



DEPARTMENT OF LABOR, LICENSING AND REGULATION

DIVISION OF WORKFORCE DEVELOPMENT AND ADULT LEARNING

The background of the entire page is a photograph of a boat. The boat is white and has several flags flying from its mast. The flags include a large red and white flag, a large yellow and black checkered flag, and a smaller blue and white flag. The boat is on the water, and the background is a clear blue sky.

# WIA Annual Report 2014

**Workforce Investment Act Title 1-B**  
*Program Year 2014*

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# MARYLAND ANNUAL REPORT

## Workforce Investment Act Title 1-B

### *Program Year 2014*

December 15, 2015



**Larry Hogan**  
Governor



**Boyd K. Rutherford**  
Lt. Governor

***Kelly M. Shulz***  
Secretary

DEPARTMENT OF LABOR, LICENSING AND REGULATION

***James Rzepkowski***  
Assistant Secretary

DEPARTMENT OF LABOR, LICENSING AND REGULATION  
DIVISION OF WORKFORCE DEVELOPMENT AND ADULT LEARNING

### MISSION STATEMENT

*The Division of Workforce Development and Adult Learning's mission is to ensure businesses have the skilled workforce they need to be competitive in today's environment as well as help people get jobs by working to better serve the unemployed, jobless veterans, newly dislocated workers, trade-impacted workers, New Americans, ex-offenders, low-wage workers, and the "hardest to serve."*





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development

Provide procurement support

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On behalf of Governor Larry Hogan, it is my pleasure to present the 2014 Title 1-B Workforce Investment Act Annual Report. This publication illustrates Maryland's successful job placement and training activities for the year as well as the required financial and performance details for the reporting period of July 1, 2013 through June 30, 2014.

Governor Hogan's vision is to change Maryland for the better. That vision drives the collaborative efforts of the Department of Labor, Licensing and Regulation (DLLR) as well as our state and local workforce partners.

The department looks forward to increasing this collaboration between federal, state, and local partners as we, together, implement the Workforce Innovation and Opportunity Act (WIOA).

While we look forward to full implementation of WIOA, I am excited to share with you the many successes of the workforce system as contained in this report.

Utilizing a demand-driven model, the online Maryland Workforce Exchange Virtual One Stop and the 32 American Job Centers (AJCs)/12 Local Workforce Development Areas have provided services fundamental to Maryland's economic stability and growth. The system is uniquely aligned with the state's economic and educational goals, which enables businesses to better access the talent pipeline they need to be successful. As detailed in this report, Maryland's Workforce System placed 59,474 jobseekers into jobs – a 53.2 percent placement rate. Of those, 21,793 were claiming unemployment insurance benefits. More than 127,355 Marylanders received services at the AJCs, including more than 79,952 who received staff-assisted services. Each AJC caters to its unique county or workforce investment area.

Tapping into current needs and events, the Department has strategically developed employment and educational initiatives and programs by collaborating with local partners and other state agencies. One such partnership is between the Department's Office of Correctional Education and Vehicles for Change, a private, non-profit organization. Vehicles for Change enables ex-offenders who have completed an automotive maintenance training program to staff an automotive repair shop at its headquarters in Halethrope. The Department was proud to partner with the Baltimore Mayor's Office of Employment Development to secure a \$5 million demonstration grant to provide services to the neighborhoods hardest hit by the civil unrest that occurred in April 2015. EARN Maryland, a state-funded, competitive workforce and economic development grant program that is industry-led and regional in focus, trained over 1,500 Marylanders. Of the EARN Maryland participants trained for entry level employment, 489, or 77% were placed into employment. Flexible and innovative, EARN Maryland ensures that Maryland employers have the talent they need to compete and grow while providing targeted education and skills training to Maryland workers.

By communicating and collaborating with state and local partners, thoughtfully implementing changes resulting from the newly-passed WIOA, and developing strategies that engage populations with significant barriers to employment, we are enabling citizens to obtain the skills and expertise they need. In short, we are changing Maryland for the better.

Best regards,

A handwritten signature in blue ink that reads "Kelly M. Schulz".

Kelly M. Schulz  
*Secretary*

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### General Information

The Department of Labor, Licensing and Regulation's (DLLR) Division of Workforce Development and Adult Learning (DWDAL) coordinates Maryland's workforce programs ensuring that businesses have skilled employees needed to be competitive in today's global, state, and local economies, and that individuals have access to employment and training resources and services. Adult education, literacy, and correctional education programs, in collaboration with workforce development programs, establish a comprehensive system of workforce creation. The American Job Center System, a partnership among 32 Job Centers and 12 local Workforce Development Boards, is part of Maryland Jobs Now, a proud partner of the American Job Center (AJC) Network, investing in training, services, industry partnerships, and initiatives. DWDAL maintains and develops Maryland's dynamic workforce by assisting in job searches, providing avenues for training, reporting needs and demands of the labor market, and connecting businesses with jobseekers. Staff proudly deliver priority of service to eligible veterans, and their spouses, as well as qualified family members.

The Office of Adult Education and Literacy Services (AELS) provides leadership for the establishment of adult education goals, oversight for implementation of the federal instructional program, and administration of the statewide GED® testing program with over 20 testing sites and 27 Adult Education Programs located throughout Maryland. Correctional Education (CE), working with their partners, provides academic, special education, occupational, English as a Second Language, college, library, and transitional programs for approximately 3,000 students per day. The CE program provides incarcerated individuals with high quality services facilitating successful re-entry into our communities. Marylanders seamlessly access a broad array of employment and support resources to assist individuals in achieving their employment goals and encourage lifelong learning.



The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 and went into effect July 1, 2015. WIOA supersedes 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 is designed to help both job seekers and businesses. WIOA addresses the needs of job seekers through establishing a workforce system that helps them access employment, education, training and support services to succeed in the labor market, and WIOA addresses employer needs by matching them to the skilled workers they need to compete in the global economy.

In order to ensure Maryland's effective implementation of the requirements of the new federal law, DLLR and its WIOA partners agreed on the development and implementation of proven best practices and strategies towards system improvement. As a part of the transition, DLLR convened nine WIOA Work Groups comprised of subject matter experts and advocates from a variety of State agencies, LWDAs, community colleges, businesses, and key advocacy groups:

David McGlone  
Deputy Secretary



- Adult Education and Career Pathways
- American Job Center (AJC) Operations and Partnerships
- Business and Industry Partnerships
- Fiscal Accountability
- Governance
- Labor Market Information and Sector Strategies
- Performance Accountability
- Policy
- Youth Services and Partnerships

By design, all workgroups were chaired by DLLR leadership staff and co-chaired by LWDA leadership staff in an effort to ensure collaborative decision making. More detailed information will be included later in the Systems Innovations and Looking Forward section of this report.

The Maryland Workforce Exchange Virtual One Stop (MWE-VOS) is Maryland's virtual workforce services system for jobseekers and businesses. MWE-VOS can be accessed in all American Job Centers, libraries, or from home. The site provides comprehensive job matching, wage data, skill requirements, industry and occupational trends, and information on potential training opportunities and was specifically designed for job seekers, students, case managers, employers, training providers, workforce professionals, and others seeking benefits and services. This user-friendly system provides fast access to a complete set of employment tools on one website.

During PY2014, Maryland's Workforce System placed 59,474 jobseekers into jobs – a 53.2 percent placement rate. Of those, 21,793 were claiming unemployment insurance benefits. More than 127,355 Marylanders received services at Maryland's 32 American Job Centers, including more than 79,952 who received staff-assisted services. Of all participants employed after program participation, 82.9 percent have maintained employment for six months.

### *Office of Workforce Development (OWD)*

The Office of Workforce Development coordinates the state partnership with the American Job Centers located across Maryland. These thirty-two Centers provide comprehensive services to both job seekers and businesses. A wide range of adult and dislocated worker employment and training services is provided to job seekers through core, intensive, and training assistance. Core services are provided primarily by federally-funded Wagner-Peyser staff, providing a personal element to the Maryland Workforce Exchange Virtual One Stop (MWE-VOS) and job search in general. Examples of core services include outreach, intake, assessment, orientation, eligibility determination, job placement assistance, career guidance, partner referral, follow-up, labor market information, and information on training provider service and performance.

The American Job Center System is also the primary means by which adults and dislocated workers access intensive and training services. Intensive services are provided to unemployed or underemployed individuals experiencing difficulty securing appropriate employment through core services. Intensive services include, but are not limited to, the following: comprehensive and specialized evaluation, individual employment plan development, group and individual counseling, career planning, case management, and short-term pre-vocational services. Additional intensive services may include out-of-area job search, relocation assistance, literacy readiness, internships, and work experience.

The Local Workforce Development Boards in Maryland develop job training programs for implementation in their respective Workforce Development Areas, manage the operation of those programs, and determine which companies, educational institutions, and community organizations receive funding for program operation. The WIOA partners work with local employers and governments to create the workforce development programs most beneficial to the region and tailor programs meeting local employment training needs. Maryland's Statewide American Job Center (AJC) Operations Manager oversees the monitoring responsibilities of Adult, Youth, and Dislocated Worker programs, including NEG and Trade. This monitoring is conducted annually or more frequently as needed through OWD.



## PROGRAMS

### *Veteran Services*

#### *USDOL Funding for Veterans*

Through funds from USDOL's non-competitive Jobs for Veterans State Grants (JVSG) Program, DLLR's American Job Center staff assist veterans as they seek employment, training, and placement services under qualified job training programs. Veterans are referred on a priority of service (POS) basis – veterans and eligible spouses are identified at all access and entry points at the American Job Centers and receive priority referral to services over non-veterans. Statewide, fourteen (14) Local Veterans Employment Representatives (LVERs), twenty-six (26) Disabled Veterans Outreach Program (DVOP) specialists (two are contractual), and one State Administrator provide services to all veterans who Title 38 indicates are eligible for services.

#### *Focus on Veteran Job Seekers and Businesses*

For veterans, securing employment can be an even greater challenge because of the complexities accompanying the transition from military to civilian life. Yet, many veterans seeking jobs have a number of skills businesses need, such as: discipline, teamwork, problem-solving, and working under pressure. Yet, these skills are not always communicated effectively by the veteran during the interview process.

As a result of DLLR's work for veterans, job seekers have experienced the following benefits:

- In PY2014, Maryland's workforce system served approximately 13,655 veterans, referred 386 for training, guided 3,714 with employment services, ensured 6,454 veterans received staff-assisted services, and assisted 4,368 veterans in successfully obtaining employment.
- Veteran job seekers are better able to discuss and match skill sets to those for which businesses need – they are able to fully explain their skills and talents on a résumé, have employers understand their experience, and better apply their military skills to a non-military setting.

