

Local Area Name

[Document subtitle]

Executive Director Name:

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Executive Summary

Provide a short (e.g. 3 – 6 pages) Executive Summary that summarizes the following:

- Your Board’s leadership, vision/mission, service region(s) covered, and activity/stakeholder engagement undertaken to develop this Plan
- Vision, topline challenges, and solutions that touch on priority industries and populations, and key strategies for program and service delivery in your local area
- Opportunities to align your area’s strategy with the Four Core Strategic Pillars outlined in Maryland’s 2024-2028 State Workforce Development Plan (WIOA Combined Plan) (see pages 8-10 in this template for pillars)

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Section 1 - Economic Analysis

Provide an analysis of regional economic conditions, including:

- Existing and emerging in-demand sectors and occupations,
- The employment needs of businesses in those sectors and occupations; and
- How the LWDB compares to the region and any unique contributors to or differentiating factors from the regional economic conditions and business needs described in your Regional Plan.

Section 2: Strategic Planning

Part I: Aligning to Maryland's Strategic Pillars

- A. Describe the LWDB's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.

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- B. Describe how the LWDB will work with providers to facilitate the development of career pathways, including co-enrollment in core programs and academic training programs when appropriate.

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- C. Describe how does the local area's workforce development programs, including programs provided by partner agencies, support this strategic vision?

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D. Describe how the local area will ensure consistent implementation of activities and services that align with the State's four core strategic pillars. *(Refer to the Statewide plan for detailed description of the Four Core Strategic Pillars)*

1. Supercharge Key Sectors

- What strategies will the LWDB use to map skills and training assets and identify gaps?

2. Advance Equity and Access

- What steps will the LWDB take to apply an equity lens to address labor force participation inequities and gaps?
- How will you expand access to supportive services for job seekers facing barriers to employment and/or training?
- What initiatives will the LWDB implement to support employers in recruiting, hiring, retaining, and upskilling employees from diverse populations?

3. Prepare the Future Workforce

- What strategies will the local area implement to increase participation in Registered Apprenticeships (RA) and the attainment of industry-recognized credentials among high school students?

4. Improve System Alignment and Accountability

- How will the local area, working with the entities that carry out the core programs, align available resources to achieve the strategic vision and goals?
- How will you monitor and evaluate the use of resources to ensure they are contributing to the desired outcomes?

Part II: Sector Strategies for Emerging and In-Demand Industries

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

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

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- C. Provide 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.

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D. Describe how your area will align workforce programs, services, and resources to a career pathways model.

- How will you identify and focus on sectors such as cybersecurity, healthcare, clean energy, infrastructure, and manufacturing?
- How will you engage with employers to understand their workforce needs and priorities?
- What strategies will you use to collaborate with partners to recruit successful training and apprenticeship program training providers to the ETPL?
- What strategies will you use to encourage employers to participate in workforce development initiatives?
- How will you support employers in developing and implementing on-the-job training programs?

Section 3: American Job Center Delivery System

- A. List the AJCs in your area, including address and phone numbers. Provide the One-Stop Operator for each site and whether it is a comprehensive or satellite center.

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- B. Describe your customer flow system and process used in the Local Area. Include eligibility assessment, individualized training plans, and case management.

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C. Describe the process your Board uses for the solicitation and selection of the One Stop Operator. (Section 107 of WIOA)

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- D. Describe how your Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local businesses, workers, and jobseekers.

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- E. Describe of how your Board will facilitate access to services provided through the AJC delivery system, including in remote areas, through the use of technology and through other means.

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F. Describe the roles and resource contributions of the AJC partners.

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- G. Describe how your Board will use Individualized Training Accounts based on high-demand, difficult to fill positions identified within local priority industries previously identified.

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H. Describe how your Board will provide priority of service that conforms to the State Plan.

This should include a description of additional local requirements or discretionary priorities including data to support the need and how the local requirement and/or priority will be documented and implemented for the adult program.

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- I. Describe how your Board will train and equip staff to provide excellent, WIOA-compliant customer service.

Section 4: Title I – Adult, Youth, and Dislocated Worker Functions

- A. Describe the type and availability of adult and dislocated worker employment and training activities in the Local Area.

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- B. Describe how your Board will coordinate workforce development activities carried out in the Local Area with statewide rapid response activities.

