and training materials that are consistent in their messaging
14. Create a vehicle for developing available talent pools that promote business retention and expansion by identifying OJT opportunities and utilizing incumbent worker training
15. Conduct business needs assessments to develop effective service plans and referrals to other resources that lead to the expansion and growth of businesses utilizing the public workforce system
16. Conduct business engagement and outreach to identify qualified small businesses and provide an orientation to workforce development services

## **Section 1.5 Prince George's County Workforce Development Performance and Accountability**

Serving as the WIOA Career Services provider, the mission of the Prince George's County Economic Development Corporation-Workforce Services Division is to connect existing and new businesses to a skilled workforce and help individuals develop the skills necessary to successfully compete and thrive in an expanding local economy. Inherent in this mission are strategies designed to improve the quality of the workforce to build upon the County's desirability to businesses, expand its commercial economic base in order to increase its tax base and provide for improved public services such as education and public safety. These outcomes will support our achievement of our negotiated federal performance accountability measures and the development of a stronger County economy.

**Measure(s): Adult and Dislocated Worker employment measures (2nd and 4th quarters after exit).  
Adult, Dislocated Worker and Youth earnings measure.**

A number of strategies will be employed to ensure that the Prince George's County Public Workforce System provides County job seekers the necessary qualifications to obtain employment and earn family-sustaining wages. Key among these strategies is the coordination with stakeholders and business partners to establish employer-validated skill requirements. This knowledge informs the implementation of work-based curricula in in-demand industry clusters in order to prepare individuals for jobs that exist in the area. Employer involvement in this process is critical and provides added credibility so that businesses feel confident in hiring individuals from the workforce system.

The WSD is also committed to following the WDB's lead of the establishment of career pathways. Career pathways programming with multiple entry and exit points for individuals of all ages and levels will lead to long term success for job seekers. These pathways identify and deliver employer-sanctioned foundational work skills that individuals can build upon as they progress along their careers with stackable high-demand credentials that ultimately contribute to both employment retention and advancement.

The timeframes for the federal performance measures demonstrate an emphasis not only on being able to gain employment, but also retain employment. One of the WDB's strategic priorities is the implementation of the "no wrong door" service delivery model. This integrated model of service delivery emphasizes that the purpose of coordinated, integrated and aligned front line entry services and post-exit follow-up services to enhance access, retention, wage gain, and career progress for participants who became employed and have exited the program. The model prescribes that all participants be continuously informed of the availability of services by the Prince George's County One Stop Community Network regardless of where they are requesting services in the County. The model ensures that those who are enrolled into WIOA and accessing services continuously receive those services while they remained enrolled and for the at least 12 months after exit and beyond, as mandated by WIOA, regardless of where they are located in the County. This continuity of service with an emphasis on job placement and retention and progression will serve to achieve both the employment and earnings measures. The federal performance measures for employment earnings will be supported further by the concentration of training funds in in-demand sectors and correlating occupations, reflecting growth in the local economy within Prince George's County's identified high demand industries. These occupations are those in demand by businesses and are most likely to provide family-sustaining wages.

**Measure(s): Youth in education, training, or employment (2<sup>nd</sup> and 4<sup>th</sup> quarters after exit).**

The youth employment measure includes those youth who are in education and/or training activities in the quarters after exit, as well as those who are in unsubsidized employment.

The high school graduation rate in Prince George's County is 76%, 6% below the national average and 10% below the states average. National data shows that graduation rates continuously decline for economically disadvantaged youth. Four year adjusted graduation statistics show that the graduation rates for economically disadvantaged youth in Prince George's County was estimated to be 73 percent. This presents a significant challenge for the future of Prince George's County as these youth become out-of-school youth, lack skills, and may only be marginally connected to the labor force.

Two of the challenges for those youth seeking their high school diploma or its equivalent is the change in the content of the General Equivalency Diploma (GED) exams, as well as the test's transition to becoming computer-based, which presents a challenge for those with computer literacy issues. An alternative to

these issues are researching alternative exams that are more focused on application of concepts as well as other pathways through the Prince George's County Adult Education and Literacy provider (s). Along with alternative exams, the WDB will be implementing computer literacy programming and contextual learning within the public workforce system. This will lead to increased success of the attainment of the GED credential and the youth's success along a career pathway.

While there are critical issues in the attainment of a high school diploma or its equivalent, the WDB will make every effort to align as efficiently and effectively as possible the job seekers' ability to obtain their diploma and complete their career pathway plan as efficient as possible.

Using a holistic and data-driven case management process and through oversight and regular monitoring of WIOA youth participants, the WDB will work with providers offering evidence-based practices, accountability standards, and meaningful program models that support the achievement of federal performance standards. The models focus on three youth based populations: in-school youth, identified as "at-risk youth" who are enrolled in school; out-of-school, identified as "opportunity youth without a secondary credential"; and "opportunity youth with a secondary credential" but who are not employed nor in a postsecondary program.

Each model directly focuses on one or more of the aspects of this performance measure. Although focused on the first rather than the second quarter, the Prince George's County's youth system's most recent record on this performance measure under WIA has been extremely strong by meeting and exceeded required performance measures for the past 5 years.

**Measure(s):   Obtainment of a recognized postsecondary credential or secondary school diploma in or within one year after exit.  
Percentage of participants who are in education or training that leads to a recognized postsecondary credential and who are achieving measurable skills gains toward a credential or employment goal.**

One of the WDB's objectives over the next four years is to map the career pathways in Prince George's County by the in-demand occupations in each local industry sector. The map will contain education requirements, skills, and industry-recognized credentials of in-demand industries and occupations. This will allow the Prince George's County Public Workforce System to increase its services and ability to properly assess and place job seekers on the best career track. Currently the workforce system uses a variety of assessments and tools to inform participant decision-making regarding their skills and aptitude for a specific career in order to maximize the probability of success.

Career pathways, as well as the investment of training dollars into training programs that offer credentials in in-demand occupations, will serve to achieve this performance accountability measure. As described in the youth education/training/employment measure, the youth models under WIOA have a strong focus on education and credential attainment for both in-school and out-of-school youth. The local board is committed to the innovative utilization of the full array of training services under WIOA in order to achieve this measure. Monitoring achievements in the year subsequent to exit is an integral part of the County's model so that the appropriate outcomes can be recorded or the necessary intervention can be undertaken as required.

**Measure(s): Effectiveness in serving employers**

Although this measure isn't in place yet, the WDB is acutely aware of the fact that the workforce system exists to serve two customers: the job seeker and business community. This is evidenced by the fact that the local board's strategic priorities involve employers:

- Provide Employer-Driven Education and Training
- Serve Small Businesses

The WSD has been strategizing on how to measure the performance of Business Services and have aligned the following internal measures:

- Number of new business receiving services from Business Services
- Number of existing businesses receiving services from Business Services
- Number of businesses receiving services from the previous program years

Additionally, the WSD is in the process of establishing a customer service assessment to allow businesses the opportunity to provide feedback on the quality of services received by the Business Services units within the public workforce system. These assessments will allow the workforce system to evaluate and measure its effectiveness in service delivery. In addition, the local board's Business Services committee is looking at employer engagement and re-engagement over time in order to establish a baseline and goals for the future along with other quality assurance metrics.

Whatever the definition may ultimately be, the WDB is confident that our efforts along multiple fronts will serve to positively affect this performance measure.

## **Section 1.6 Prince George's County Workforce Development Strategy**

**(F) Taking into account analyses described in subparagraphs (A) through (D), a strategy to work with the entities that carry out the core programs to align resources available to the Local Area, to achieve the strategic vision and goals described in subparagraph (E).**

The WSD serves as the WDB's administrative entity and staff of the WDB. The WSD have the basic responsibility to ensure that the duties and responsibilities of WDB are carried out in compliance with WIOA regulations. The WDB delegates the operational aspects of responsibilities within its purview to the administrative entity.

## **Section 2: Alignment of the Local Workforce Development System**

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

The WDB provides strategic direction and management of Prince George's County Public Workforce System as it implements and administers WIOA. The Chief Elected Official, the County Executive, appoints

members to this board as required under federal and state WIOA regulations. The WDB bylaws outline term requirements. As mandated by WIOA, the board has a majority of membership representing executives from key private industry sectors that drive economic performance, plus senior appointed government officials and leaders in Prince George's County's government and non-profit community. Since its designation, the WDB has maintained compliance with all federal and state regulations and is in alignment with the opportunities WIOA provides for a more lean and manageable local board. The WDB currently has 5 standing committees: Executive, Finance, Business Services, Disability & Severe Barriers, Youth Services and One Stop Operations. Through the work of these committees, with the Prince George's County Economic Development Corporation as the fiscal agent, the board directs the strategic disbursement of and retains accountability for approximately \$5 million a year in federal and state funding for employment services on behalf of Prince George's County.

The WDB oversees the County's integrated service delivery model in which both EDC (WIOA), DLLR, DSS DORS, PGCC and several other partner workforce programs operate through the local workforce system – a process begun in 2014 and is in constant progression. Under the guidance of the WDB, the EDC leads a consortium of partners serves as the primary managing entity for each career center in Prince George's County. As we continue to advance our service delivery model that integrates WIOA and additional workforce programming, we anticipate increased center traffic and improved opportunities for access. While currently, the WDB utilize a sole source model for the One Stop Operator, we are beginning to transition, define and competitively procure a One Stop Operator.

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

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

**Table 2.7 Key Partners & Roles**

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

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

**WIOA Title I Adult and Dislocated Worker** programming encompasses two of the three program components in WIOA Title I. Priority of service is provided specifically to the WIOA Title I adult population who meet certain criteria. Through the work of our Title I providers, adult and dislocated workers can access career services as applicable, including case management, supportive services, IEP development, structure job search, group and individual career counseling, individualized skill development strategies, work experience opportunities, and others.