Businesses have experienced the following benefits:

- Veterans and businesses "speaking the same language"
- High caliber, well-qualified and hard-working veteran jobseekers fulfilling needs

Through the assistance of the American Job Centers, veterans are enrolled in MWE-VOS. During the registration process, the veteran will be instructed to complete a form identifying any significant barriers to employment he/she may be experiencing. Such barriers may include any of the following:

1. A special disability or disabled veteran, as these terms are defined in 38 U.S.C. 4211 (1) and (3)
  - a. Entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under the laws administered by the Secretary of Veterans Affairs or
  - b. Discharged or released from active duty because of service-connected disability
2. Homeless as defined in Section 103(a) of the Stewart B. McKinney Homeless Assistance Act 42 U.S.C. 11302(a)
3. Recently-separated service member as defined in 38 U.S.C. 4211(b) who at any point in the previous twelve months has been unemployed for twenty-seven or more consecutive weeks
4. An ex-offender, as defined by WIA Section 101(27), who has been released from incarceration within the last twelve months
5. Lacking a high school diploma or equivalent certificate
6. Low-income, as defined by WIA Section 101(25)(B)



7. A veteran age 18-24 who has been designated by the Secretary as an additional population per TEGL 19-13
8. A wounded, ill, or injured Armed forces member, spouse, or caregiver
9. A service member who does not meet military services' Capstone Career Readiness Standards
10. An active-duty service member being involuntarily separated through a Service reduction-in-force

If a veteran is identified as having any of the above significant barriers to employment, he/she will be referred immediately to a Disabled Veteran Outreach Program (DVOP) Specialist and offered intensive services and enrolled in Case Management to assist them in overcoming these barriers. Veterans not needing intensive services will then be assisted by other AJC staff.

All veterans can take advantage of all AJC services available:

- Job search assistance workshops
- Résumé assistance
- Labor market information
- Career Counseling
- Job referral
- Housing information
- Mental health resources

The American Job Center's management team and veteran staff monitor Title 38 U.S.C. veterans and post 9/11 Gold Card job seekers, ensuring they receive priority of services in accordance with applicable laws.

### *Veterans Full Employment Act*

Maryland's Veterans Full Employment Act of 2013 is designed to assist veterans, current service members, and military spouses to obtain occupational and professional licenses. Its core features require state agencies to do the following:

- Give credit for relevant military training, education, and experience
- Expedite licensing procedures for veterans, service members, and military spouses actively licensed and relocated to Maryland

### *List of Activities and Efforts*

#### ■ **National Association of State Workforce Agencies (NASWA) Veterans Conference 2015**

Held at the Liaison Capitol Hill Hotel from Wednesday, July 22 – Thursday, July 23, 2015, the mission of the NASWA conference was to provide comprehensive leadership, staff development, and technical assistance to veteran services representatives in United States' workforce development system. NASWA focuses on promoting quality and excellence and improving the system's capacity to deliver services to veterans and businesses seeking to hire veterans. Leading the conference were staff from NASWA, USDOL, a panel comprised of employers and veterans (who have used the workforce system and are employed), and the National Veterans Training Institute (NVTI). Local Veterans Employment Representatives (LVERs) and Disabled Veterans Outreach Program (DVOPs) Specialists were updated on future national changes, shown examples of best practices, and provided new tools to place in their toolboxes.

#### ■ **Veterans Job Clubs**

Since its inception, the Vets Job Club program has been a great success story. There are no costs to the business for their participation.

- *Local* - Monthly Veterans Job Clubs are held to provide information on employment, green jobs, training referral, housing, job fairs, and supportive agencies' services. Job clubs are open to all military veterans and their qualified dependents. During PY14, seventy-one (71) Job Clubs were conducted at the American Job Centers throughout the state.
- *Regional* - Three (3) Regional Veterans Job Club "Hiring Events" were held in Baltimore City, Anne Arundel County, and Frederick (to include Montgomery, Frederick, and Washington counties). Between the three events, over two hundred-fifty (250) veterans and over sixty (60) employers participated.

#### ■ **Veterans Website**

The DLLR veteran services webpages have been continually updated with new information to include expanded resources for veterans as well as a new Staffing Portal for veterans to gain direct access to Maryland staffing company websites. The revised DLLR website has been "live" since the spring of 2014.

#### ■ **Publications**

Veterans services publications are available in hard copy and on DLLR's website via hyperlinks to PDF versions. Currently, five publications are available on the DLLR website/in the American Job Centers/at all DLLR events and conferences:

*Military to Federal Jobs flyer*

*Veterans Priority of Service flyer*

*Veterans Priority of Service postcard*

*Veterans Priority of Service poster*

*Veterans Full Employment Act Fact Sheet flyer*

*Operation Hire Maryland*

#### ■ **Operation Hire Maryland**

Replacing the hugely successful *Operation Hire – the 100 Day Initiative*, **Operation Hire Maryland** was created to be an ongoing program supporting businesses as they develop or expand upon their veteran hiring and retention initiatives. Through the collaboration and efforts of Operation Hire Maryland participants, a veteran-friendly business network has been established to share best practices and proven methods for veteran recruitment, hiring, on-boarding, and retention in the civilian work place. In partnership with Maryland Department of Veterans Affairs, staff members display *the fact sheet* at AJCs, job fairs, outreach events, and on the DLLR website. Information can be obtained on MWE-VOS as well.

#### ■ **Veterans Courts**

Maryland now has two Veteran Courts established. The first was approved in Prince George's County and the most recent in Baltimore City. In collaboration with the circuit courts located in each county, social services, mental health (state & community organizations), and DLLR/DWDAL Veterans Program, cases will be reviewed separately from the usual judicial process. Through this court, the team will be able to address cases that will stem from post-traumatic stress syndrome, drug and alcohol abuse, and mental illness. They will ensure that veterans get the services they need and work with the veterans through recovery. These services will go a long way to restore pride, dignity, and family relationships.

#### ■ **Veterans Re-entry Associate Program**

In collaboration with Maryland's Department of Public Safety and Correctional Services, DLLR is launching a more intensive statewide program transitioning veterans who are returning to the community. USDOL has established new laws allowing DVOPS to enter prisons and detention centers before prisoners are released. As a result, some services can be offered to veterans prior to their release from incarceration. This practice expedites the returnee's access to available assistance for housing, counseling, and benefits. As a result, the returning veteran obtains a "jump start" on being job-ready.

#### ■ **Veterans' Notable Events**

In collaboration with the veterans' programs from Washington D.C. and Virginia, Maryland hosted its first joint veterans "Hiring Event" on September 22, 2015. At this event, businesses interviewed candidates pre-screened

by DLLR staff. This targeted event yields more jobs for veterans than any single event typically does. Also, on November 10, 2015, Maryland's veterans services staff collaborated with Morgan State University to host a statewide Veterans Hiring Event which was open to the veterans, their spouses, dependents, and caregivers.

### *Staff Development and Training*

During PY2014, conferences and course offerings continued to develop responding to the need for quality employment and training services available to veterans and returning service members. DWDAL has nineteen (19) DVOPS trained and certified as Offender Workforce Development Specialists (OWDS). This training will enhance the service delivery DVOPS render to veterans who are either incarcerated or ex-offenders. Of interest was the inclusion of the periodic trainings for the entire staff which has enhanced their ability to better serve Maryland veterans while remaining compliant to the laws that are required to follow. The Local Veterans Employment Representatives (LVERS) were able to take the Dale Carnegie training which has made them more aware of themselves and how to develop better relationships with businesses with which they interact daily.

Course offerings for veteran staff continued to expand, as professional development conferences enabled staff to be qualified in various areas:

- Veterans Service Best Practices
- Global Career Development Facilitators
- Facilitating Veterans Employment
- Intensive Services
- Employer Outreach

*Additional conferences and technical assistance trainings will continue to expand in PY2015.*

### *Maryland Re-entry Initiative (MRI)*

The Maryland Re-entry Initiative (MRI), in collaboration with Correctional Education, the American Job Centers (AJCs), and other state and community workforce development programs, provides technical assistance, training, programs, and other resources to deliver a comprehensive, collaborative provider network. As a result, Maryland jobseekers with criminal backgrounds are afforded equal opportunity to services and information – thus increasing their employability skills and prospects for sustainable employment.

MRI maximizes resources and coordinates services through intra- and inter-agency collaborative partnerships achieving statewide goals of increasing employability skills and employment opportunities for individuals with criminal history through occupational skills training, education, effective application and assessments workshops, explaining criminal records, and understanding the employment process. Workshops and information sessions are held at various correctional facilities for those incarcerated citizens who would be returning to local communities and to formerly incarcerated citizens already living in local communities. Workshops and staff training are provided to the AJCs, community/faith-based organizations, and government agency staff to ensure that those providing re-entry services to Maryland's returning citizens are indeed providing up-to-date resources and information. In PY2014, staff development for service providers included workshops and/or training:

- National certification as an Offender Workforce Development Specialist (OWDS)
- Offender Employment Specialist (OES)
- Employment Retention
- Best Practices in Re-entry Workforce Development



- 21st Century Employability/Job Readiness Standards
- Federal Bonding Procedures and Process
- Understanding Yourself and Others – Using Personality Typing to Improve Communications with Customers and to Assist in Identifying Appropriate Workplace Settings

Workshops were also provided at the Maryland Association of Adult Community & Continuing Education (MAACCE) Conference, Department of Public Safety and Correctional Services (DPSCS), Baltimore County Public Health Conference, Office of Child Support Enforcement, Bureau of Prisons Correctional Facilities, Office of the Public Defenders, and state correctional facilities for staff development.

In PY2014, approximately 3,198 re-entry jobseekers enrolled in MWE-VOS and received employment services, training, and supportive services. Approximately 989 incarcerated individuals received information regarding employability skills, effective job search strategies, employer incentives, community resources, and AJC services. In addition, approximately 476 professionals received training and other services that included workforce development best practices, twenty-first century employment readiness standards, proven strategies and tools for assisting jobseekers, and referrals for obtaining additional information.

### *Projects and Partnerships*

Many projects and partnerships exist between various Maryland counties and agencies as the MRI program strives to maximize resources and coordinate services through intra-agency and inter-agency collaborative partnerships. Some examples are listed below.