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- C. Provide a description and assessment of the type and availability of youth workforce development activities in your area, including activities for youth who are individuals with disabilities. Include successful models of such youth workforce development activities.

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- D. Describe how your local area will coordinate education and workforce development activities carried out in your area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

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- E. Describe how your Board will coordinate workforce development activities carried out under this title in your area with the provision of transportation, including public transportation, and other appropriate supportive services in the Local Area.

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- F. Describe how your Board will utilize Local Adult Funding, based on adult priority groups as specified in the State Plan.

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G. Describe how the Local Board will utilize Local Dislocated Worker Funding.

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H. Describe how your Board will define “self-sufficiency” for employed Adult and employed Dislocated Worker participants.

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I. Describe your Board's definition of "unlikely to return to previous industry or occupation" when required for eligibility for Dislocated Worker services.

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J. Describe how your Board will interpret and document eligibility criteria for in-school youth. (*Maryland Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII)*)

K. Describe how your Board will interpret and document eligibility criteria for out of school youth. (*Maryland Youth Policy and WIOA Sections 129(a)(1)(B)(iii)(VII) and (a)(1)(C)(iv)(VII)*).

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L. Describe the documentation that is required to demonstrate a “need for training.”

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- M. Describe how your board will provide access to the 14 required program elements for the WIOA Youth program design and whether the Local Board has contracted with youth services provider.

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N. Describe the steps your Board will take to ensure at least 20% of Youth Funds are used for work-based training activities.

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- O. Describe your board's goals to serve out of school youth and identify specific steps that have been taken to meet this goal. If your board's goal is under 75 percent describe how you will implement the waiver and how you will enhance connections to Youth Apprenticeship programming, increase DORS co-enrollment, and make changes for In-School-Youth (ISY) services.

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- P. Describe how your Board will provide basic and individualized career services to customers and how services will be coordinated across program/partners in the AJCs.

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

Section 5: Title II – Adult Education and Family Literacy Functions

- A. Describe how your Board will coordinate workforce development activities in your Area integrating the provision of adult education and literacy activities under Title II of WIOA, including, but not limited to, the implementation of career pathways models.

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B. *Describe how your Board will coordinate efforts with Title II providers to align basic skills and English language assessments and include the following:*

- An outline of the steps to align basic education skills and English language assessments within you Area, including, but not limited to, any MOU entered into by the workforce development and adult learning partners;
- 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));
- Who will conduct which of the approved assessments (including for Trade Participants) and when such assessments will be conducted, consistent with this policy;
- How your Area will coordinate testing between workforce development and adult education providers; and
- How your Area will ensure that test administrators are to be trained. (MD Labor's policy and applicable testing guidelines)(DWDAL's *policy on assessments*)

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- C. Describe how your 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.

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D. Describe how adult education services will be provided in the AJC system within the Local Area.

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- E. Describe how adult education providers in your Area will use the Integrated English Literacy and Civics Education (IELCE) program to prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. If there are no IELCE providers in your Area, the response should note how the Area refers jobseekers looking for IELCE services. (See *WIOA Section 243(a)*)

Section 6: Title III – Wagner-Peyser Functions

- A. Describe your plans and strategies for maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) as well as services provided in your Area through the AJC delivery system to improve service delivery and avoid duplication of services.

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- B. Describe how your Board will coordinate with the Wagner-Peyser program to provide migrant and seasonal farm workers in its Local Area will be provided employment services.

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- C. Identify who is responsible for conducting migrant and seasonal farmworker housing inspections.

Section 7: Title IV – Vocational Rehabilitation Functions

- A. Describe the cooperative agreements that have been replicated between the Local Board or other local entities and the local office of a designated State agency or unit administering programs under title I of the Act. These agreements, made with the Maryland State Department of Education's Division of Rehabilitation Services, aim to enhance the provision of services to individuals with disabilities and others. Your efforts to improve services may include cross-training of staff, technical assistance, information sharing, cooperative work with employers, and other collaborative and coordinated initiatives. *(See to Local Plan Guidance for applicable policies)*

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- B. Describe how individuals with disabilities will be served through the AJC system in your Local Area.

Section 8: Temporary Assistance for Needy Families Functions

- A. Describe of how TANF is integrated in the AJC system in your local area (e.g., customer intake, service coordination, client monitoring and tracking, targeting employment services to low-skill, low-wage workers, etc.).