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

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

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

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

One Stop Career Center. One-on-one basic skills remediation and tutoring is provided to WIOA youth in the Prince George's One Stop Career Center.

In the 4<sup>th</sup> quarter of Program Year 2016, the Prince George's Community College and the WDB have agreed to begin coordinating increased basic skills and remediation services in a regularly scheduled weekly format. This coordination will be a pilot that will develop into more extensive Title II services offered at the Prince George's One Stop Career Center in Program Year 2017. At the conclusion of Program Year 2017 it is the goal of the WDB to have weekly offerings of all Title II services at the Prince George's One Stop Career Center. The WDB is working with the Prince George's Community College to collocate Wagner Peyser and WIOA services with Title II sites throughout Prince George's County.

As required by the Carl D. Perkins Career and Technical Education (CTE) Act of 2006 (Perkins), and other non-Perkins programming, PGCC functions as the county's primary post-secondary career technical education provider as well. In this capacity, Prince George's Community College and the WDB work to strengthen CTE and occupational skills training offerings in Prince George's County, through both the college's Workforce Development and Continuing Education area and its Academic Affairs area. This ensures alignment of program offerings consistent with in-demand occupations. Building upon the workforce system's history of success, the WDB partners with the College to ensure that CTE graduates who are not immediately entering post-secondary education are made aware of and connected to services and opportunities available at local One Stop Career Centers including paid work experiences, paid internships and OJTs.

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

The college offers dozens of programs and contract training opportunities that lead to industry recognized certifications and licenses as well as academic degrees and certifications. PGCC also assists with coordinating employer demands for skills and development of credentialing for shorter term programs along with multiple partnerships funded through federal, state, and private grants. In addition, the College builds training along talent pipelines identified through our employer engagement such as construction trades and other industry area training through the Team Builders Academy, its Center for Business and Industry Solutions, and its Workforce Development Institutes. The college recently began work in providing training through the MGM Dealer School to provide skilled casino workers for the MGM Casino and Resort s.

The College is also an active partner in the Youth Career Connect and Summer Youth programs

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

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

### **Job for Veterans State Grant**

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

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

### **Temporary Assistance for Needy Families (TANF)**

The Department of Social Services, responsible for the Temporary Assistance for Needy Families (TANF) program, is currently a member on the WDB. The services provided in this Department can provide essential supportive services, training, education and family support needs to ensure Prince George's County job seekers have the resources to maintain their participation in education and training in order to reduce or eliminate their need for public support.

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

### **Able Bodied Adults Without Dependents (ABAWD)**

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

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

The WDB has worked with all the partners noted above in compiling and completing the local workforce development plan. Partners have reviewed and contributed to the plan in WDB meetings, individually and by multiple convening's. All the partners noted above (as they were available) participated in both WIOA Convening's coordinated by DLLR and DHS. The convening's coordinated by DLLR and DHS have been duplicated on the local level in the form of Workforce Development Board Community Discussions that

target specific WIOA target populations. The data and information from these meetings have been used to develop and modify this local plan. They will continuously be used to modify the local plan through 2017.

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

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

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

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

Beginning in Program Year 2017, the One Stop Operator will begin asset mapping and increasing the efficiency of the Prince George's County One Stop Career Center System. Include in the asset mapping will be an inventory of partners and the services they provide to businesses. This inventory will compile existing business services and business related initiatives among core and required partners, local One Stop partners and other publicly-funded business services representatives to determine the breadth and scope of available business services.

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

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

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

The WDB will engage in an ongoing process that will use our existing Business Services Committee and additional business, sector, industry and labor organizations to ensure that the public workforce system

meets the needs of businesses. Both state and local entities will be invited to assist the WDB in engaging employers. The WDB commits to embracing an employer engagement mechanism on an ongoing basis to ensure that business customers are provided the opportunity to influence the delivery of employment and training services in Prince George's County.

#### To better coordinate workforce development programs and economic development

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

In conducting outreach to businesses, especially when there is a focus on the provision of education and training services, the WDB and EDC can proactively use the knowledge and resources of Prince George's Community College when approaching businesses who are seeking to expand existing operations in the county or to help entice them to move to the county.

#### To strengthen linkages between the American Job Center delivery system and Unemployment Insurance programs;

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

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

UI claimants coming to the One Stop Career Centers will also be able to access one-on-one career services, basic and individualized from all staff, and explore the many opportunities for getting back to work quickly.

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

(E) A description regarding the implementation of initiatives such as EARN Maryland, apprenticeship, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, integrated education and training, career pathways initiatives, utilization of effective business intermediaries, and other business services

and strategies, designed to meet the needs of businesses in support of the strategy described in Section 1.

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

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

The first step to an employer driven approach is the creation of a career readiness standard across the County. January of 2017 marked the first step in this process as the EDC worked with local area businesses and the WDB's Business Committee to create career readiness goals and a universal career readiness assessment. The goals and the assessment will growth of the Prince George's County Ready to Work Talent Pipeline. Ready to Work is managed by the Business Services, Talent Acquisition Specialist and currently has a pipeline of 50 job ready candidates. The WDB take the nest steps by procuring services to develop and improve standardized career readiness trainings customized for Prince George's County in Program Year 2017.

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

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

The WDB is committed to engaging in good faith negotiation with One Stop Partners in order to execute the Memoranda of Understanding and accompanying Resource Sharing Agreement. The WDB understands that good faith negotiation is a comprehensive term that is defined as purposefully engaged: showing up, addressing substantive issues, and offering productive ideas toward a meaningful solution. The WDB has an expectation that One Stop Partners will also engage in negotiations in good faith which will lead to a reasonable Memoranda of Understanding, an equitable Resource Sharing Agreement, and an effective customer flow process facilitated by the required One Stop Operator.

Once the MOU/RSA is executed, the WDB and the partners identified in this agreement will examine other entities that have workforce development as a component in their mission.

The WDB will work to bring additional partners into the One Stop system through the One Stop MOU/RSA or through separate agreements. Legally binding agreements separate from the MOU/RSA will be developed on an as needed basis to encompass the entire workforce system outside of the Prince George's One Stop Career Center. The WDB is consistently engaging new partners, developing new services strategies and expanding the workforce system. These efforts will bring new partners into the system that the WDB will enter into formalized agreements with.

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

The WDB recognizes the value and importance of being aligned with economic development efforts in both the county and the region. Prince George's County leadership recognizes this by housing the WDB, WIOA funded programs and workforce related activities as part of the county's economic development office.

One of the goals of the WDB is to serve small businesses. With a priority of serving small businesses, aligning and engaging with organizations that promote and support entrepreneurial skills and microenterprise services is an essential part of the WDB priority. In the upcoming program year the WDB and WSD plan to begin coordinating with PGCC's Center for Entrepreneurial Development. This partnership will add an additional resource to help address issues related to entrepreneurial skills training.

The WDB is also identifying additional services that are readily and locally available to assist job seekers in obtaining entrepreneurial and micro-enterprise services. The WDB is considering specialized Career Services and assessment procedures that focus on entrepreneurial opportunities as a viable effort toward obtaining a job in the county.

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

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

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

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

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

The WDB is committed to understanding, acknowledging and committing One Stop Partner expertise to the Memoranda of Understanding and the Resource Sharing Agreement. WIOA recognizes and requires One Stop Partners to commit resources to the support of job seeking and business customers during the time that they are engaged in the One Stop system and service delivery. The WDB will ensure the requirement is achieved through the MOU/RSA negotiation, the WDB will negotiate with partners to ensure that resources are made available to enhance a customer's chance of success in training and employment through the efficient use of supportive services. The WDB is committed to negotiating in good faith, and intends to negotiate from a perspective that if an action is allowable by the Uniform Grant Guidance, Law or Regulation, the action may be negotiated.

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

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

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

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

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

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

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

The WDB is committed to serving employer customers. If employer engagement efforts detailed in Sections 2 (B), 2(D), 2(E) and 2(F) of the WDB Local Plan indicate that employer customers will benefit from an industry-led partnership; the WDB will work with One Stop Partners and other Partners to determine the convener for the effort. In the event that the WDB is not the convener, the WDB will monitor the effort ensuring that the effort has the best chance for success. As noted earlier, critical sector areas include but not limited to Transportation & Warehousing, Retail, Health Care, Government and Construction. As the WDB further develops these sector areas into full industry-led partnerships, careful efforts will be made to ensure these industry-led partnerships best align with the abilities of our job seekers.

(J) 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. The WSD promotes programs and services through faith based communities, organizations and events. Additionally, in partnership with the EDC the One Stop Career Center staff and partners conduct monthly Economic Development Summits at various churches throughout the County.

Through the development of the Prince George's County One Stop Community Network, the faith based community will play an intricate role in providing Basic Career Services such as assistance in registering in MWE, One Stop Career Center orientations, job readiness training, job search assistance and access to workforce outreach and informational materials.

### Section 3: American Job Center Delivery System

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

**A. A list of all Prince George’s County One Stop Career Centers; include address, phone numbers, and hours of operation.**

**Table 2.8 Prince George’s County One Stop Career Centers**

<p><b><u>Prince George’s One-Stop Career Center</u></b>          1801 McCormick Drive, 1<sup>st</sup> Floor          Largo, Maryland 20774          Telephone (301) 618-8425          Fax: (301) 386-5533          Hours of Operation: Monday-Thursday 8:00am to 4:00pm/Friday 8:00am-2:00pm</p>	<p><b><u>Laurel Regional Workforce Center</u></b>          312 Marshall Avenue, Suite 604          Laurel, Maryland 20707          Telephone (301) 362-9708          Fax: (301) 362-9719          Hours of Operation: Monday-Thursday 8:00am to 4:00pm/Friday 8:00am-2:00pm</p>
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(B) Customer Flow System - Describe the customer flow process used in the Local Area. This description should include eligibility assessment, individualized training plans and case management.