- **Federal Bonding**  
Federal Bonding is offered to employers as an incentive to hire qualified job applicants who have a criminal record. Bonds totaling approximately \$75,000 were issued for jobseekers employed by the Hotel/Hospitality, Retail Sales, Landscaping, Marine Enterprise, Equipment Company, and Healthcare industries.
- **Governor's Office of Crime Control Prevention (GOCCP)**  
In PY 2014, the DLLR Safe Streets grant obtained through GOCCP was extended until March 2016. The project includes two (2) contractual Re-entry Coordinators hired for Washington County (Hagerstown) and Wicomico County (Salisbury). The grant also subsidizes the salary of the Re-entry Coordinator in Howard County (Howard County Detention Center). The purpose of the project is to demonstrate the impact of providing coordinated wrap-around services through interagency collaboration to Maryland citizens with criminal backgrounds. The project has demonstrated consistent progress in utilizing its interagency collaborations to provide effective services to assist jobseekers in obtaining gainful employment.

With the emphasis on collaboration, the project Re-entry Coordinators for Salisbury and Hagerstown are co-located in the local Parole and Probation Offices. Each has established an interagency collaborative services network, which includes the services of their local AJCs. The Re-entry Coordinator located in Hagerstown has established an active network of twenty-five (25) agencies, operates a successful Job Club for re-entry jobseekers co-facilitated by its key partners, and provides employment workshops in the local detention center and state correctional facilities. Since July 2014, seventy-three (73) jobseekers participating in the Job Club who work directly with the coordinator have been employed in jobs, ranging from fast food industry to construction (i.e. roofing) earning from \$7.25 to \$17 per hour. The Job Club facilitators are developing a follow-up to the Job Club, called the "I Got a Job Club" which will focus on retention and establishing career pathways for those already employed. Their success is a result of the shared resources and expertise of network organizations and agencies.

The Re-entry Coordinator in Salisbury has established a network of twenty-five (25) agencies and organizations including the local police department, Goodwill Industries, Mediation, the Wicomico County AJC, the DPSCS,

and local Division of Corrections (DOC). The coordinator provides re-entry workshops in the county detention center and the pre-release center and is working with partners to establish an Employer Council. Since July 2014, thirty-five (35) jobseekers participating in the project have been employed. Howard County has a network of over thirty-four (34) agencies to which individuals are referred as well as an Employer Advisory Board. Howard County continues to provide a Re-entry Workshop series, works with the local court system in providing pre-sentencing input and utilizes its network of service providers to connect releases to viable services that will eventually lead to gainful employment. Sixty-three (63) releases were employed during PY 2014.

- **Maryland Offender Workforce Development Specialist (OWDS) Partnership**

In collaboration with the National Institute of Corrections (NIC), nineteen (19) Maryland DVOPs obtained OWDS national certification training from January 5 – March 13, 2015.

- **Maryland Re-entry Practitioners' Symposium**

In spring 2015, the Re-entry Partnership Network Planning Committee (MRI, Correctional Education, MOED Re-entry Center, DPSCS, and Mayor's Office of Human Services) held its inaugural Re-entry Practitioners Symposium at the Public Safety Training & Education Center in Sykesville, Maryland. The symposium was designed to provide Maryland re-entry practitioners with the skill-building and networking opportunities that align re-entry and workforce development practices; and high-impact, quality services to returning citizens with other criminal background issues.

The workshops highlighted best practices, statewide resources, pertinent collaborations and the fundamental knowledge needed by re-entry practitioners to be effective when working with citizens who possess criminal background issues. Workshop facilitators and presenters were comprised of subject matter experts, established re-entry practitioners, and successful citizens who know first-hand what it takes to success completers of the Re-entry Program.

## *Staff Development and Training*

During PY2014, MRI responded to various requests for information and strategies for working with re-entry jobseekers. MRI provided staff development for AJC staff, DPSCS Parole & Probation, several faith-based organizations, Goodwill Industries, Federal Bureau of Prisons Correctional Facilities, state legislators, the Department of Human Resources (DHR), and the Office of Child Support Enforcement. Technical Assistance and Staff Development were also provided to educators at the Correctional Education Transitions Fall and Spring Staff In-Service, Mayor's Office of Employment Development, Goodwill, Washington County Re-entry Job Club, Disable Veterans Outreach Programs (DVOPs), faith-based organizations, DHR and the Department of Social Services (DSS). The focus of all training is customer service, evidence-based strategies for working with individuals who have criminal backgrounds, and other factors that may hinder them from securing gainful employment. Details regarding how to effectively utilize Employer Incentive Programs such as the Federal Bonding Program are discussed at length as well. Examples of training topics are listed below:

- Collaboration as a Model for Getting the Job Done with Scarce Resources.
- Twenty-first Century Employability Skills and Job Readiness Standards.
- Engaging Resistant Client: Understanding the Impact of Long-term Unemployment on Customers.
- Barriers: Recognizing Internal and External Potential Obstacles to Achieving Goals.

## *Dislocated Services Unit (DSU)*

Any individual who loses a job or has received notice indicating separation as part of a facility closure or layoff is considered to be a "dislocated worker." Title I of the Federal Workforce Investment Act extends a wide range of services to dislocated workers.

In Maryland, an extensive network of service providers is in place assisting dislocated workers during their transitions. Maryland's DSU works closely with this network – including American Job Center staff partnering with local Workforce Development Boards in Maryland's 12 Workforce Development Opportunity Areas – and provides early intervention on behalf of the worker. In an ideal situation, service provision is initiated before the employee's last day of work. Rapid Response orientation sessions are held on-site or at a local AJC informing workers of the range of services as well as where, when, and how to access those services.

The DSU is responsible for the oversight and administration of Maryland's Rapid Response, Trade, and Reemployment opportunity workshop Program activities. Each of these programs is designed to facilitate the efficient re-employment of dislocated workers – existing resources are leveraged and state and local investments are designed to aid individuals and their families through this transition.

### *Rapid Response Activities*

Authorized under the Workforce Investment Act, Rapid Response is an early intervention strategy designed to provide and inform individuals of services supporting them during transition between positions. Rapid Response is designed to shorten or eliminate time between employment opportunities for an individual, reducing or eliminating the time an individual would receive Unemployment Insurance. Services are provided to businesses faced with reducing their workforce regardless of the reason(s) for the reductions.

Led by the Office of Workforce Development's DSU, a Rapid Response team (consisting of a state representative and a local WIOA representative) confidentially meets on short notice with companies to assess potential layoffs and closings and work collaboratively planning the most appropriate response meeting workers' needs. Depending upon the needs of the impacted workers, coordination with other partners may be necessary, such as DLLR's Division of Unemployment Insurance, Veteran Services, Maryland Department of Education's, Division of Rehabilitative Services, and approved State of Maryland Contract Interpretation Services.

From July 2014 – June 2015, the Rapid Response team supported twenty-eight (28) Rapid Response events resulting from Work Adjustment and Retraining Notifications (WARN):

- Total number of impacted workers = 2,749
- WARN related Rapid Response events were held in twelve (12) of twenty-six (26) Maryland counties

### *Staff Development and Training*

- The Rapid Response team is modifying its processes to better meet the needs of impacted companies as well as impacted individuals by focusing on "Layoff Aversion." This "Layoff Aversion" approach is facilitated in conjunction with Business Services and is shifting the focus to what, if anything can be done to prevent the closure or lessen the reduction to the workforce.
- The Rapid Response team has continued to work on efforts to better align services and throughout all regions in Maryland.





As a result of the above efforts, job seekers experience the following benefits:

- Through public exposure and continuous knowledge of statewide trends of businesses and the current labor market, DSU collaborates with businesses and their employees on strategies to prevent or minimize layoffs and/or closures, thus lessening the impact on unemployment.
- When the Rapid Response team works cohesively throughout Maryland, the potential to link businesses and impacted workers to available services increases.
- The DSU may also provide services and resources to assist a company that is struggling in an effort to eliminate or reduce the impact of the lay-off or avoid a closure of the facility. With the appropriate resources, a company may be able continue to conduct business and become financially viable once again in its current location.

### *The Trade Adjustment Assistance Program*

In order for a layoff to be determined eligible under the Trade Act, a petition must be filed with the USDOL. A petition can be filed by the employer, a Union, three (3) or more impacted workers, or a representative from the state. Members of the DSU are available to provide information and assistance on filing a trade petition.

The Trade Adjustment Assistance (TAA) program is a Federal program established under the Sunset Provisions of the Amendments to the Trade Act of 1974, as enacted by the Trade Adjustment Assistance Extension Act of 2011. TAA provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports.

In order for the USDOL to issue a Certification Regarding Eligibility to Apply for Worker Adjustment Assistance, the following requirements must be met:

- Workers have been totally or partially laid-off;
- Sales or productions have declined; and
- Increased imports have contributed significantly to worker layoffs.

Once USDOL issues a Certification Regarding Eligibility, trade-affected workers may apply for benefits under the TAA program. If an event is deemed trade-eligible, the following additional benefits are available:

- Increased training opportunities;
- Greater length of time for retraining or skills upgrades;
- Financial assistance with out-of-area job interviews (limits apply);
- Financial assistance with relocating for employment (limits apply);
- Income supplements for older workers who qualify; and
- Increased timeframes to receive cash benefits.

On June 29, 2015, President Barack Obama signed into law the Trade Adjustment Assistance Reauthorization Act of 2015 (TAARA 2015), which continues the TAA program for six years and changes the group eligibility requirements and individual benefits and service available under the Trade Adjustment Assistance Extension Act of 2011's sunset provisions from January 1, 2014.

During the most recent year, the DSU has been ready to serve individuals under four different sets of Trade Program guidelines.

From July 2014 – June 2015, the Trade Program filed five (5) trade petitions in three (3) different counties on behalf of impacted workers in Maryland these petitions potentially would impact approximately 746 Maryland workers.

Of the five petitions filed;

- One (1) is under investigation
- Four (4) have been certified
- Two (2) petitions that have been previously denied became eligible for review under the new 2015 Trade Rules.

As of June 30, 2015, the Trade program had 1,146 active participants and had paid out \$3,375,949.59 in training on behalf of 673 displaced workers.

### *Staff Development and Training*

- The DSU's Trade staff continues to ensure service delivery to participants is efficient, organized and timely.
- The DSU's Trade staff continues to refine LEAN processes within the Trade program and its related activities

To improve workforce outcomes, priorities of the Trade Program include mastering two specific goals:

- Provide consistent and ongoing training to frontline staff will allow them to better guide individuals involved in the Trade program; and
- Ensure no duplication of efforts.

As a result of the above efforts, job seekers benefit:

- Acquisition of clear and concise information; and
- Better understanding of rules and next-steps in the Trade Program process.