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- B. Describe your 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;
 - Leveraging 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;
 - Cross training and providing technical assistance to all WIOA Partners about TANF;
 - Ensuring that activities are countable and tracked for the TANF Work Participation Rate;
 - Access to business services and employer initiatives to attract and better serve employers by marketing joint services, minimizing the burden on employers who use the centers, and provide employer-focused services through a single point of entry rather than through all partnering programs; and
 - Contributing and providing outcomes data to the WIOA system through strategies for collecting and reporting varied program reporting requirements.

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- C. Describe the LDSS representation on the Local Board to ensure that TANF expectations, roles, and responsibilities are addressed in the Local Area.

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

Section 9: Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)

- A. Describe the process the local WIOA partners utilize, or plan to utilize, to support SNAP work registrants in accessing available support and workforce development programs and how many SNAP work registrants currently exist in your area.

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- B. List the available SNAP E&T third party partners in your local area and describe how the third-party partners are being engaged to ensure they are aware of all workforce development programs available in the WIOA system, streamline resources, and prevent duplication of services.

Section 10: Community Service Block Grant Functions

- A. List the Community Service Block Grant (CSBG) providers in your service area and whether they provide employment and training activities.

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- B. Describe your implementation and coordination process to enhance the provision of workforce development services for individuals receiving CSBG-supported services that includes:
- Potential co-location of CAAs and/or WIOA Partners at AJCs or CAAs depending on the nature of local partnerships and operations;
 - Leveraging 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;
 - Cross training and providing technical assistance to all WIOA Partners about CSBG;
 - Ensuring that activities are countable and tracked for CSBG performance metrics;
 - Access to business services and employer initiatives to attract and better serve employers by marketing joint services, minimizing the burden on employers who use the centers, and provide employer-focused services through a single point of entry rather than through all partnering programs; and
 - Contributing and providing baseline outcomes data to the WIOA system through strategies for collecting and reporting varied program reporting requirements.

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- C. Describe the CAA representation on your Board to ensure that CSBG expectations, roles, and responsibilities are addressed in the Local Area. *(Refer to GWDB's Local Board certification policy)*

Section 11: Jobs for Veterans State Grants Functions

A. Describe how your Board will provide priority of service to veterans and their eligible spouses.

B. Describe how your Board will engage Local Veterans Employment Representatives in engaging and providing services to local businesses.

Section 12: Trade Adjustment Assistance for Workers Program Functions

A. Describe how Trade Adjustment Assistance (TAA) services will be provided in your local area.

B. Describe how Title I staff will provide the TAA services listed above in an integrated manner.

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C. Describe how Trade participants will be co-enrolled in other programs.

Section 13 – Unemployment Insurance Functions

- A. Describe how WIOA Title I and Title III partners will support Unemployment Insurance claimants and provide meaningful access to Unemployment Insurance claimants, as required by WIOA.

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- B. Describe how your Board will utilize the Wagner-Peyser program and the RESEA and ROW programs to provide access to local workforce development services for Unemployment Insurance claimants.

Section 14: Senior Community Service Employment Program Functions

- A. List the Senior Community Service Employment Program (SCSEP) providers in your Area and how SCSEP is administered, including grantee and subgrantee information, if applicable.
- B. Describe how SCSEP services will be integrated within the AJC system in your area, including key components of the SCSEP program available locally

Section 15 – WIOA Section 188 and Equal Opportunity Functions

- A. Provide the designation of the local Equal Opportunity Officer, including their name, location, email, phone number, and TTY (or equivalent).
- B. Describe how entities within your AJC delivery system, including AJC operators and the AJC partners, will comply with Section 188 of WIOA and 29 CFR Part 38, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities and individuals with Limited English Proficiency, including providing staff training and support for addressing the needs of individuals with disabilities and for individuals with Limited English Proficiency.

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C. Provide an acknowledgment that the Local Board understands that, while Section 188 of WIOA and 29 CFR Part 38 ensures equal opportunity for individuals with disabilities, sub-recipients may also be subject to the requirements of:

- Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance;
- Title I of the ADA, which prohibits discrimination in employment based on disability;
- Title II of the ADA, which prohibits State and local governments from discriminating on the basis of disability;
- Section 427 of the General Education Provisions Act; and
- Maryland Anti-Discrimination laws, including 5 Md. STATE GOVERNMENT Code Ann. §10-1101, which stipulates that oral language services must be delivered on-site for those in frequent contact with a service provider.