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

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

Each customer entering a One Stop Career Center will be greeted individually and provided with information about One Stop Career Center services. If needed, assistance with Maryland Workforce Exchange registration (MWE) will be given.

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

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

- Employment Opportunities
- Partner Programs that support job search & employment
- Employment Preparation Workshops
- Training Services
- Self-directed services
- **Youth Services - Knowledge Equals Youth Success (K.E.Y.S.)**
  - In-School Youth & Out-of-School Youth Programs
  - Employability Job Readiness Skills
  - Training & Internships
  - Tutoring
  - Occupational Skills Training
  - Leadership Development Opportunities
- Veteran's Services
- Division of Rehabilitation Services (DORS)
- Job Corps
- Department of Social Services
- Adult Education Services
- Career Assessments
- Job Search related Workshops
- Re-Entry Services
- Training & Career Development Services Facilitated by Career Consultants

## **Assessments**

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

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

## **Individual Employment Plan**

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

### **Individual Employment Plan (Adults and Dislocated Workers)**

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

- Comprehensive assessments of education and training needs including work history, skills, special skills, interests, and aptitudes.
- Barriers to employment, level of basic skills literacy, support service needs, and assessment observation summary
- Labor market information & occupational research assignment
- Employability Development Plan and Goals which include clearly defined and documented action steps and/or strategies to be implemented by the customer toward their employment goals and self-sufficiency; signed by customer and career consultant.
- Customer Service Case Notes detailing dates of service, activities, progress notes, and actual outcomes for active customers.
- IEP must be dated prior to WIOA services and must be signed by participant and career consultant.

### **Individual Service Strategy (Youth)**

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

The ISS must include:

- Educational background and Work history including special skills, hobbies, interest and aptitudes.
- Barriers to employment and education and support service needs.
- Youth comprehensive assessment and testing summary
- Youth assessment observation summary
- Clearly Identified goals and action steps
- Clearly defined and documented service strategy to be taken by the customer toward their employment and/or educational goals.
  - preparation, in appropriate cases, for high school diploma, postsecondary educational opportunities
  - strong linkages between academic and occupational learning
  - preparation for unsubsidized employment opportunities, in appropriate cases

- Dates of ISS development and ISS must contain participant and career consultant signatures.
- Youth Customer Service Quarterly Case Notes and Monthly Activity Report should be completed on a regular basis and be reflected in MWE with the appropriate activity code.

### **Eligibility Documentation**

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

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

#### *Priority Selection for WIOA funded services:*

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

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

### **Training Services**

Training Services may include:

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

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

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

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

The PGCEDC - Workforce Services Division reserves the right to terminate the terms of a Customer's Training Agreement if the customer fails to meet the satisfactory standards for progress/passing established by the designated training institutions.

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

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

### **Individual Training Accounts (ITA)**

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

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

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

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

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

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

The contract is a pay-for-performance contract.

### **Needs-Related Payments**

WIOA funding may be used to provide needs-related payments to adults and dislocated workers, respectively, who are not receiving any WIOA includable income and who are unemployed and do not

qualify for (or have ceased to qualify for) unemployment compensation for the purpose of enabling such individuals to participate in programs of training services.

### **CASE MANAGEMENT – FOLLOW UP**

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

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

Procedures and guidelines have been developed for documenting follow-up and employment retention for WIOA Formula Grant participants. All providers of services to Prince George's One-Stop Career Center customers are responsible for the provision of follow-up services and employment retention verification.

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

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

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

### **Employment and Retention Verification Methods:**

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

#### **A. Unemployment Insurance Wage Records**

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

In addition to UI wage records within the State, the Wage Record Interchange System (WRIS) and other State Employment Security Offices) are considered acceptable wage record sources. If individuals are not found in the UI wage record sources, we will use supplemental data sources for the entered employment, retention, and credential. However, the only data source that can be used for the earnings

change/replacement measures is the UI wage records. The Maryland Department of Labor will be responsible for providing the wage record performance data.

## **B. Supplemental Data Sources and Documentation**

### **1. Employment**

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

In those areas where supplemental reporting is allowed, Prince George's One Stop Career Center Staff will utilize the case management process and follow-up services to obtain the supplemental data. USDOL requires that all data and methods to supplement wage record data must be documented and are subject to audit. A telephone response from the participant must be accompanied by a written document such as W2 form, pay stub, 1099 form, or other written documentation. Telephone verification of employment with employers is acceptable, but must be documented by the case manager in the participant's case notes and reflected in MWE outcomes. For self-employed individuals, telephone verification with major clients/contracting entities is also acceptable, but must be documented in the participant's case notes.

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

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

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

### **3. Identifying Participants Who Require Supplemental Reporting**

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

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

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

The WDB will launch efforts to:

- Streamline WIOA eligibility to improve access to individualized career services, training activities and supportive services in coordination with all partners to lessen duplication and ensure easy access.
- Provide career pathway guidance for customers with employment challenges including entry level opportunities with clear identification of career pathways, and opportunities for certifications and other industry specific qualifications.
- Utilize supportive services funding for participants when appropriate and in coordination with partner programs with the intention of enabling participants in WIOA funded programs and activities to secure and retain employment.
- Develop a seamless point of entry to increase co-enrollment into WIOA.
- Develop WIOA training and partner engagement opportunities for all stakeholders, and partners to further enhance the many workforce access points.

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

Consistent with section 121(d) of WIOA, the WDB, with the agreement of the Chief Elected Officials will procure a One Stop Operator and may terminate for cause the eligibility of the provider selected. Selection of the One Stop Operator will be through a competitive process and shall be a public, private, nonprofit, or consortium of entities comprised of three (3) or more American Job Center partners. The selected One-Stop Operator will have demonstrated effectiveness and will be located in the local area. Examples of organizations that may competitively apply include: institutions of higher education, employment service State Wagner-Peyser Act agencies, community-based organizations, nonprofit organizations, private-for-profit entities, government agencies, local chambers of commerce, business organizations, labor organizations, career and technical education schools, and other interested organizations or entities. Elementary schools and secondary schools shall not be eligible for designation or certification as a One-Stop Operator.

The WDB will issue a Request for Proposals (RFP) as the mechanism to select a One Stop Operator in April of 2017. The RFP will be based on WIOA state and federal regulations, and sections of the WDB Local Plan that cite functions of the One Stop Operator.

Organizations applying for the One Stop Operator must disclose any potential conflicts of interest arising from the relationships with exiting One Stop Career System partners. The selected One Stop Operator 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. And, the selected One Stop Operator must comply with Federal regulations and procurement policies related to calculation and use of profits.

To ensure there is no conflict of interest or perceived conflict of interest, the WDB has ensured existing workforce system service providers or potential service providers interested in submitting a proposal to be the One Stop Operator are excluded from the development and selection process. In the event only one proposal is received, the WDB will follow the local WDB sole source procurement policy. The One Stop Operator procurement will be completed by July 1, 2017 with the option to renew annually for three (3) years.

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

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

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

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

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

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

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

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

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

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

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

The WSD offers remote services through outreach events, access points, integrated technology and social media. The WSD has partnered with several agencies to create Access Points throughout the city such as the Prince George's County Memorial Library System, the Department of Social Services, the Suitland Wellness Center and the County Executive's Transforming Neighborhoods Initiative. Outreach events entail monthly presentations and interaction with members of Mega churches throughout the county. This tour is coined the "Activate Prosperity" campaign. The implementation of the Prince George's County One Stop Community Network will increase access and Basic Career Services throughout Prince George's County.

The WSD also hosts LinkedIn, Twitter, Facebook and additional social media platforms to share employment related information such as openings, Job search tips, recruitment events, workshops helpful articles. There will also be opportunities to apply for jobs through the local WSD using our "hot jobs" mobile app.

The WSD staff also host a bi-weekly webinar series for job seekers and businesses which cover topics such as using social media to acquire employment, using MWE for effective job search and using the resume as a marketing tool.

The PGCEDC-WSD website [www.princegeorgesworkforce.org](http://www.princegeorgesworkforce.org) is being updated with more interactive features and links that can be accessed for assessment, job search and career development without actually visiting a One Stop Career Center.

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

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

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

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

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

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

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

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

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

- a. Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance;
- b. Title I of the ADA, which prohibits discrimination in employment based on disability;

c. Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability;

d. Section 427 of the General Education Provisions Act; and

e. Maryland Anti-Discrimination laws;

The WDB will require Memoranda of Understanding with partners and other written agreements with partners to disclose any additional compliance requirements that are not included in Section 188 of WIOA. The WDB will require Memoranda of Understanding Partners and other written agreement partners to disclose any additional compliance requirements that are not included in Section 188 of WIOA.

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

- Provide access through the One Stop delivery system to such program or activities carried out by the entity, including making career services as described in Section 134 applicable to the program or activities available in the One Stop centers, and any other appropriate locations.
- Use a portion of the funds available for programs and activities to maintain the One Stop delivery system, including paying infrastructure costs associated with One Stop centers.
- Enter into a local Memoranda of Understanding with the local board relating to the operation of the One Stop system.
- Participate in the operation of the One Stop system consistent with the terms of the Memoranda of Understanding, the requirements of WIOA and the requirements of Federal laws authorizing the program or activities.

(J) 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); and,

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

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

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

Occupations in high demand, high growth, or high wage industries are targeted. Local efforts are focused in the following high demand, high growth, or high wage industries:

- Transportation & Warehousing
- Retail Trade
- Health Care & Social Assistance
- Federal Government
- Professional & Business Services
- Accommodation/Hospitality and Food Services
- Construction
- Information Technology

Training services are in keeping with these high demand areas and take many format some of which are outlined below:

Training Services:

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

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

The 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 2.9 Prince George’s County Local Workforce Development Board POS Populations**

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

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

**Table 3.0 Prince George’s County Targeted Populations**

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

\*Local Targeted Groups

The WDB will develop a policy on priority of services that will be guided by the principals outlined in the State Plan and provided below prior to the conclusion of 2017.