As a result of the above efforts, businesses also benefit:

- Trade impacted businesses are assured individuals who were laid off are being introduced to the many different services that are available to them under the Trade Program
- Businesses looking to hire new employees trained through the Trade Program will have highly skilled, in-demand applicants from which to choose

### *Migrant Seasonal Farm Workers (MSFW)*

Maryland's outreach activities in the agricultural community via the Migrant Seasonal Farm Workers (MSFW) program remain consistent with federal Wagner-Peyser regulations. Wagner-Peyser staff provide information to agricultural employers, distribute print materials, encourage employers and workers to utilize American Job Center (AJC) services, and host informational sessions in places where MSFWs are known to live or work. During outreach visits, staff provide workers with informational packets in Spanish and English regarding many DLLR programs complete with contact information for all AJCs throughout the state.

Maryland continued its proven success in outreach to the MSFWs in PY2014 and reported 654 MSFW outreach contacts, representing a 94% achievement of the planned goal of 700 contacts. Although the target population is in decline statewide, Maryland continues to remain successful in establishing contact with local MSFWs.

### *The Reemployment Opportunity Workshop (ROW) Program*

The Reemployment Opportunity Workshop (ROW), formerly Early Intervention (EI), is Maryland's re-employment strategy that assists Unemployment Insurance (UI) claimants identified as least likely to exhaust benefits before securing employment. Individuals served are identified as those most in need of services to assist with transition to new employment and participate in reemployment services, such as job search assistance.

The workshop includes topics ranging from finding job openings in today's market to fine-tuning skills, such as interviewing, résumé development, negotiating salaries, and utilizing social media to create a marketing plan for re-employment. Overall, during PY2014, the response to this highly interactive workshop has been incredibly positive and enabled some local areas to increase their workshop offerings.

In PY2014:

- 44,945 candidates were invited to workshops
- 15,195 completed workshops
- 24,336 were referred to employment, training and other services

Program participants are provided career guidance on the use of information from the workshops as a foundation upon which employment readiness skills can be built. Information learned coupled with more in-depth services offered at the American Job Centers greatly improves opportunities for employment.

### *Reemployment Services and Eligibility Assessment (RESEA) Program*

The past program year began a period of change for the Reemployment Services and Eligibility Assessment Program. This program is jointly administered by DWDAL and the Division of Unemployment Insurance (UI). USDOL issued guidelines in April 2015 which began the process of restructuring the previous Reemployment Assistance (REA) Program into RESEA. These guidelines challenged Maryland to target UI claimants who were most likely to exhaust their benefits and newly-separated veterans. The RESEA program further required more intensive and individualized reemployment services that directly relate to the needs of participating claimants.

Federal guidelines require that each RESEA experience must include the following core components:

- UI Eligibility assessment and referral to adjudication, as appropriate, if an issue is identified
- Claimants must be seen in an American Job Center (AJC)
- Provide labor market and career information that addresses the claimant's specific needs
- Registration in the state job bank
- Orientation to AJC services
- Development of an individual reemployment plan that includes work search activities, accessing services provided by an AJC or using self-service tools, and/or approved training to which the claimant acknowledges agreement
- Referral to at least one (1) reemployment service and/or training

The above components are delivered to UI claimants and newly-separated veterans through a combination of workshops, individual interviews, and other services in an effort to meet claimant needs and experiences. The program is offered in every local area of Maryland though not in the most rural counties where numbers of profiled UI claimants are less concentrated. As a result of the program, participants are the recipients of an array of comprehensive services, training, and information to which they otherwise would not have been exposed, as many claimants state that they are unaware of all that the AJCs have to offer.

Maryland moved from staffing the REA program with contractual staff, mostly in the metro areas, to using permanent staff in local areas to administer the RESEA program. This move necessitated regular training and meetings to facilitate an ongoing relationship between DWDAL and UI. Because of program changes, staff development has been core to the continuance of the program to benefit Maryland's unemployed. Access to Labor Market Information (LMI) and the guidance provided to RESEA participants serve as invaluable tools and assistance as claimants transition back into the workforce.



In PY 2014 many individuals were assisted:

- 15,739 claimants were scheduled for RESEA
- 12,028 claimants completed RESEA
- 6,962 claimants reported for reemployment services or training

### *Professional Outplacement Assistance Center (POAC)*

The Professional Outplacement Assistance Center is a reemployment service offered by DWDAL and has provided Marylanders—in the professional, executive, technical, management, and scientific occupations—reemployment assistance since 1992. Services have expanded to include recent college graduates who have the credentials, but not the experience, to compete in the global marketplace.

The main entry point for POAC services is the unique *JumpStart* program—an interactive, two-day training program for the jobseeker designed for job acquisition in the new millennium.

During PY2014, POAC:

- Served 941 professionals enrolled in the *JumpStart* program
- Provided over 19,964 contact hours of support to those seeking employment
- Using the services of a volunteer professional photographer, provided 96 customers professional “head shots” for social media networking sites
- Provided outplacement services to assist in layoffs statewide involving professional, executive, technical, managerial, and scientific workers; POAC assisted the Baltimore City School system during their downsizing process
- “The Résumé Doctors” participated in twelve (12) job fairs/offsite résumé sessions across Maryland and provided résumé advice in design and editing of basic résumés as well as on-site career advisory services
- Delivered access its LinkedIn Group comprised of 2,500+ active members with a posting service reaching over 10,000 customers; job opportunities, events, and other information were provided helping customers stay current with updated information on workforce issues

Two (2) POAC-managed, customer-run networking meetings are held bi-weekly. The POAC Exchange is held in the mornings and uses subject matter experts to present topics and trends pertinent to the job acquisition process—often utilizing experts as guest speakers. The afternoon sessions, entitled SHARE (Skill-building, How-to’s, Accountability Re-charging, and Engagement) allow customers to work in smaller groups and address job acquisition challenges. Both groups keep participants connected to their occupations and motivated to expand/enhance their job acquisition activities.

POAC offers access to a variety of other supportive activities such as seminars on:

- Applying for Federal Employment
- Using Social Media to Enhance Your Job Acquisition Campaign
- Hands-on LinkedIn Training
- Networking – Face-to-Face and Using Social Media
- Applicant Tracking Systems
- Exploring Entrepreneurship
- Using DISC for Better Job Acquisition Results

- Using Passwords to Effectively Protect Yourself
- Life Re-imagined (partnering with AARP)
- Financial Literacy
- Strategies for Filling Out an SF-86
- Staying Positive in Challenging Times
- Security Awareness
- Résumé Clinic
- Social Security Update

Additionally, staff monthly provide electronic résumé critiques and one-on-one counseling (either in-person or telephonically).

In conjunction with the expansion of the POAC model, staff enjoy training opportunities. They have open invitations to participate in the *JumpStart* as well as other value-added programs, on a space-available basis, to experience actual program content and delivery.

### *Business Services Unit*

The purpose of the DWDAL Business Services program is to help companies grow, thrive, and provide Marylanders with opportunities for gainful employment. The Business Services program is the demand-driven component the State's workforce system and is funded by the USDOL. Businesses are the primary customers of any demand-driven workforce system because businesses create the demand for workers, which in turn pulls from the supply of job seekers. In Maryland's demand-driven workforce system, DLLR staff members do not sell programs to businesses. Rather, DLLR staff members act as consultants—listening to business leaders and responding to their needs.

DWDAL's Business Services focus is holistic in approach, one of “solve and serve” regarding jobs, unemployment, and economic stability. This mindset has and will continue to influence the manner in which services are delivered to both business and talent. Solutions lie in a multi-directional approach:

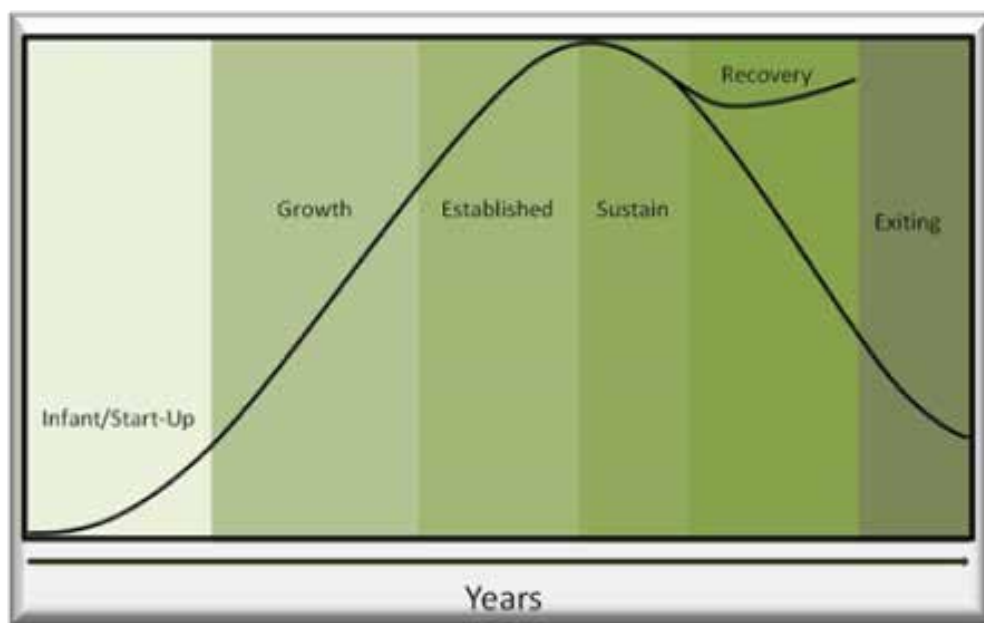
- Focusing on talent acquisition, retention and succession planning, business growth (layoff aversion) and exit strategies (rapid response)
- Building long-term relationships with businesses through communication, outreach, and service delivery
- Collaboratively working with communities and partners to connect business with talent
- Participating in workgroup discussions with leading/high growth industry sectors regarding layoff aversion, business needs and strategies to meet those needs
- Using a proactive or “forecasting” approach to engage with businesses throughout the life cycle to avert layoffs, reduce unemployment, and increase retention
- Training has been expanded to include partner agencies in enhancing communication and collaboration

## Business Life Cycle

### WIOA Transition

Business Services is working more closely with the Dislocation Services Unit (DSU) to better serve businesses. Assistance is offered throughout the business life cycle by providing layoff aversion strategies and working as part of the Rapid Response Team to place workers as quickly as possible. Affected workers' skillsets, job titles, salary ranges, and locations are identified in order to match those workers with other potential employers, reducing unemployment and providing a smooth, seamless transition that lessens the economic impact on those individuals and their families. To better understand and implement these strategies, Business Services and Dislocation Services staff attended a "Sync Up!" Rapid Response/Business Engagement Forum in Boston.

Business services created a web-based "ready resource" toolkit, <http://dllr.maryland.gov/employment/busservtools.shtml>, for staff and public access on the DLLR web site. This resource brings together information about services offered across state agencies that are beneficial to the business community.