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D. Describe how your Board will ensure meaningful access to all customers.

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E. Describe your Board's procedure for handling grievances and complaints from participants and other interested parties affected by the local AJC system, including partners and service providers (29 CFR 38.69-97), including:

- Complaints of discrimination based on race, color, religion, sex, national origin, age, disability, political affiliation, or belief, as well as citizenship or participation in WIOA Title I-funded programs.
- Complaints and grievances unrelated to discrimination, including labor standards violations.
- Remedies for WIOA Title I violations may include suspension or termination of payments, barring placement with non-compliant employers, reinstatement of employees, payment of lost wages/benefits, and other equitable relief where applicable.

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F. Describe how an individual can request accommodation.

G. Describe your Board's policy on providing aid, benefits, services, training, and employment, including assurance of reasonable accommodation for qualified individuals with disabilities unless it poses undue hardship.

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- H. Describe how your Board will comply with the Americans with Disabilities Act, including providing reasonable accommodation for materials, technology, and facility accessibility. Include how staff will be trained and supported in addressing the needs of individuals with disabilities.

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- I. Describe your Board's policy and strategy to ensure effective communication with individuals with disabilities, including those with visual or hearing impairments, equal to that with others.

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- J. Describe how your Board will meet the language needs of individuals with Limited English Proficiency who seek services or information. Include how your Board will disseminate information to individuals with Limited English Proficiency, including using oral interpretation and written translation services. *(See the Maryland Anti-Discrimination law, including 5 MD. STATE GOVERNMENT Code Ann. §10-1101)*

Section 16: Fiscal, Performance, and Other Functions

A. Identify the entity responsible for the disbursement of grant funds in your local area as determined by the chief elected official. (*WIOA Section 107(d)(12)(B)(i)(III) and Section 107(d)(12)(B)(i)*)

B. Describe the financial sustainability of the AJC services with current funding levels, and a description of the ability to adjust should funding levels change.

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- C. Describe the competitive process used to award the subgrants and contracts in your Area for activities carried out under this title, including risk assessment of potential subgrantees and contractors.

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- D. Describe your strategy to become or remain a high-performing board. Describe of the process used by your Board to review and evaluate performance of the local AJC(s) and the One-Stop Operator.

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- E. Describe you Area’s Individual Training Account policy. Include information such as selection process, dollar limits, duration. *(WIOA Section 101(d)(6))*

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- F. Describe how training services will be provided, including the coordination of training contracts with individual training accounts, and how your Board ensures informed customer choice in selecting training programs, regardless of the service delivery method. *(Chapter 3 of Subtitle B, Section 134(c)(3)(G))*

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- G. Describe how the AJC(s) in your local area is 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 AJC partners.

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H. Describe your Board's process for conducting oversight and monitoring of its WIOA activities and those of its subgrantee and contractors.

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- I. Describe your Board's policy and procedures for safeguarding and handling personally identifiable and confidential information (ex., physical and electronic files), including the incident response plan for loss of records.

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- J. Describe your Board's procurement system, and how you will assure you're your procedures meet the standards in USDOL regulations. Include details on how your Board would award emergency contracts when current contracts have been eliminated for just cause. *(See 29 CFR Part 95, Part 97 and 2 CFR 200)*

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- K. Describe your process to document and demonstrate that the acquisition, management, and disposition of property adhere to the Property Management Procedures. (*USDOL regulations 29 CFR Part 97 and 29 CFR Part 95.*)

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- L. Describe your policies and procedures for avoiding conflicts of interest or the appearance of such conflicts in the exercise of their responsibilities, particularly those related to the awarding of contracts.

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M. Describe your Board or fiscal agent's accounting procedures, including the procedures used in preparing reports to the State. (*Refer Local plan Guidance*)

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N. Provide a list of key staff who work with WIOA funds.

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

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P. Provide a description of the following:

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

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- Q. Describe your Board's (or fiscal agent's) cash management system and how you will assure that no excess cash will be kept on hand, and that procedures are in place to monitor cash.

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R. Describe of your 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 your AJCs

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- S. Describe your Board's (or fiscal agent's) procedure for collecting debts involving WIOA funds.