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

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

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

Maintaining successful client relationships is a key goal of the Prince George's County Public Workforce System. It is the responsibility of the triage team, Career Service Specialists and Career Consultants 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. PGCEDC-WSD gauges the effectiveness of services to customers through a full time designated CRC, who handles all types to inquiries, complaints, and compliments.

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

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

## Section 4: Title I Programs

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

The EDC was designated by the WDB to be a provider of the WIOA Adult, Dislocated Worker, and Youth services in Prince George's County. Along with the EDC, the WDB procures Out-of-School Youth Services. Additional WIOA Adult and Dislocated Worker services may be procured based on availability of funding and need.

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

**Table 3.1 Title I Activities and Providers**

Activities	Partner
Eligibility Services	Core Partners
Outreach, Intake & Orientation	Core Partners
Initial Assessment	Core Partners
Labor Exchange Services	DLLR & EDC
Referrals to Programs	Core Partners
Labor Market Information	DLLR & EDC
Supportive Services Information	Core Partners
Unemployment Insurance Information & Assistance	DLLR
Financial Aid Information	Core Partners
Comprehensive Assessments	Core Partners

Individual Employment Plan	EDC, DORS, & Job Corps
Career Planning & Counseling	Core Partners
Short -term prevocational services	EDC, DORS, DSS, Easter Seals, Job Corps & YCC
Work Experience	EDC, DORS, DSS, & Job Corps
Out-of-Area Job Search	EDC
Financial Literacy Services	EDC & CBO's
English Language Acquisition	PGCC
Workforce Preparation	Core Partners
Occupational Skills Training	PGCC, Job Corps, Employers & ETP's
Work & Learn	EDC & Job Corps
Programs Combining Workplace Training & Related Instruction	EDC, DORS, Job Corps, DSS & ETP's
Training Programs Operated by Private Sector	EDC
Skill Upgrading & Retraining	ETP's & DORS
Entrepreneurship Training	EDC & CBO's
Customized Training	EDC, ETP's & DORS
Incumbent Worker Training	EDC
Adult Education & Literacy Activities	PGCC
Job Readiness Training	Core Partners

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

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

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

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

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

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

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

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

The **KEYS Careers Component** is designed to meet the disconnected youth (16-24, low income, not working or in school) focus in WIOA. Our program design for youth who have a high school diploma but are skills deficient includes remediation in math and reading, work readiness, employability, soft skills, life skills workshops, paid internships and unsubsidized employment. Youth who are in need of a GED are referred to one of our youth providers or Prince George's Community College for remediation and GED classes. Youth who are skills sufficient attend work readiness, employability, soft skills, life skills workshops and then have the opportunity for paid internships, unsubsidized employment, pre-apprenticeship opportunities or occupational skills training. In addition to the services listed all participants are offered supportive services as needed, career counseling, and 12 month follow-up services/assistance for placement in permanent jobs, training programs and educational opportunities.

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

- Resume Writing
- Team Building
- Job Readiness
- Time Management
- Conflict Resolution
- Soft Skills

- Life Skills
- Monthly Follow-Ups

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

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

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

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

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

In addition to cultivating ideas, close connections with the high schools will assist with getting referrals for those students who will be leaving high school, and don't have existing career plans. Connecting with students prior to graduation decreased the chance of the students become disconnected youth, and helps increase the pipeline of job seekers going into the skilled trades and eventually entering the County's pool of highly skilled and job ready residents. The WDB will work closely with the Perkins postsecondary partner, the Prince George's Community College, to assure sequencing of courses from secondary to postsecondary and to ensure that participants achieve both a credential and job placement. The WDB will work with Eligible Training Providers as well.

Along with coordinating links between high schools and post-secondary training providers, the WDB is committed to bridge the gap between Title II programs, the One Stop Career Center and post-secondary training providers. In Program Year 2017 the WDB is working with PGCC to offer a full complement of Title II services at the Prince George's One Stop. Along with colocation PGCC and the WDB are coordinating dual career planning efforts of Title II students to ensure students are placed on a career pathway.

Lastly, the WDB is increasing the amount of post-secondary offerings help at the Prince George's One Stop Career Center. The WDB believes that a truly integrated customer centered design approach to workforce services in Prince George's County, is a design that features a Prince George's One Stop Career Center where Title I, Title II and post-secondary training are offered simultaneously and in one location. It is the goal of the WDB to have multiple centers in Prince George's County that offer all services.

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

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

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

The WDB will ensure services for all WIOA funded programs and One Stop Career Centers follow priority of service regulations based on Table 2.9 in Section 3(K). Successful implementation of priority of service for targeted groups in the State Plan will be achieved by policy development for priority services from the WDB, cross training of all staff and partners operating within the local workforce system and continuous monitoring and evaluation by the One Stop Operator.

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

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

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

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

The WIOA Title I program staff have developed a plan that will direct all prospective training candidates to their local One Stop Career Center, where general information and referrals to WIOA programs are

available. Those who identify themselves as interested in training services may be directed to the WIOA training associate schedule according to days/times available at either Career Center.

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

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

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

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

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

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

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

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

The Local Board interprets “requires additional assistance to complete an educational program or to secure or hold employment “ as set forth in the State's Youth Policy and WIOA sections 129(a)(1)(B)(iii)(VII)

and (a)(C)(iv)(VII); as any youth with a barrier to employment (including individuals with a disability) who requires additional education, vocational training, or intensive career counseling and related assistance, in order to participate successfully in regular schoolwork or to secure and hold employment. It is further defined as a lack of employability skills including social skills, documented through completion of a competency checklist; an inability to retain jobs (lost two or more jobs during the 12 months preceding eligibility determination), documented by the counselor during initial assessment; or, a lack of prior work experience (has not worked for the same employer for longer than three consecutive months in the year preceding eligibility determination), documented by the counselor during initial assessment. Eligibility will be documented using the informal assessment in MWE.

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

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

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

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

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

- Year Up
- Latin American Youth Center

Along with WSD’s in-house program KEYS (Knowledge Equals Youth Success). Providers are selected through a rigorous RFP process. The combination of in-house and vendor-funded services ensures that the fourteen youth program elements are available in the county.

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

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

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

- Paid Internships
- On-the-Job Training

- Summer Work Experience
- Annual Work Experience
- Suite of Work Based Learning Activities

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

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

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

The Local Board strategy to serve 75%+ of out of school youth includes an in-house OSY programing and only requesting services for Out-of-School youth thru the RFP process. Steps were taken in 2014 to redesign and develop programing in the One-Stop Career Center that focused on out of school youth only. The KEYS Career Component was developed for out of school youth 18-24, with a high school diploma but skills deficient, and in need of additional services. The first cohort was in March of 2015. Program design includes work ready, soft and life skills workshops, remediation in math and reading, paid work experiences during remediation, and unsubsidized employment.

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

The Office of Youth Service has procured two providers, Latin American Youth Center and Year Up. Both providers are in the onboarding process and currently aligning service strategies for implementation.

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

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

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

- The WIOA definition of Career Services;

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

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

**(Q) Describe the Local Board's follow-up services policy.**

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

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

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

## Section 5: Wagner-Peyser Functions

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

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

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

people for jobs”. Local staff and One Stop Career Center partners will provide Basic Career Service to supplement the efforts of DLLR staff and increases the efficiency of the Prince George's County Public Workforce System.

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

- Job search and placement services to job seekers, including unemployment insurance claimants, employment counseling, testing, occupational and labor market information, assessment, and referral to employers.
- Appropriate recruitment and technical assistance services for employers.
- Linkages between EARN, Apprentice and Training, programs and projects funded through the Governor’s WIOA set aside and other state initiatives not included under WIOA legislation, including the provision of labor exchange services at education sites.
- Provision of services for workers who have received notice of permanent layoff or impending layoff, or workers in occupations which are experiencing limited demand due to technological change, impact of imports, or plant closures.
- Developing and disseminating labor market and occupational qualification information.
- Administering the work test for the State unemployment compensation system, including making eligibility assessments, and providing job finding and placement services for unemployment insurance claimants.
- Providing unemployment insurance claimants with referrals to, and application assistance for training and education resources and programs, including Federal Pell Grants under subpart 1 of part A of title IV of the Higher Education Act of 1965 (20 U.S.C. 1070a et seq.), educational assistance under chapter 30 of title 38 (commonly referred to as the Montgomery GI Bill), and chapter 33 of that title (Post-9/11 Veterans Educational Assistance), student assistance under title IV of the Higher Education Act of 1965 (20 U.S.C. 1070 et seq.) [and 42 U.S.C.2751 et seq.], State student higher education assistance, and training and education programs provided under titles I and II of the Workforce Innovation and Opportunity Act [29 U.S.C. 3111 et seq., 3271 et seq.], and title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.).

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

The WDB will use the Memoranda of Understanding and Resource Sharing Agreement to discuss, negotiate and include the role and contribution of Unemployment Insurance and Wagner-Peyser to the Prince George’s One Stop Career Centers. The WDB will facilitate the discussion between Wagner-Peyser and Unemployment Insurance to ensure that Wagner-Peyser funded staff are providing “information and assistance regarding filing claims for unemployment compensation, by which the one-stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.”

“Meaningful assistance” is defined as:

- A. Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or

B. Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff, and within a reasonable time”.

The WDB will require Wagner-Peyser and Unemployment Insurance to articulate the Information and Referral protocol that will be used to provide access to all One Stop Partner programs and state-funded workforce programs and projects via the One Stop Memoranda of Understanding and Resource Sharing Agreement.