Business Services leads the Business and Industry Partnerships WIOA workgroup and participates on four other workgroups (American Jobs Centers, Adult Education, Labor Market Information, and Governance). The Business and Industry Partnerships workgroup provides input to the Governor regarding the role of and performance measures for Business Services under WIOA.

In PY2014, Maryland's Business Services Team, while actively serving 7,461 businesses, provided 43,449 services while receiving a total of 71,826 job orders, resulting in 125,802 job openings. Staff referred job seekers to approximately 75,500 job openings (approximately 8,700 personally-referred and 67,000 internet-referred), resulting in 59,474 confirmed job placements through June 30, 2015.

## *New Americans Workforce Program (NAWP)*

Created in 2010 within DWDAL, NAWP carries out the vision detailed in the Maryland Council for New Americans 2009 report by seeking to “expedite immigrant integration into the economic and civic life of the state.” As further stipulated in WIOA Title II, Sec. 203, NAWP enables English Language Learners (ELLs) who are adults, including professionals with degrees and credentials in their native countries, to achieve competency in the English language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens in the United States.

As of 2013, Maryland was home to 842,250 immigrants-New Americans.<sup>1</sup> Most of them are naturalized citizens or LPRs (legally permanent residents), comprising 18.2% of the state workforce, or 593,317 workers.<sup>2</sup> Immigrants accounted for over half of Maryland’s labor force growth (57.1percent) during the last decade. Maryland’s immigrant workers are more likely to have college degrees than their native counterparts (41 percent versus 36 percent) in 2011.<sup>3</sup> These populations, including Migrant Seasonal Farmworkers, are provided with employment resources as well as information regarding complaints filing (with appropriate agencies) and English and heritage proficiency classes.

In PY 2014, the American Job Center system provided a variety of core, intensive, and training services to ELL customers:

- DWDAL brochures translated into French and Spanish enabled ELL workers to understand and navigate the DLLR system for American Job Center locations, job search services, professional licensing, and apprenticeship and training programs. Updates and translations of outreach and marketing informational flyers and brochures are on-going with the most updated versions on the DWDAL website at <http://www.dllr.maryland.gov/employment/wdnewamerican.pdf>.
- Regional trainings were held addressing responsibilities of servicing ELL populations, crossing the language and cultural barriers, and emphasizing the value and utility of New Americans.
- Many American Job Centers with Spanish speakers on-site, three AJCs have multilingual staff, and seven AJCs offer on-site English classes.
- Contacts were forged with Community-Based Organizations, various immigrant groups, and service centers.
- The DWDAL-New American’s webpage (<http://www.dllr.maryland.gov/employment/newamerwrkforce.shtml>) was kept current with a hyperlink under Quick Links on the DLLR home webpage leading to web-links for English as a Second Language courses, GED® processes and certification, professional training and jobs, information about workers’ rights, and various services offered in the community.

Due to frequent outreach and stakeholder engagement opportunities by staff members, the NAWP has proven effective in assisting New American residents who are looking to open businesses by connecting them with state and municipal entities and resources.

<sup>1</sup> 2013 American Community Survey (1-Year Estimates).

<sup>2</sup> Ibid.

<sup>3</sup> Migration Policy Institute Data Hub, Maryland: Language & Education.



## *Tax Credit Programs*

Designed specifically to serve as employer incentives, Federal Work Opportunity Tax Credit (WOTC) programs encourage the hiring of individuals from targeted groups who historically have experienced barriers to employment. Federal and state credits may be taken concurrently.

The following groups are eligible under the WOTC program:

- Veterans
- Recipients of Temporary Assistance for Needy Families (TANF)
- Recipients of Supplemental Nutrition Assistance Program (SNAP/Food Stamps)
- Designated Community Residents (18-39 years of age)
- Vocational Rehabilitation Referrals
- Returning Citizens convicted of a felony
- Supplemental Security Income Participants
- Summer Youth Employees (ages 16 or 17)

Certain individuals do not qualify for the program:

- Relatives or dependents
- Former employees
- Majority owners of the employer

Additionally, each of the targeted groups has other criteria, such as timeframes for having received benefits, geographic designation, and terms of service. Specific state tax credits requirement and procedures for designated community residents and vocational rehabilitation referrals exist as well.

Wages paid to employees eligible for WOTC must be wages for which the employer pays Federal Unemployment Taxes (FUTA) as well as wages actually paid by the employer, including those paid to on-the-job training participants.

Maryland adopted a WOTC online system in October of 2014, which allowed for electronic submission and processing of applications. Gradually since this adoption, Maryland has consistently increased its efficiency and responsiveness to those applying for tax credits. This electronic system has become the norm for processing applications.

In PY2014, 15,417 individuals qualified for federal tax credits, representing a 67% increase over applications processed in the previous program year. Maryland continues to accept federal tax credit applications for 2015, while Congressional authorization to process those applications expired on December 31, 2014.

Further information about WOTC targeted groups and applicable wages is available on the USDOL web site at <http://www.doleta.gov/business/incentives/opptax>.

## ADULT LEARNING

Adult Learning Programs – Adult Education and Literacy Services and Correctional Education programs – in conjunction with the workforce development programs ensure a comprehensive and collaborative system of workforce creation better aligning education systems with workforce needs.

### PROGRAMS

#### *Adult Education and Literacy Services*

Adult Education and Literacy Services oversees instructional and assessment programs designed for Maryland adults wishing to complete a high school level of education, improve their basic reading, writing, and mathematical skills, or acquire English Language skills. Two (2) options are available for adults to earn a Maryland High School Diploma: GED® testing and the National External Diploma Program (NEDP).

Instructional programming for adults with less than a high school education is offered in every jurisdiction through twenty-seven (27) grantee organizations, including community colleges, local public school systems, community-based organizations, public libraries, and the state correctional education programs. Many of the instructional grantees provide programming partnering with agencies for career pathways instruction/training, family literacy, and instruction for locally-incarcerated individuals. Adults enrolling in instructional programs may also receive assistance with career exploration, job training, parenting, and various life skill needs.

Adults needing to improve their basic reading, writing, and mathematical skills enroll in classes available in their local communities. Small classes characteristic of this program offer the best opportunity for low-skilled adults to increase their educational functioning levels. Instruction is contextualized within life skills (e.g., Financial, Health, Family Literacy, and Career Exploration), thus offering practical support for everyday situations while engaging the specific learning style of the individual. Adults completing this level of instruction will advance to diploma preparation programs or may qualify for job training or employment.

Adults with high school level skills are placed in Adult Secondary Education instructional programs. Instruction at this level focuses on the skills necessary to succeed in earning a Maryland High School Diploma via the GED® tests or NEDP assessments. Similar to the Adult Basic Skills instruction, the lessons are delivered within a context of relevance to the individuals' goals (e.g., employment, post-secondary education, job training, or personal).

Additionally, Maryland offers standards-based English literacy and civics education classes to help prepare English Language Learners for success in their personal as well as family lives, in the workplace, as members of the community, and in their academic pursuits. In PY2014, the grantee organizations collectively offered services to over 36,000 adults across Maryland.

#### *Distance Learning: Maryland i-Pathways*

Maryland i-Pathways is a unique online instructional program designed to prepare qualifying students to pass the GED® tests. In order to qualify for enrollment, adults or out-of-school youth must demonstrate academic and computer skills at levels in which success is a reasonable expectation in mastering skills required for the GED® tests. Once enrolled, students participate in a virtually-conducted class interacting regularly with experienced instructors on individual bases. Moving forward, this curriculum is anticipated to offer career and college-readiness level instruction – consistent with changes to the GED® tests.

## *Maryland High School Diploma Options*

### *GED® Testing*

The GED® testing program serves as a nationally-recognized high school equivalency program, measuring high school level academic knowledge and skills in major content areas: Language Arts, Mathematics, Science, and Social Studies. The complete test requires just over seven (7) hours to complete the entire battery and sets a rigorous standard that only 60% of graduating high school seniors would pass on the first attempt. GED® testing in Maryland is offered only in official testing centers approved by DLLR's GED® Testing Office in accordance with the policies and procedures of the National GED® Testing Service. The National GED® Testing Service issued a new version of the test in January 2014, which is only available via computer delivery.

In PY2014, the 3,157 individuals completed all four (4) GED® subject areas, and 65% percent—1,985 test-takers—passed the tests and received their high school diplomas.

### *National Adult External Diploma Program (NEDP)*

The NEDP is a program for individuals, ages 18 and older, who are not enrolled in regular high school and can demonstrate essential academic competencies and life skills. Academic skill areas include the following: reading, writing, mathematics, oral communication, and critical thinking. Life skills relate to occupational, self, social, aesthetic, consumer, and scientific awareness. This program is not attendance-based. Participants are expected to meet periodically with an assessor to develop a portfolio providing they have acquired the skills required to be awarded a Maryland High School Diploma. This online-format program is designed for self-directed youth and adults with life and work experiences and familiarity with the computer. This program offers flexible scheduling and confidentiality.

### *Career Pathways Programming*

Career Pathways programming integrates adult education instruction with career training opportunities. Any of the adult instructional services may be integrated with specific job training/credentialing programs placing the student on a career pathway, or in many cases, provides a re-entry to a pathway. This program offers opportunities beyond the terminal goal of a high school diploma – which is the first step on a career pathways ladder. Career Pathways programs are designed around specific industry needs for trained employees at various levels. For adult education students, focus is on entry-level jobs with future potential as well as the availability of appropriate training opportunities.

Since 2010, Adult Education programs have engaged in programming to integrate education and training through curriculum models and projects such as Career Awareness, MI-BEST, and Career Pathways and EARN. After years of successful implementation of MI-BEST, the state-specific replica of Washington's highly successful Integrated Basic Education and Skills Training (I-BEST) Initiative, funding was no longer available to continue the program in PY 2014. The MI-BEST and Career Pathways projects are planned programs that involve integration of local Workforce Development Boards and employers, higher education continuing education/training programs, and the Consolidated Adult Education and Family Literacy grantees to leverage resources.

### *Staff Development and Training*

Maintaining a professional Adult Education staff that is knowledgeable in current research and evidence-based instructional strategies is achieved through statewide professional development training. Maryland uses a train-the-trainer model in partnership with the local leadership team to deliver required foundation training—provided to new and experienced staff on the local level by the Instructional Specialist (IS), the Intake and Assessment Specialist (IAS), and Management Information Specialist (MIS). The State-facilitated sharing sessions for leadership team members are among the most valued professional development experiences by local staff. These sessions are designed to promote collegial collaboration and sharing of best practices.