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

29 United States Code 49 f describes how Wagner-Peyser funds may be used. The WDB will coordinate the Career Services delivered primarily by Wagner-Peyser funded staff, DLLR, and Career Services delivered by other One Stop Partners including the WIOA Title I provider as agreed upon in the newly agreed upon MOU and RSA's. It is the goal of the WDB to have Career Services provided by the Prince George's One Stop Career Center Community Network as well.

Wagner-Peyser Career Services, will be led by DLLR staff, with additional partners providing DLLR support as needed. The WDB recognizes the expertise of DLLR staff who are the primary providers of Wagner-Peyser services job seekers and businesses in the Prince George's County Public Workforce System. The WDB's vision for Wagner-Peyser coordination may be summarized as assisting in providing labor exchange and related services as agreed upon in the Memorandum of Understanding and negotiated with the Board. As noted above in Section 4 (A), the Board recognizes the expertise of Wagner-Peyser staff in the delivery of Career Services for job seekers and services for employers. The WDB vision for Wagner-Peyser coordination may be summarized as “jobs for people, people for jobs”.

The WDB will require the Wagner-Peyser representative to the One Stop Memoranda of Understanding and Resource Sharing Agreement negotiations include the provision of Career Services to Migrant and Seasonal Farmworkers (MSFW) in the discussion, negotiation and execution of the One Stop Memoranda of Understanding and Resource Sharing Agreement. The WDB will require the Wagner-Peyser representative to the One Stop Memoranda of Understanding and Resource Sharing Agreement negotiations include an Information and Referral mechanism to connect MSFW to the National Farmworkers Jobs Program as applicable.

## Section 6: Title II Programs

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

To ensure that all County residents have an opportunity to enhance their skills to meet the needs of business in Prince George's County, the WDB will be the driver of innovative workforce strategies, such as contextualized learning that blends both adult basic skills and industry skills, allowing individuals multiple

entry-points on to career pathways, dual enrolling adult education students into pre-apprenticeships and apprenticeships, co-case management of adult education students and more. The WDB actively supports the development of the career pathway maps for occupations within in-demand industries will be embarking on the journey to lead in the innovation. The Innovation & Opportunity Manager at the EDC will lead this effort from the Prince George's One Stop Career Center. The role of this position is to combine on the ground knowledge and experience with evidence based practices to help the WDB implement coordinated efforts to bridge workforce and adult education services.

The Board will ensure strong alignment between workforce and adult education services by building on the preexisting collocation of PGCC at the Prince George's One Stop Career Center and finding innovative and efficient collaboration tools to strengthen connectivity. Along with collocation, the WDB has already instituted the practice of ensuring the local Chief Adult Education Director is a member of the WDB and additional adult education staff are on WDB committees and the WIOA Strategic Partnership Work Groups. The efforts established by the WDB will ensure alignment of services and efficiency of their delivery are maintained.

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

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

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

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

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

A process will be developed to ensure that participants are efficiently referred to and from workforce and Adult Education providers. A referral form will be developed and will include basic demographic information and assessment scores. An Information Release (written in accordance with FERPA) statement will be included on the referral form and signed by participants. Referral forms will be sent to the identified contact person within each organization. In addition, the partner organizations will work together to develop a shared, electronic case management database in which pertinent participant information will be stored and will be readily accessible by all partners.

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

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

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

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

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

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

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

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

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

Adult Education services will be provided at the Prince George's One Stop Career Center weekly. As previously stated, the WDB's vision to collocate adult education services, post-secondary training and Title I services at the Prince George's One Stop Career Center to improve access to job seekers and improve outcomes.

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

Included in the integrated workforce services approach will be regularly scheduled partner meetings held at the Prince George's One Stop Career Center to increase the alignment between adult education services and along with the additional services offered at the Prince George's One Stop Career Center.

## Section 7: Vocational Rehabilitation Functions

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

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

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

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

The WDB has and will continue to ensure that all customers and employers will be served seamlessly in the Prince George's County One Stop Career Centers. To meet the needs of customers with disabilities, the WDB began to engage DORS prior to WIOA. The initial engagement of DORS and the WDB led to a partnership where DORS staff are collocated and providing services at the Prince George's One Stop. Building on the partnership, the WDB will conduct good faith negotiations with DORS to renegotiate DORS's role, their integration and impact on the Prince George's One Stop system to ensure they align with WIOA. A

successful partnership between DORS and the WDB will ensure that supported employment services and additional wraparound services are provided to customers with disabilities through a customer centered design approach.

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

As stated above, DORS staff are collocated at the County's One Stop Career Centers and serve as the link between the agency, WIOA services providers and additional partners within the One Stop Career Center. DORS staff ensure efficient services and referrals of services are offered to individuals with disabilities, including supported services as defined by WIOA. The staff adhere to policies and procedures of the WDB in regards to identifying available resources, training, and employment opportunities. A universal referral form and service delivery process will be designed in the upcoming program year to ensure individuals visiting the One Stop Career Center system are afforded the opportunity to select the services that best suit their needs, which in turn, will make the process more efficient. In addition, the service delivery process will be designed in such a way as to ensure that all information and provided services are accessible, regardless of the individual's abilities or disability.

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

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

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

## Section 8: Temporary Assistance for Needy Families Functions

DHR, in partnership with the 24 local Departments of Social Services (LDSS) and the WIOA Partners, will implement this new mandated partnership using a phased in approach over the four year period of Maryland's WIOA Combined Plan in all 12 Workforce Development Areas Statewide.<sup>9</sup> This will allow for strategic and thoughtful roll-out, flexibility based on crucial local needs and input, evaluation and ability to change course as needed. With guidance and technical assistance from DHR and DLLR, Local Areas will work to implement a functional approach to integration which may include revised practices and policies related to:

- Eligibility
- The range and sequent of services
- The use of funds for supportive services
- Income support
- Performance measurement
- Reporting requirements
- Administrative structures and decision making

The phased in schedule will be informed by the WIOA/TANF readiness assessment data gleaned from both the LDSS and Workforce Development Areas. This Section should include-

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

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

DSS staff are collocated at the Prince George's County One Stop Career Center and the Laurel Regional Workforce Center. Before the conclusion of Program Year 2016, DSS has agreed to provide an additional staff member at the Prince George's One Stop Career Center to provide assistance to TANF customers with essential skills workshops, life skills and job readiness training, case management, barrier removal, career exploration, hard skills enhancement/occupational training, work and learn opportunities, connection to employment, and follow up and retention services to TANF recipients to ensure that they are self-sufficient.

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

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

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

As previously stated, DSS staff are collocated in both of the Prince George's County One Stop Career Centers and are continuing to increase their presence with additional staff at the centers before the close of Program Year 2016. Additionally, the WDB and EDC are partnering with DSS on several other projects to collocate multiple Title I staff at multiple services sites throughout the County.

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

To increase services delivery and efficiency of the Prince George's County One Stop Career Centers, DSS has agreed to provide additional staff as an in-kind contribution. Along with their in-kind contribution DSS, the EDC and the WDB will be coordinating dual enrollment and co-case management to increase services, integration and resources. The increased staff and dedication to integration will create a seamless approach to the coordination of services amongst multiple programs.

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

The entire Prince George's County One Stop Career Center system, including the EDC and DSS, are participating in core partner open houses at the conclusion of Program Year 2016 to ensure all front line staff and management are aware of the services provided by all partners at the entire Prince George's County One Stop Career Centers.

Along with core partner open houses, the EDC and DSS will be participating in joint cross training events, to increase the depth of knowledge front line staff and managers have about all programs offered by both agencies.

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

DSS contracts with two vendors (KRA, Inc. and EDSI Corporation) to provide workforce development services to TANF applicants and recipients. KRA serves applicants while EDSI serves recipients. The three-member team of DSS staff collocated at the Prince George's County One Stop Career Centers will serve as the liaison between the Work Program vendors and the WIOA partners. This team will perform the following tasks:

- Receive referrals directly from the Vendors, DSS staff, and WIOA partners.
- Monitor their attendance and participation.
- Assist participants to register in Maryland Work Exchange System (MWE).
- Review the assessment completed by the vendors, DSS staff, or WIOA partners as well as the information from MWE to determine the appropriate track for placement in a countable activity.
- Guide participants with the completion of the AJC Ready to Work Assessment tool.
- Refer candidates that were identified as ready to work to meet with the Talent Acquisition Specialist.
- Monitor and track their activities with the Talent Acquisition Specialist.
- Refer customers who need additional training to be successful to the training opportunities available through the WIOA partners.
- Obtain weekly participation time sheet from the participants and the WIOA partners and update WORKS accordingly.

- Capture job placements and update CARES and WORKS.
- The DSS team and the Vendor will track the WORKS Systems daily and weekly.

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

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

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

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

The Prince George's WIOA partner fair will be held on May 12, 2017. During this session, information about programs and services provided by the partners would be shared including data collection and reporting requirements. Data sharing between the WIOA partners has been a topic of discussion in the One Stop Committee meetings. Technical assistance from the state would be needed due to the multiplicity of various data collecting systems that used by the partner as well as confidentiality requirements. In addition, the various data collecting systems are incompatible. In the meantime, the DSS staff collocated at One Stop have been granted access to MWE. They will be able to access TANF customer's information from MWE and update Maryland WORKS accordingly.

Until the State of Maryland integrates systems, the local areas collocation of DSS staff, granting of access to MWE and the partnership and integration of EDC business services staff and TANK job development staff will lead to the sharing placement data for customers dually enrolled and served by both entities and the input of TANF and DSS customer placement data in MWE.