Adult Education practitioners may select training that meets their individual professional development needs. Teachers of non-native English speakers (ESL) received training in ESL Content Standards, Civics, differentiate instructions, and transitioning for ESL to ABE. Teachers of Adult Basic Education (ABE) and Adult Secondary Education (ASE) select training in common core math, reading, and writing instruction as well as technology integration. Professional development initiatives addressed the need for training in competencies related to the GED® tests. The trainers utilized the standardized training modules developed by a GED® Testing Planning Team. Additionally, in partnership with the Annie E. Casey Foundation and the Job Opportunities Task Force (JOTF), a series of webinars was offered to provide guidance to adult education practitioners for the GED® 2014 tests.

### *Projects and Partnerships*

Adult Education Service providers have many partners and stakeholders who promote and support the integration of education and training systems for adult learners. The Maryland Adult Learning Advisory Council (MALAC) meets quarterly to discuss issues related to its shared constituencies. The Council, which represents government agencies, members of the Maryland General Assembly, community colleges, public schools, and community-based organizations, provides important feedback. Council members are provided updates on state and national initiatives affecting the adult student, such as the national report Time for the U.S. to Re-skill Initiative, Maryland House Bill 830: Alternative High School Measures, Career Pathways initiative, and the Maryland EARN initiative. Council members provide recommendations for policy development and implementation.

### *Correctional Education*

The Office of Correctional Education (CE) provides academic, library, occupational, and transitional services to incarcerated students in state correctional institutions. The academic program includes Adult Basic Education, GED® Preparation, Special Education, English Language Learners, and college classes. The Library Program provides recreational, informational, and research services. Currently, there are twenty-three (23) occupational programs with sixteen (16) nationally recognized certifications. Transitional classes include Employment Readiness, Introduction to Computers, Career Exploration, Life Skills, and Financial Literacy. Correctional Education assists incarcerated students in preparing to become responsible members of their communities.

From July 2014 – June 2015, Correctional Education served approximately 12,000 students. Additionally, 220 students earned a high school diploma by successfully passing the new 2014 GED® test; 3,457 students completed a transitional program; and 916 students completed an occupational program.

To improve workforce outcomes, Correctional Education's priorities include the following:

- Continuing the enhancement of “behind the fence” employment services by nurturing a partnership with the Department of Public Safety and Correctional Services (DPSCS) implementing limited internet access for job search and transitional services in the community; inmates learn to utilize and navigate three (3) websites including the Maryland Workforce Exchange Virtual One Stop (MWE-VOS), the Maryland Community Services Locator, and America's Job Exchange
- Delivering professional development workshops to CE transition instructors – topics include the Governor's Office of Crime, Control and Prevention (GOCCP) Re-entry initiatives, the Second Chance grant best practices, Maryland Department of Human Resources (MDHR) benefits overview, and Social Media for jobseekers with a criminal background
- Continuing the partnership with DWDAL's Maryland Re-entry Initiative Administrator who provides local and statewide staff development trainings designed to strengthen skills and best practices for working with jobseekers with criminal backgrounds



- Participating in a multi-agency partnership, the Re-entry Center Partnership Network's first Annual Re-entry Practitioners' Symposium, with over one hundred and seventy (170) professionals attending the event
- Coordinating the Maryland Offender Workforce Development Specialist (OWDS) Partnership and the National Institute of Corrections to jointly hold a 160-hour Offender Workforce Development Specialist (OWDS) training program to staff in the DLLR Veterans Employment Services Program (25 staff members were trained in PY2014)
- Continuing the delivery of extensive professional development for teachers and staff on the new format and extended rigor of the 2014 GED® test
- Delivering Special Education services for all eligible students as mandated by federal law (IDEA 2004) and Maryland State COMAR; services assist students in all academic areas including Workforce Development; instruction is aligned with the Maryland State Department of Education (MSDE) Common Core State Standards, Professional Development Framework, and the Response to Intervention Model
- Training and testing instructors for the pre-apprenticeship programs in Electrical Wiring and Welding so they could become certified as National Center for Construction Education and Research (NCCER) instructors; in addition, CORE, the basic NCCER construction course, has been added to Roofing with a trained and certified instructor; finally, certified basic welding has been added to the Sheet Metal Fabrication program at the Maryland Correctional Institution - Hagerstown (MCI-H)
- Providing online testing using limited-internet computers for the Automotive Service Excellence (ASE) certification for the "Automotive Maintenance and Inspection Course" with the support of DPSCS (students who have taken the test online have passed with very high scores ranging from the 69th to the 98th percentiles)
- Using the Job Skills Training Partnership (JSTP) between DLLR and DPSCS, inmates document specific competencies for jobs that they have mastered while working in the correctional institutional jobs and later use these skills to build their résumés
- Partnering with Vehicles for Change (VFC)—which opened its "Full Circle" automotive service center in June, 2014, with its first group of interns from the Correctional Education automotive program; training combined with six (6) months of a VFC internship would be enough to prepare an inmate for private sector employment in the automotive industry, with some individuals having been hired as soon as three (3) months of the internship commencement



## PROGRAM HIGHLIGHTS AND PARTNERSHIPS

### *DWDAL – Focus on Providing Exceptional Service to Marylanders*

As outlined in this report, the Division of Workforce Development and Adult Learning (DWDAL) effectively coordinates employment services and training, business services, adult learning programs, and labor market information ensuring businesses have skilled workers and job seekers have access to employment and training resources and services. This work is accomplished through the utilization of local partnerships through the statewide American Job Center network as well as the web-based Maryland Workforce Exchange Virtual One Stop (MWE-VOS). The Division provides job placement services specifically targeting veterans, new Americans, and other key groups and also provides educational opportunities and job services to adult learners and those in the Maryland's correctional system.

Strategic partnerships develop as DWDAL searches for the most effective and efficient ways to utilize resources and reach Marylanders while tapping into the pulse of current needs and events. Some of these efforts are outlined below.

#### *EARN Maryland*

EARN Maryland a wholly State-funded, competitive workforce and economic development grant program that is industry-led and regional in focus. It is flexible and innovative, designed to ensure that Maryland employers have the talent they need to compete and grow while providing targeted education and skills training to Maryland workers. Included in this program are both career advancement strategies for incumbent workers and support for individuals with specific barriers to employment. EARN Maryland promotes the prosperity of working families and economic development across the State.

In PY2014, EARN Maryland trained over 1,500 Marylanders. Of the EARN Maryland participants trained for entry level employment, 489, or 77 percent were placed into employment. As EARN Maryland training is ongoing and not bound by the end of a program year/fiscal year, additional EARN Maryland participants who received training in PY14 are projected to be placed. Therefore, the placement figure stated above is likely to increase. Additionally, 942 incumbent workers received training. Eight hundred and eighty-one (881), or 93 percent, received a credential or identifiable skill as a result of training, thus increasing the likelihood for job advancement and earning potential. To ensure that EARN Maryland remains an industry-led program, Grantees are tasked with growing their partnerships. In PY 2014, the number of employer partners participating in EARN Maryland increased by 113% over PY13, bringing the total of participating employers to 465.

#### *Baltimore City Outreach*

DWDAL took the lead in the fourth quarter of PY2014 to reach out directly to those communities affected by the civil unrest of April 2015. These services included:

- Securing \$1 million in grant for Baltimore City Summer Youth Employment program from the State of Maryland's Rainy Day fund
- Working with the Mayor's Office of Employment Development (MOED), in obtaining a grant from US DOL/ETA for \$5 million to provide training and workforce development activities in Baltimore City neighborhoods
- Dedicating a centralized phone line to assist with job seeker inquiries
- Preparing to mobilize three Mobile American Job Centers donated from other jurisdictions in Maryland to help job seekers with career services
- Assisting with distribution of fliers in the community and conducting outreach to targeted groups by attending community meetings in the affected area

- Working with DLLR's Media Department to fine-tune a three-month targeted outreach campaign (i.e., on-line newsletter, community meetings, radio broadcasts) for Baltimore City and Randallstown to inform and empower job seekers and citizens about the free-of-charge resources available at the American Job Centers (AJCs)
- Utilizing three mobile American Job Centers to assist jobseekers and businesses in strategic areas of the city
- Participating in a panel discussion regarding available services and resources with fifty affected business owners during a June 5 Maryland Business Recovery Workshop
- Attending two events sponsored by non-profits in Baltimore City to assist with compiling resources and services available to workers and youth in affected areas of the city

### *American Job Center (AJC) Site Visits*

The DWDAL Communications and Outreach (C&O) Team continued to improve and enhance the communication efforts in PY2014. Continuing the effort begun in early 2014, C&O staff coordinated local site visits to the AJCs with staff meetings wherein C&O staff could share ideas and roles of the Unit and well as enjoy feedback from local staff and customers first-hand. Ideas for increasing efficiency regarding resource distribution were shared and acted upon.

### *Publications and Resources Available Online*

With exceptional customer service in mind, electronic PDF versions of core **publications and resources** (<http://www.dllr.maryland.gov/employment/wdpublications.shtml>) are available via the DLLR website, allowing for efficient distribution of information to job seekers and businesses alike. This effort was begun in PY2013 and continued to expand into PY2014, with individual flyers/brochures being combined into a comprehensive informational guide for job seekers called the **AJCs Ultimate Employment Guide** (<http://www.dllr.maryland.gov/employment/wdueg.pdf>). Additionally, a new resource —collaboration between DWDAL and Division of Unemployment Insurance (DUI) — **Maryland Resource Guide for the Unemployed** (<http://www.dllr.maryland.gov/employment/wduiresourceguide.pdf>) was available in January 2015.

### *Social Media*

DWDAL finds utilizing Facebook posts and Twitter tweets an effective and efficient way to notify job seekers and businesses about interesting career fairs, events, recruitments, etc. **DLLR's Facebook page** (<https://www.facebook.com/DLLR.Maryland>), in particular, has proven extremely valuable with recruitments and career fairs.

### *Correctional Education Partnerships*

During the fourth quarter of PY 2014, the Division's Office of Correctional Education began a partnership with Vehicles for Change (VFC), a private non-profit organization, to staff an automotive repair shop at its headquarters in Halethroe, Maryland with ex-offenders who had completed an automotive maintenance training program. Based on the efforts of the Office of Correctional Education, the first students from Correctional Education's automotive maintenance training programs started their six-month internship at the organization's June 17, 2015 grand opening.

### *Maryland Re-entry Initiative (MRI) – Offender Workforce Development Specialist (OWDS) Partnership*

The Maryland OWDS Partnership in collaboration with the National Institute of Corrections and the National Career Development Association conducted a special OWDS National Certification training from January 5 – March 13, 2015, for Maryland Disabled Veterans' Outreach Program (DVOPs) Specialists. Training involved both onsite and web-based instruction. The training is usually offered to American Job Center staff by Department of Public Safety and Correctional Services (DPSCS), other local and state government agencies, and community/faith-based organizations from around the State. Nineteen (19) DVOPs graduated.

The Maryland OWDS Partnership, formed in 2005, has been the training mechanism for one hundred thirty-four (134) Maryland certified OWDS and sixty-four (64) OWDS instructors. DLLR's Maryland Re-entry Initiative Administrator is one of six founding members of the Partnership. The Partnership is operated under the guidance of its Management Council that includes members from DPSCS, DWDAL Correctional Education, and MRI. The Administrator for MRI and the Transitions Coordinator for Correctional Education co-chair the Management Council. MRI coordinates the training for OWDS Certification and Offender Employment Specialist (OES), non-certification training offered regionally.

### *Maryland Re-entry Practitioners' Symposium*

On May 28, 2015, the Re-entry Partnership Network, a consortium of Maryland agencies and organizations providing re-entry services, held its inaugural Maryland Re-entry Practitioners' Symposium. The event was organized by the Partnership Network's Symposium Planning Committee, MOED – Re-entry Center, MRI, Correctional Education, and DPSCS. Over 160 people attended the event, representing re-entry practitioners from Workforce Development, public/private non-profit Human Services Agencies, DPSCS, Parole and Probation, faith-based and other re-entry stakeholders from across the state.

The symposium was designed to provide Maryland re-entry practitioners with skill-building and networking opportunities that align re-entry and workforce development practices. The result is high-impact and quality services to citizens in the respective jurisdictions who are returning to local communities after incarceration or who have other criminal background issues. The workshops highlighted best practices, state-wide resources, and pertinent collaborations and the fundamental knowledge needed by re-entry practitioners to be effective when working with citizens with criminal backgrounds. Workshop facilitators/presenters represented subject matter experts, established re-entry practitioners, and successful citizens who know first-hand what it takes to successfully re-establish themselves as stable, tax-paying, active participants in community living.

### *Community College Partnerships*

DWDAL is proud to partner with many of Maryland's community colleges.

- Maryland's community colleges are an important partner in training Maryland's jobseekers with the skills they need to compete in a global economy. Many of Maryland's community colleges are on the Eligible Trainer Provider List (ETPL), which is currently maintained by DLLR in cooperation with the Maryland Higher Education Commission (MHEC). An individual can receive information regarding career training opportunities from one of 32 American Job Centers or other career center in one of twelve (12) local areas throughout Maryland, or via the web-based Maryland Workforce Exchange. An individual that is eligible to obtain career training under WIA and now WIOA may be referred to an entity on the ETPL. According to the latest figures from MHEC, approximately 62% of the programs on the State list were offered by Maryland's community colleges.
- Some of Maryland's community colleges have forged partnerships with industry partners and received funding for programs under the Maryland EARN program (explained earlier). EARN partnerships have afforded unique training opportunities in areas such as biotechnology, culinary arts, as well as the trades.



- DWDAL also partners with community colleges to meet the needs of Maryland's adult learners. For instance, community colleges partner with DWDAL's Adult Learning unit to ensure that instruction, including basic academic skills preparation, high school diploma preparation, and English language acquisition is provided. Programming is focused on helping adults gain the skills necessary for employment and economic self-sufficiency, assisting with their children's educational development, attaining a secondary school diploma, and entering post-secondary education or training. Programs for immigrants assist adults with learning the English language within a context of understanding the American system of Government and responsibilities of citizenship.
- Some of Maryland's community colleges have also partnered with DWDAL's Correctional Education unit to provide vocational programs to inmates at Maryland's correctional facilities. As part of its mission to serve incarcerated students, the Correctional Education unit has established Memorandums of Understanding with Anne Arundel Community College, Hagerstown Community College, and WorWic Community College. Using funds from grants and other reimbursable sources, this partnership enables DWDAL's Correctional Education unit to provide additional continuing education, workforce skills training, and transitional classes in facilities across the State. As a result, DWDAL's Correctional Education unit, in conjunction with Maryland's community colleges, provides classes for students who otherwise might not be served.



## SYSTEMS INNOVATIONS and LOOKING FORWARD

DWDAL is determined now, and in the future, to keep the customer at the forefront of decisions in providing quality job services for people of Maryland. Some programs and initiatives underway are outlined below.

### *National Workforce Development Month – September 2015*

Spearheaded by DWDAL, the Hogan Administration proclaimed September as Workforce Development Month in recognition of the key role the development of a skilled and adaptable workforce has in the vitality of Maryland's sustained economic growth. DWDAL wanted to draw attention to Maryland's jobseekers and businesses alike so they will become more aware of the tremendous amount of services they have at their disposal. Open houses and "meet and greet" events were held throughout the month at the Maryland's AJCs and workforce partners.



## WIOA Implementation

Currently, the Division is focused on the State's implementation of the Workforce Innovation and Opportunity Act (WIOA), which provides an opportunity to focus on individuals and businesses that use our workforce system. In order to meet Maryland's obligations under the newly enacted legislation, the Division has convened nine workgroups comprised of DLLR Staff, subject matter experts, partners from other state agencies (i.e., DBED, DORS, DHR) and local workforce partners to develop policies and recommendations to be included in the State's implementation plan, which must be submitted to the USDOL by March 2016:

Work Groups have been created to address key WIOA provisions. Work Group discussions and action will lead to recommendations for policy adoption ensuring the state's successful implementation of WIOA.

WORK GROUP	KEY GOALS	CONTACT INFORMATION
<b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>Review statewide policies and programs to develop recommendations on actions state should take to align core and other programs</li> <li>Develop guidance for the implementation and continuous improvement of the workforce development system</li> <li>Revise and implement Local Workforce Investment Board (LWIB) certification requirements</li> </ul>	<p><b>Chair:</b> Diane Pabich Deputy Director, GWIB <a href="mailto:diane.pabich@maryland.gov">diane.pabich@maryland.gov</a>   410-767-3271</p> <p><b>Co-Chair:</b> Kirkland "Kirk" Murray President &amp; CEO Anne Arundel Co. LWDA <a href="mailto:kmurray@aawdc.org">kmurray@aawdc.org</a>   410-987-3890</p>
<b>POLICY</b>	<ul style="list-style-type: none"> <li>Assess and evaluate existing Workforce Investment Act (WIA) policies determining and improving overall processes, policies, and procedures in light of WIOA</li> <li>Coordinate policy development with core partners at state and local levels</li> <li>Identify policy and regulatory changes for state and Local Workforce Investment Areas (LWIAs)</li> </ul>	<p><b>Chair:</b> Erin Roth, Policy Director DLLR <a href="mailto:erin.roth@maryland.gov">erin.roth@maryland.gov</a>   410-767-5870</p> <p><b>Co-Chair:</b> Fran Trout, Director Mid-Maryland LWDA <a href="mailto:ftrout@howardcountymd.gov">ftrout@howardcountymd.gov</a>   410-290-2620</p>
<b>FISCAL ACCOUNTABILITY</b>	<ul style="list-style-type: none"> <li>Determine needed and required fiscal and monitoring policies</li> <li>Update grant agreements to align with WIOA and OMB Uniform Guidance</li> <li>Review resource sharing and infrastructure costs</li> </ul>	<p><b>Chair:</b> Angeline Huffman, Director, Office of Fiscal Administration, DLLR <a href="mailto:angeline.huffman@maryland.gov">angeline.huffman@maryland.gov</a>   410-767-2038</p> <p><b>Co-Chair:</b> Lori Jones, Finance Services Manager, Frederick County LWDA <a href="mailto:ljones@frederickcountymd.gov">ljones@frederickcountymd.gov</a>   301-600-3550</p>

WORK GROUP	KEY GOALS	CONTACT INFORMATION
<b>AMERICAN JOB CENTER (AJC) OPERATIONS AND PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>Engage partners and improve customer flow within career services (including how to better serve UI claimants and hardest-to-serve customers)</li> <li>Improve the use of technology in the AJCs</li> <li>Develop templates for MOUs and RSAs, including the sharing of infrastructure expenses</li> <li>Determine staff training needs and opportunities during WIOA transition (including developing relevant board member fact sheets)</li> <li>Review training provider list</li> </ul>	<p><b>Chair:</b> Barbara Martin, Manager Statewide One Stop Operations, DLLR <a href="mailto:barbara.martin@maryland.gov">barbara.martin@maryland.gov</a>   410-767-2825</p> <p><b>Co-Chair:</b> Ruthy Davis, Director Southern MD LWDA <a href="mailto:rdavis@tccsmd.org">rdavis@tccsmd.org</a>   301-274-1922</p>
<b>YOUTH SERVICES AND PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>Ensure 75% of youth funds is properly allocated to serve Out-of-School Youth (OSY)</li> <li>Expand system capacity</li> <li>Improve work-based youth activities</li> <li>Enhance services for youth with disabilities</li> </ul>	<p><b>Chair:</b> Carolynnette Scott, Coordinator Disability and Youth Services, DLLR <a href="mailto:carolynnette.scott@maryland.gov">carolynnette.scott@maryland.gov</a>   410-767-2832</p> <p><b>Co-Chair:</b> Connice Brown, Administrator Out-of-School Youth, MOED, Baltimore City LWDA <a href="mailto:dbrown@oedworks.com">dbrown@oedworks.com</a>   410-290-2620</p>
<b>BUSINESS AND INDUSTRY PARTNERSHIP</b>	<ul style="list-style-type: none"> <li>Involve existing local area business engagement plan teams</li> <li>Collect input from local areas then share ideas with the work group</li> <li>Allow for input and data at local, regional, and state levels</li> <li>Develop common measures and common platforms</li> </ul>	<p><b>Chair:</b> Jeff Trice, Manager Business Services Program, DLLR <a href="mailto:jeffrey.trice@maryland.gov">jeffrey.trice@maryland.gov</a>   410-767-4736</p> <p><b>Co-Chair:</b> Michelle Day, Manager Employment, Training and Business Services, Frederick County LWDA <a href="mailto:mday1@frederickcountymd.gov">mday1@frederickcountymd.gov</a>   301-600-1867</p>
<b>PERFORMANCE ACCOUNTABILITY</b>	<ul style="list-style-type: none"> <li>Implement new performance accountability measures</li> <li>Determine best presentation of WIOA performance reports for state and local areas</li> <li>Develop recommendations for additional measures</li> <li>Negotiate levels of performance/adjustment factors</li> </ul>	<p><b>Chair:</b> Lynda Weber, Statewide Manager Data Quality, DLLR <a href="mailto:lynda.weber@maryland.gov">lynda.weber@maryland.gov</a>   410-767-2902</p> <p><b>Co-Chair:</b> Patti Morfe, Director Performance and Planning, MOED Baltimore City LWDA <a href="mailto:pmorfe@oedworks.com">pmorfe@oedworks.com</a>   410-396-1261</p>
<b>LABOR MARKET INFORMATION AND SECTOR STRATEGIES</b>	<ul style="list-style-type: none"> <li>Inform sector strategies of Labor Market Information (LMI)</li> <li>Shape state and local plans with LMI</li> <li>Use LMI in the regional delineation of economic activity</li> <li>Evaluate current LMI tools and resources</li> </ul>	<p><b>Chair:</b> Hillary Huffer, Economist/LMI Manager, DLLR <a href="mailto:hillary.huffer@maryland.gov">hillary.huffer@maryland.gov</a>   410-767-2253</p> <p><b>Co-Chair:</b> Dan McDermott, Executive Director, Upper Shore LWDA <a href="mailto:dmcdermott@chesapeake.edu">dmcdermott@chesapeake.edu</a>   410-822-1716</p>