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

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

# Section 9: Jobs for Veterans State Grant Functions

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

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

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

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

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

**Table 3.1 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, or individuals who are basic skills deficient.
2	Public Assistance Recipients, Economically Disadvantaged or Basic Skills Deficient	Individuals, other than Veterans, who are low-income, recipients of public assistance or basic skills deficient.
3	Veterans and eligible spouses	Veterans and eligible spouses who are not low- income and are not recipients of public assistance with income under 150% of poverty and are not basic skills deficient.
4	Non-Veterans/Eligible Spouses and not a target population identified by the State of Maryland	Individuals who are not veterans and do not meet criteria to be considered a target population

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

The Veterans Program offers assistance from a DVOP specifically to veterans with significant barriers to employment. A host of One Stop Career Center partners provides services to all other veterans. Various partners provides numerous training programs specifically designed to prepare veterans for civilian

careers. Those partners include, but are limited to, WSD, Easter Seals, and US Vets. Partners also provide access to veteran benefit information, assistance with government job applications and federal resumes, and priority hiring through federal contractors.

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

The United States Code Title 38 Chapter 41 defines an eligible spouse as: (A) The spouse of any person who died of a service-connected disability, (B) the spouse of any member of the Armed Forces serving on active duty who, at the time of application for assistance under this chapter, is listed, pursuant to section 5 the following categories and has been so listed for a total of more than ninety days: (i) Missing in action, (ii) Captured in line of duty by a hostile force, or (iii) Forcibly detained or interned in line of duty by a foreign government or power, or (C) The spouse of any person who has a total disability permanent in nature resulting from a service-connected disability or the spouse of a veteran who died while a disability so evaluated was in existence. Detailed MWE reports of newly enrolled vets are run daily by JVSG staff and all veterans are delivered an invitation to come to the Center along with a Menu of Services and a current monthly calendar of events.

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

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

The WDB, adopted priority of service in 2014 and will continue to adhere to priority of service provisions as defined in Maryland's State Plan. Priority service populations are shown below:

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

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

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

## Section 10: Fiscal, Performance and Other Functions

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

Prince George's County EDC will function as the Fiscal Agent for the WDB. The WDB and the EDC have an agreement; titled "Prince George's County Workforce Development Board Administrative Agreement" that specifies the relationship between the WDB and the EDC.

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

The dependence of all WIOA Partners on the federal budget process, federal budget funding levels and allocation methodologies results in a level of risk for the sustainability of the One Stop Career Centers.

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

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

All WDB procurements are processed through the EDC. The EDC's procurement process is detailed and aligned based on the WDB procurement policy. This policy will be updated in the first quarter of PY2017 to address the expansion of the WDB's and EDC's funding streams and their roles in multiple grants.

Currently the policy details the competitive selection procedures and processes listed in Section 10 (Q). The procedures prescribe for the EDC to prepare the Request of Proposal (RFPs) with the guidance of the designated WDB committee. Following the RFP's preparation and release the Board provides continuous advisement and RFP evaluation and scoring by the designated WDB committees. WDB committees review and score all RFP's prior to making a recommendation to the WDB. The WDB follows the recommendation with a vote to select a vendor. Following the approval and selection, the EDC contracts with the vendor.

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

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

(D) A description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the Local Area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the American Job Center delivery system, in the Local Area;

For the WIOA Title I Adult & Dislocated Worker Programs, Title II Adult Education and Literacy programs, Title III Wagner-Peyser employment services, and Title IV Vocational Rehabilitation, the primary indicators of performance are, as follows:

#### **WIOA Adult**

- Employment Rate 2nd Quarter After Exit – 72%
- Employment Rate 4th Quarter After Exit – 70%
- Median Earnings 2nd Quarter After Exit - \$6,500
- Credential Attainment Within 4 Quarters After Exit – 57%

#### **WIOA Dislocated Worker**

- Employment Rate 2nd Quarter After Exit – 80%
- Employment Rate 4th Quarter After Exit – 75%
- Median Earnings 2nd Quarter After Exit - \$9,000
- Credential Attainment Within 4 Quarters After Exit – 55%

#### **WIOA Youth**

- Employment or Placement Rate 2nd Quarter After Exit – 60%
- Employment or Placement Rate 4th Quarter After Exit – 60%
- Credential Attainment Within 4 Quarters After Exit – 70%

#### **Wagner-Peyser**

- Employment Rate 2nd Quarter After Exit – 55%
- Employment Rate 4th Quarter After Exit – 55%
- Median Earnings 2nd Quarter After Exit - \$5,500

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

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

- Information about the innovations and customer successes of the workforce systems nationally
- Technical assistance provided by NAWB's experts and partnered public consulting group
- Professional Development Workshops
- Boot Camps
- Conferences and Events
- Information on advocacy regarding the public workforce system

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

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

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

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

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

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

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

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

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

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

(H) A description of the process used by the Local Board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of the plan;

The WDB will use the EDC, WSD and Prince George's County website to notify the public that the Prince George's County WDB Local Plan is available for public comment. The public will be given 30 days to provide written comment on the plan, and any comments that show disagreement with the plan will be included with the plan submission to the Governor as mandated by state regulations

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

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

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

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

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

The roles and responsibility of staff in facilitating this procedure;

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

The WDB will provide oversight and monitoring of WIOA activities through the periodic review of the One Stop Operator agreement and the One Stop Operator's agreed upon performance and deliverables. The WDB will also provide oversight of Title I WIOA implementation by reviewing program and fiscal monitoring letters from the Maryland Department of Labor, Licensing and Regulation.

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

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

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

The EDC's two monitoring offices listed above will perform two variations of audits, desk and on-site. The audits will occur quarterly and be conducted on a pre-determine schedule or random. Services providers

will be given seven (7) business days' notice prior to random audits. Prince George's One Stop staff will be given three (3) days' notice for random audits.

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

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

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

The WDB will review the existing guidance, create policies, create procedures and conduct trainings with staff to ensure handling of personable identifiable and confidential information is safe and in compliance with federal regulations.

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

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

The WDB role related to EO in the Prince George's County Public Workforce System is to designate an EO Officer, review cases and actions regarding information and EO complaints within the Prince George's County Public Workforce System. The WDB has designated the EDC-WSD Assistant Director of Business Services to serve as the grievance and complaint officer for compliance with EO for the WDB and Prince George's County Public Workforce System

Based on current operations, procedures and agreements, if a written complaint or grievance is submitted related to the any entity within the Prince George's Public Workforce System itself the current EO officer, in communication with the WDB, will work together to determine how the required investigation will take place and the appropriate remedy to be applied.

The following are the current steps taken place to address complaints and grievances:

1. All complaints and grievances are sent to the EDC-WSD Administrative Office
2. Complaints are reviewed by the Executive Assistant/Office Manager of the Executive Director
3. Complaints are directed to the EO Officer if complaint is identifying as an EO complaint. If not designated as an EO complaint, the complaint is Directed toward the Assistant Director of the Department from which the complaint was generated
4. Resolutions to the complaint are provided to the Executive Assistant/Office Manager of the Executive Director through written documentation
5. The Executive Assistant/Office Manager provides weekly updates of all complaints to the Executive Director

The WDB will develop policies and procedures regarding the handling of grievances and complaints during PY17.

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

The WDB will review the existing guidance and create the required policy and correlating procedures regarding services and accommodations for job seekers with disabilities.

(N) A description of how the Local Board will they compliance 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 Maryland Division of Rehabilitation Services, as a Core Program Partner, will provide staff and partner training and support for addressing the needs of individuals with disabilities at least one time annually at the Prince George's One Stop Career Center. In addition, the WDB will request Maryland Division of Rehabilitation Services, as an in-kind contribution, an evaluation of the Centers in the local area to identify areas that may need to be corrected or enhanced to ensure compliance with the Americans with Disabilities Act. Included in the evaluation will be accessibility, assistive technology, rest room availability, and support materials.

The WDB will provide reasonable accommodations to qualified individuals with disabilities unless providing the accommodations would cause undue hardship.

The WDB will review the existing guidance and create the required policy and correlating procedures regarding services and accommodations for job seekers with disabilities.

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

The WDB has made serving individuals with disabilities a priority by ensuring buildings and services are accessible. At the time of the Maryland Division of Rehabilitation Services evaluation, the Board is requesting they review methods of communication and provide suggestions for improvement.

Additionally, the WDB will review the existing guidance and create the required policy and correlating procedures regarding services and accommodations for job seekers with disabilities.

(P) A description of the steps the Local Board will take to meet the language needs of limited English speaking individuals who seek services or information. The description should include how the Local Board proposes that information will be disseminated to limited-English speaking individuals.

In order to meet the language needs of non-native speakers all vital information will be translated per regulations promulgated under Section 188 of WIOA.

Along with the steps listed above, ESL classes have been added to the menu of services at the Prince George's One Stop. Complimenting ESL classes are several job search workshops and career readiness workshops that are conducted in Spanish. These steps have been taken due to the high volume of Spanish speaking job seekers requesting services through the Prince George's County Public Workforce System,

Additionally, WSD has worked to increase the accessibility and efficiency of the system, by recruiting employees who speak varying languages. These staff are able to assist customers who have immediate need and speak little to no English. A roster of staff and the languages they speak will be made available to client facing staff in case an individual does not speak English. In addition, relationships with community organizations that work with foreigners will be established and used as a translation and other supportive services resources.

(Q) A description of the Local Board's procurement system, including a statement of assurance that the procedures conform to the standards in DOL regulations set forth in 29 CFR Part 95, Part 97 and 2 CFR 200.

## COMPETITIVE PROPOSAL PROCEDURES

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

### 1. Requirement to use competitive proposals:

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

- The RFP will be mailed or distributed to a sufficient number of bidders for the purpose of securing a “fair” and “open” competition.
    - Distribution—RFP will indicate where, when, and for how long the RFP may be obtained with the description of the supply or services required and other appropriate information.
  - The RFP will contain the objective measurable and weighted selection criteria to conduct technical evaluations of proposals to determine the award.
  - The RFP will require the acknowledgement of the receipt of all amendments, addenda, and changes issued.
2. All proposals are publicly opened at the time and place prescribed in the RFP;
  3. Awards are made to selected bidders whose proposals are most advantageous to the program based on price and the other evaluation factors;
  4. All RFPs and vendors’ proposals must be documented in writing logged prior to staff assignment for evaluation and rating, and kept on file as a part of the process; *and*
  5. Any, all, and/or part of any proposal may be rejected if there is a sound documented reason

#### **NON-COMPETITIVE PROPOSAL PROCEDURES**

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

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

2. A cost analysis is required entailing verification of the proposal cost data, and evaluation of the specific elements of cost and profits; and
3. Awarding agency approval along with the documented justification must be attached to the proposed non-competitive procurement, and kept on file as part of the process.

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

### **Equipment and Furniture Purchased with Federal Funds**

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

### **Capitalization Policy**

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

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

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

1. Any equipment that is owned by the Federal government and given to Prince George's County Economic Development Corporation for use in a program shall be marked as such.
2. Adequate insurance coverage will be maintained with respect to equipment and furniture charged to Federal awards.
3. For equipment (or residual inventories of supplies) with a remaining per unit fair market value of \$5,000 or less at the conclusion of the award, Prince George's County Economic Development Corporation shall retain the equipment without any requirement for notifying the federal agency. If the remaining per unit fair market value is \$5,000 or more, Prince George's County Economic Development Corporation shall gain a written understanding with the federal agency regarding disposition of the equipment. This understanding may involve returning the equipment to the federal agency, keeping the equipment and compensating the federal agency, or selling the equipment and remitting the proceeds, less allowable selling costs, to the federal agency.
4. The Prince George's County Economic Development Corporation Grant Manager shall determine whether a specific award with a Federal agency includes additional equipment requirements or thresholds and requirements that differ from those described above.

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

### **Grant Funded Assets**

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

### **Establishment and Maintenance of a Fixed Asset Listing**

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

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

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

### **Receipt of Newly-Purchased Equipment and Furniture**

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

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

### **Depreciation and Useful Lives**

All capitalized assets acquired with unrestricted funds shall be maintained in the special fixed assets account group and are not to be included as an operating expense. Fixed assets are depreciated over their estimated useful lives using the straight-line method.

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

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

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

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

**Repairs of Fixed Assets**

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

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

**Dispositions of Fixed Assets**

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

**Write-Offs of Fixed Assets**

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

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

program income and expended for the program.

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

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

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

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

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

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

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

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

(T) A description of the Local Board or fiscal agent's accounting procedures, including the procedures used in preparing reports to the State. In addition to the requirement that all financial transactions be conducted in compliance with Generally Accepted Accounting Principles (GAAP), the fiscal management system must include the following in the accounting procedures. This description must address how the fiscal system:

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

### **Classification of Income and Net Assets**

All income received by PGCEDC-Workforce Services Division (PGCEDC-WSD) is classified as "unrestricted", with the exception of the following:

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

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

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

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

### **Billing and Financial Reporting**

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

PGCEDC-WSD; shall prepare and submit financial reports as specified by the financial reporting clause of each grant or contract award document. Preparation of these reports shall be the responsibility of the Chief Financial Officer, subject to review and approval by the CFO. Copies of each financial report must be maintained in appropriately labeled report folders in the Finance office and a copy sent to the PGCEDC-WSD Assistant Director.

The following policies shall apply to the preparation and submission of billings to federal agencies under awards made to PGCEDC-WSD:

1. It is the policy of PGCEDC-WSD to request reimbursement after expenditures have been incurred, in accordance with the specifications of the grant award, unless the grant award specifies another method.

2. Each award normally specifies a particular billing cycle; therefore, the PGCEDC CFO and the PM will follow the reporting schedule that is established for each grant and contract; to ensure that reimbursement is made on a timely basis along with any other reporting that is required in addition to the financial reports.
3. Requests for reimbursement of award expenditures will use the actual amounts as posted to the general ledger as the source for all invoice amounts unless there is a different requirement based on the award. If there is an alternate source then that source must be reconciled with the general ledger on a monthly basis.
4. All financial reports required by each federal award will be prepared and filed on a timely basis; and with the required signature of the CFO. To this extent, PGCEDC-WSD's year-end audit, will result in adjustments to amounts previously reported to federal agencies, with revisions to previously prepared reports, and those reporting's to be filed in accordance with the terms and conditions of each grant award and/or contracts.

PGCEDC-WSD; shall maintain separate billing records in addition, to the official general ledger Financial records. Billing records shall be reconciled to the general ledger on a monthly basis.

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

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

The WDB in partnership with the PGCEDC-WSD creates, reviews and approves the WIOA Title I budget each year. Key staff working with WIOA Title I funds include the EDC-WSD/WDB Executive Director, EDC-WSD Executive Assistant/Office Manager, EDC CFO, EDC Senior Accountant, EDC Jr. Accountant, EDC Accounting Assistant/Fiscal Monitor, EDC-WSD Contracts Manager, EDC-WSD Assistant Director of Youth Services, EDC-WSD Executive Assistant, EDC-WSD Contracts Specialist, EDC-WSD Monitoring Specialist, EDC-WSD Contracts Specialist, EDC-WSD Business Consultants (3), EDC-WSD Talent Acquisition Specialist, EDC-WSD Assistant Director of Operations, EDC-WSD Assistant Director of Business Services, EDC-WSD Assistant Director of One Stop Career Center Operations and all WIOA Career Consultants, Information Specialist, One Stop Career Center Managers and support staff.

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

**Standard Financial Statements of the Organization**

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

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

1. Statement of Financial Position - reflects assets, liabilities and net assets of the organization and classifies assets and liabilities as current or long-term
2. Statement of Activities - presents support , revenues, expenses, and other changes in net assets of the organization, by category of net asset (unrestricted , temporarily restricted and permanently restricted)
3. Statement of Cash Flows - reports the cash inflows and outflows of the organization in three categories: operating activities, investing activities, and financing activities
4. Statement of Functional Expenses - presents the expenses of the organization in a natural, or objective, format and by function (i.e. which program or supporting service was served)
5. Grant Status Report – reports and list the various grants/programs that are active during the Fiscal year. Categories include: Name of Grant, Current Month Expenses, Total Expended Grant to date, Fiscal-Year-to Date and Remainder to Spend on Grant.

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

(W). Provide a brief description of the following:

- Fiscal reporting system

### **Standards for Financial Management Systems**

In accordance with the Uniform Guidance (2CFR 200.302-305), it is the policy of Prince George's County Economic Development Corporation to maintain a financial management system that provides for the following:

1. Accurate, current and complete disclosure of the financial results of each federally-sponsored project or program and/or the award.
2. Records that identify adequately the source and application of funds for federally-sponsored activities. These records shall contain information pertaining to Federal awards, authorizations, obligations, unobligated balances, assets, outlays, income and interest.
3. Effective control over and accountability for all funds, property and other assets. Prince George's County Economic Development Corporation shall adequately safeguard all such assets and assure they are used solely for authorized purposes.

4. Comparison of outlays with budget amounts for each award. Whenever possible, financial information shall be related to performance and unit cost data.
5. Written procedures to minimize the time elapsing between the transfer of funds to Prince George's County Economic Development Corporation from the U.S. Treasury and the issuance and redemption of checks, warrants or payments by other means for program purposes by the recipient.
6. Written procedures for determining the reasonableness, allocability and allowability of costs in accordance with the provisions of the applicable Federal cost principles and the terms and conditions of the award.
7. Accounting records including cost accounting records that are supported by source documentation.

### **Frequency of Preparation**

The objective of the Finance department is to prepare an accurate Statement of Activities accordance and distribute them in a timely and cost-effective manner. In meeting this responsibility, the following policies shall apply:

A Statement of Activities shall be produced on a monthly basis, by the 15<sup>th</sup> of each month. The statements will include:

1. Individual statements of activities on a departmental and functional basis (and/or program/grant basis)
2. Comparisons of actual year-to-date revenues and expenses with year-to-date budgeted amounts

The monthly set of financial statements shall be prepared on the accrual basis including all receivables, accounts payable received by the 10<sup>th</sup> of the month.

#### **□ Obligation control system**

It is the policy of Prince George's County Economic Development Corporation to utilize a purchase request system. A properly completed Check Request or Credit Card Request form shall be required for each purchase decision (i.e. total amount of goods and services purchased, not unit cost, grant/program to be charged) , with the exception of travel advances and expense reimbursements , which require the preparation of a separate form. A current balance of funds, total funds available minus expenditures are identified for each grant agreement. This is reviewed on a monthly basis as well as quarterly when reports are due to the State which further ensures adequate control over both obligations and expenditures.

#### **□ ITA payment system**

ITA's are recorded in the Accounting System as obligations. Each ITA information such as: name of school, participant name, course description, training period, amount and grant type is recorded per ITA. When

invoices are received from the various colleges these are matched against what has been obligated or entered in the system.

## □ Chart of account system

### **Chart of Accounts Overview**

The chart of accounts is the framework for the general ledger system, and therefore the basis for PGCEDC-Workforce Services Division's Fiscal system. The chart of accounts consists of account titles and account numbers assigned to the titles. General ledger accounts are used to accumulate transactions and the impact of these transactions on each asset, liability, net asset, revenue, expense and gain and loss account.

PGCEDC-Workforce Services Division's chart of accounts is comprised of eight types of accounts:

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

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

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

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

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

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

**Employee Benefits** - Prince George's County Economic Development Corporation incurs costs for the following statutory and non-statutory employee benefits:

FICA

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

## Insurance

### Accidental Death & Dismemberment Insurance Dental Insurance

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

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

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

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

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

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

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

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

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

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

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

Local telephone service costs are charged directly and indirectly based upon the number of telephone units assigned to Prince George's County Economic Development Corporation. Each telephone unit of Prince George's County Economic Development Corporation is identified to either a direct or an indirect

activity, as determined annually based on an approximation of time charges of employees associated with each telephone unit. No telephone units shall be charged as mixed-use units due to the immateriality of the costs involved. For example, if Prince George's County Economic Development Corporation has 100 telephone units and 15 of those units are assigned to employees who work directly on a particular grant, 15 percent of each month's local telephone service costs shall be allocated to that grant.

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

Outside Services - Prince George's County Economic Development Corporation incurs outside service costs for its annual audit, legal fees, staff development specialists, training consultants, network consultants and other providers as necessary. Outside service costs shall be charged as follows:

**Audit fees** - Cost of the financial statement audit and preparation of Form 990 shall be charged as indirect costs.

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

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

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

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

#### □ Accounts payable system

### ACCOUNTS PAYABLE MANAGEMENT

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

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

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

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

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

- Staff payroll system
- Participant payroll system

### **Payroll Administration**

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

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

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

- Participant stipend payment system

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

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

## **CASH AND CASH MANAGEMENT**

### **Cash Accounts**

#### ***General Checking Account (operating account):***

The primary operating account provides for routine business check disbursements. All cash and credit card deposits, whether received at the PGCEDC-Workforce Services Division office is made to this account.

### **Cash Flow Management**

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

It is the policy of PGCEDC-Workforce Services Division to treat all assets of the organization, including those funds that are legally unrestricted, as though they are held by PGCEDC-Workforce Services Division in a fiduciary capacity for the purpose of accomplishing the organization's tax-exempt mission and also following WIA guidelines for financial management of grant funds.. As such, PGCEDC-Workforce Services Division recognizes that cash balances maintained should be minimal, normally no more than 7 days of normal expenditures. With that in mind, PGCEDC-Workforce Services Division has elected not to establish investment policies.

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

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

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

Program and supporting service functions of PGCEDC-Workforce Services Division are:

Programs:

- 1.WIOA Adult
- 2.WIOA Youth
- 3.WIOA Dislocated Worker

Supporting Services:

1. WIOA Administrative

**Direct Charging of Costs**

Certain internal costs shall be directly charged to the appropriate PGCEDC-Workforce Services Division function based upon underlying documentation. The following costs shall be directly charged based on the documentation or factor listed next to each:

<u>Cost</u>	<u>Basis For Charge</u>
Salaries	Timesheets (hours) or number of employees in a function
Occupancy (facilities) costs	Actual square footage used by each function specifically identifiable
Long-Distance Telephone	Actual when able to be identified
Photocopying	Actual when able to be identified

Postage	Actual when able to be identified.
Supplies	Actual, per request forms when able to be identified

With the exception of salaries, which are recorded with each payroll cycle, all other costs identified above shall be initially charged to the appropriate account when incurred via purchase order and expensed when invoice received via weekly cash disbursements, indirect charges will be allocated from the pool on a monthly basis.

**Allocation of Overhead Costs**

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

- Fringe benefits are allocated based on direct salary (hours) cost for each funding source. Actual fringe benefit costs are allocated to the respective grants/contracts of administrative operations based upon the direct labor hours of the employees or other personnel, and in relation to the time devoted to those contracts/grants etc.
- Pooled facilities (Occupancy) costs are allocated on a method utilizing the year-to-date salary cost for each funding source divided by the total year-to-date salary expense to arrive at the percentage base. On a monthly basis, the actual cost accumulated within the pooled facility expense group is allocated to the grants/contracts and other administrative operations in accordance with the percentages in the “Pooled Facilities” worksheet-
- Pooled program costs are those costs, programmatic and administrative, expenses that cannot be readily identified as relating to a specific Grant/contract. In this process these costs will accumulate within that group of expenses. The method utilized will be the same used for Pooled facilities.

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

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

# Appendix A: Procurement Policy

## D. GENERAL PROCUREMENT POLICY

It is the policy of PGCEDC-WSD that all procurement activities shall be conducted in an effective and efficient manner, providing, to the maximum extent possible, for fair and open competition. In addition, it must be consistent with the standards set forth in the laws and regulations of the federal government.

As a quasi-governmental agency of Prince George's County, all procurements shall be conducted in a manner that prohibits the use of statutorily or administratively imposed in-State or local geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statute expressly mandate or encourage geographical preferences. Nothing in this section preempts State of Maryland licensing laws.

In furtherance of this policy, and in compliance with Federal and State of Maryland directives, written procedures are hereby developed to provide guidance to PGCEDC-WSD, WDB members, and EDC staff involved in securing procurement transactions with Federal and State of Maryland funds that are administered by the Maryland Department of Labor, Licensing and Regulations. The timely acquisitions of quality goods and appropriate employment and training services, are at cost that are both reasonable and consistent with quality and delivery requirements.

Accordingly, PGCEDC-WSD hereby adopts the following policy statements:

- No employees, officers, or agents of EDC-WSD shall participate in the selection, award or administration of a contract in which EDC-WSD funds are used where they, or to their knowledge, their immediate families or partners have a financial interest.
- PGCEDC-WSD directors, employees or agents shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors or potential contractors. Disciplinary actions (up to and including termination) shall be applied to officers, employees and/ or agents who violate this rule. All evaluation panel members shall be required to review the Code of Conduct which is intended to set forth standards governing the conduct and performance of EDC-WSD WDB members, officers, employees, and authorized agents. The standards of 20 CFR 667.2200 (a) (4) address the protection of said individuals, and PGCEDC-WSD from accusations and/or implications of official misconduct, unethical behavior, conflicts of interest or other impropriety, whether real or apparent. None of 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. WDB and WDB Subcommittee meeting minutes will document that any officer, board member or employee who declares a conflict of interest had been informed that he or she may not cast a vote on, not participate in any decision-making capacity including discussion of the procurement and that he or she complied with that provision of the PGCEDC-WSD procurement policy. A Conflict of Interest form shall be completed and submitted to PGCEDC-WSD prior to evaluating.
- EDC-WSD shall avoid acquisition of unnecessary or duplicative items.
- All procurement transactions shall be conducted in a manner to provide open and free competition. A Request for Qualification (RFQ) and/or Request for Proposal (RFP) process will be

used as a general rule. Advertisement shall include varied media and be as inclusive as possible. A reasonable response time shall be established.

- EDC-WSD will conduct procurements in a manner that prohibits the use of statutorily or administratively imposed in-state or local geographical preferences in evaluation of proposals, except where applicable law expressly mandates otherwise.
- Awards shall be made to a responsible contractor possessing the ability to perform successfully under the terms of the proposed procurement and whose responsive offer is most advantageous to EDC-WSD program stewardship responsibilities. Consideration shall be given to such factors as contractor integrity, compliance with public policy, technical resources, fiscal accountability, record of past performance and cost. Solicitations shall clearly set forth all requirements that the contractor must fulfill in order for the offer to be evaluated. It shall also incorporate a clear and accurate description of the technical requirements for the materials, product or services to be procured. However such description shall not contain features which unduly restrict competition.
- Using the OMB Uniform Guidance as a guide, sole source procurements are allowed when: (1) service expertise is found in only one source; (2) there is public exigency or emergency that will not permit a delay resulting from competitive solicitation; (3) if, after written request by PGWDB, the awarding agency expressly authorizes a noncompetitive proposal; or (4) after solicitation from a number of proposals, competition is determined inadequate. Sole source procurements must be justified in writing. Sole source procurements will be used only in limited cases.
- All EDC-WSD contract documents issued prior to, during and after the RFP/RFQ or Sole Source process will contain the required and necessary procurement language, including but not limited to all pre-award policies (if applicable), grievance procedures, record retention policies, statewide list procedures (if applicable) etc.
- The PGCEDC-WSD Executive Director, WDB Chair, and Chief Local Elected Official (CLEO) approves all awards subject to all enumerated policies and procedures.
- Any and all offers may be rejected when in the best interest of EDC-WSD program stewardship. A bidder has a right to appeal EDC-WSD's decision through EDC-WSD *Complaints, Disputes, and Appeals* process

*PGCEDC-WSD' Contractor Appeal Policy:*

PGCEDC-WSD will invoke the appeals process in the following circumstances:

- If the protestor claims that the solicitation or award decision violates an applicable statute or regulation;
- That the EDC-WSD improperly excluded the protestor from the competitive range;
- EDC-WSD engaged in improper discussions with the other Offerors or failed to conduct meaningful discussions;
- That the source selection evaluation was irrational, arbitrary, or not conducted in accordance with the solicitation; *and*
- Or that the awardee is not responsible or qualified to perform the work or its offer was not responsive to the solicitation.

- EDC-WSD will take all necessary steps to ensure that businesses located in Prince George's County, small businesses, minority businesses, women's business enterprises and labor surplus area firms are used when possible.

## Appendix B: Policy Development Schedule

Policy/Process Subject	Est. Completion Time	Approval Level
Personal Identifiable Information (PII) Policy	Quarter 2 – PY17	WDB
Personal Identifiable Information Procedures	Quarter 2 – PY17	Program
Grievances and Complaints Policy	Quarter 1 – PY17	WDB
Grievances and Complaints Procedures	Quarter 1 – PY17	Program
Reasonable Accommodations for Job Seekers with Disabilities Policy	Quarter 3 – PY17	WDB
Reasonable Accommodations for Job Seekers with Disabilities Policy Procedures	Quarter 3 – PY17	Program

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

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Date

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Charlene T. Wade  
Board Chair  
Prince George's County Local Workforce Development Board

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Date