WORK GROUP	KEY GOALS	CONTACT INFORMATION
<b>ADULT EDUCATION AND CAREER PATHWAYS</b>	<ul style="list-style-type: none"> <li>Identify best practices for integration and alignment of adult education with other WIOA core and partner programs via a Career Pathways systems approach</li> <li>Suggest strategies addressing any challenges to the integration and alignment of activities, including but not limited to the funding gaps</li> <li>Address the assurance of non–duplication of services for eligible populations</li> </ul>	<p><b>Chair:</b> Patricia Tyler, Director, Office of Adult Learning, DLLR  <a href="mailto:patricia.tyler1@maryland.gov">patricia.tyler1@maryland.gov</a>   410-767-1008</p> <p><b>Co-Chair:</b> Jason Perkins-Cohen, Director, MOED, Baltimore City LWDA  <a href="mailto:jperkins-cohen@oedworks.com">jperkins-cohen@oedworks.com</a>   410-396-1910</p>

### *Youth Apprenticeships – The Creation of Maryland’s Youth Employment Pipeline*

The future success and expansion of Maryland’s workforce system is dependent upon the establishment of a pipeline of talent to effectively address industry needs and keep businesses competitive. Recognizing the value of the apprenticeship model, which combines on-the-job training with classroom instruction, the Maryland General Assembly established the Youth Apprenticeship Advisory Committee, through House Bill 1207 (Chapter 646) in 2014. The Committee released it’s final report on December 1, 2015.

The State’s first youth apprenticeship pilot program, Apprenticeship Maryland, is a partnership between the DLLR, Maryland State Department of Education (MSDE), and the Department of Commerce. This program will prepare students to enter STEM (Science, Technology, Engineering, and Math) and manufacturing industries by providing on-the-job training and related classroom instruction leading to licenses and certificates necessary for a skilled occupation.

As businesses see the benefit to participating in these innovative partnerships, DWDAL is working now and will continue to work to design a program attractive to all parties that will address the discrepancy between students’ skills and employers’ needs through promotion of apprenticeship with employers; through policy, regulatory and legislative work, and through better alignment of workforce development, economic development, and education entities with industry demands.

### *Veterans Services Projects*

As mentioned earlier in this report, Maryland now has two Veteran Courts established whereby cases involving veterans will be reviewed separately from the normal judicial system. DWDAL staff looks forward their role in this new and exciting way to better assist veterans with the services they need to become reintegrated into their lives and gainfully employed.

In collaboration with already-established Baltimore City and Prince George’s County circuit courts, the DLLR/DWDAL Veterans Program, social services, and mental health (state & community organizations) team will be able to address cases stemming from post-traumatic stress syndrome, drug and alcohol abuse, and mental illness. They will ensure that veterans get the services they need and work with the veterans through recovery. These services will go a long way to restore pride, dignity, and family relationships.

The Governor's Workforce Investment Board (GWIB), is the Governor's chief policy-making body on workforce development, innovation, and opportunity in Maryland. The GWIB is responsible for developing policies and strategies to form a coordinated workforce system from a variety of education as well as employment and training programs.

GWIB brings together and focuses various workforce development partners and stakeholders on two key outcomes - a properly-prepared workforce that meets the current and future demands of Maryland employers, and the provision of opportunities for all Marylanders to succeed in the 21st century workforce.

The GWIB works to promote and advance policies and activities providing businesses with a competitive advantage by equipping them with skilled workforce that allows them to successfully compete, not only in Maryland, but also globally. Some of the key strategies employed by GWIB include:

### *Strategic Industry Partnerships*

Strategic industry partnerships are employer-led partnerships of companies from the same industry (sectors) in an economic region working together with education, workforce, and economic development to focus on a key set of priorities identified by the target industry. Traditionally, strategic industry partnerships have focused on talent development issues, but many also focus on the issues related to an industry's overall economic competitiveness. Strategic industry partners have been recognized nationally by organizations such as the National Governor's Association (NGA) as an impactful strategy for responding to targeted industry needs. The GWIB has embraced this work by participating in and facilitating two NGA-sponsored strategic industry partnership policy academies designed to share best practices and learn from subject matter experts on how best to design and implement a targeted industry strategy. Maryland is now a nationally-recognized leader in this area.

### *GWIB Policy Initiatives*

The GWIB and DLLR-DWDAL, hosted a Workforce Innovation and Opportunity Act (WIOA) training and technical assistance session at the Marriott Inner Harbor Hotel, Baltimore. The training was designed to provide an overview of the newly-passed law and highlight changes from WIA to WIOA to ensure that the state, local areas, other grantees, and stakeholders were prepared for implementation on July 1, 2015.

In 2014, the GWIB and DLLR-DWDAL contracted with Rochelle J. Daniels, a nationally-recognized workforce development subject matter expert, to facilitate and provide training with key topics covering: ***(1) WIOA implementation schedule and key definitions; (2) WIOA state and local governance; (3) WIOA overview; (4) core programs; and (5) performance and how it will change the way Maryland's workforce system operates.***

### **Additional highlights from 2014 include:**

July 2014

- GWIB Deputy Director served as a judge for the Future Business Leaders of America (FBLA) State Leadership Conference.

August 2014

- The GWIB Deputy Director served as a panelist during the "Take Charge of Your Career" Systemic Professional Development Institute hosted by Baltimore City Public Schools.

#### October 2014

- GWIB Executive Director, DLLR Secretary and Department of Human Resources (DHR) Secretary, convened the Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) Stakeholders World Café Forum at the State Highway Administration (SHA) in Hanover, Maryland.

#### November 2014

- GWIB Deputy Director partnered with the Maryland State Department of Education (MSDE), Division of Career, and College Readiness (DCCR) to conduct a Career and Technology Educations (CTE) monitoring visit at the Kent County Public Schools.

#### December 2014

- The GWIB and DWDAL hosted Workforce Innovation and Opportunity Act (WIOA) two-day training.
- GWIB staff continued to support EARN Maryland by serving as evaluators for the second round of EARN Maryland Funding.
- The GWIB and DWDAL staff, along with members of the Maryland General Assembly, participated in the Nationals Skills Coalition's State Leadership Forum on State Workforce and Education Alignment Program (SWEAP) in Miami, Florida.

June 2015 -- Governor Hogan signed Executive Order 01.01.2015.19. The Order reconstituted the Governor Workforce Investment Board in compliance with the Workforce Innovation and Opportunity Act. The Board's membership includes a majority of members representing Maryland's business community, various cabinet secretaries, as well as representatives from labor organizations and Maryland's community colleges.

Also in June Michael Digiacoimo was appointed to serve as GWIB Executive Director. Digiacoimo brings 30 years of private sector business sales and development, statistical marketing and systems management to the position.



## STATEWIDE SUCCESS STORIES

The following success stories, shared through Maryland Jobs Now ([http://www.workforceinvestmentworks.com/maryland/customer\\_successes.asp](http://www.workforceinvestmentworks.com/maryland/customer_successes.asp)), part of the workforce Investment Works national website, illustrate the end-result of the work accomplished each and every day at Maryland's American Job Centers.

### REENTRY | Meet Kevin

#### Workforce Challenge

Kevin struggled to secure steady work on his own after being released from a correctional facility. He visited Baltimore City's Northwest AJC searching for career and training opportunities.

#### Workforce Solution

He met with James Smith, Business Service Representative, who helped connect Kevin to the Bridge 2 Career (B2C) program. B2C prepares low-skilled job seekers for career pathway training in the high-growth industries of transportation, manufacturing, construction, and logistics/warehousing. "My goal is to always connect job seekers with diverse backgrounds in programs where they will flourish and meet their career goals," said Smith. After being incarcerated for seven years, Kevin viewed B2C as an opportunity to improve his life and move on building a career. He took full advantage of job readiness sessions and the academic boot camp to develop his skills and increase his employability value.

#### Outcomes & Benefits

Smith arranged for Kevin to enroll in the B2C warehouse training in July 2014 at the Baltimore Technical Training Center so he could work toward earning his Certified Logistics Associate, Certified Logistics Technician, and Forklift certifications. He earned his certifications just-in-time to apply for a position at Amazon's new sorting facility in Southeast Baltimore. Soon thereafter, he accepted a job offer at the center. Kevin did so well he set a shift record for package handling.

### ADULT | Meet Kim

#### Workforce Challenge

Kim was unemployed and requested information regarding training to enhance her employment marketability. She was interested in transitioning to the healthcare industry but needed training in the field as well as résumé assistance.

#### Workforce Solution

Kim came to the Baltimore County American Job Center at the Liberty Center as a result of her interaction with the Rosedale branch of the Baltimore County Public Library and their relationship with the Mobile Career Center (MCC). Liberty Center staff provided résumé critique and revision, MWE-VOS assistance, employment leads, and referral to professional development seminars. Ultimately, Kim was referred to WIA Intensive Services for training. After critiquing Kim's résumé and suggesting revisions be made, staff created a revised résumé for her and she was then referred to WIA Intensive Services for training opportunities in the healthcare field.

### Outcomes & Benefits

Kim received assistance with her employment and training goals followed by approval for medical assistant training. In the fall of 2014, Kim began a part-time job with a catering company to help support herself through school. She recently sent an email message to a staff member thanking him for his assistance: “I have been really busy attending school F/T and working P/T for a catering company. Thank you for everything you have done to help me in the job search process.”

## ADULT | Meet Fredica

### Workforce Challenge

Fredica had recently completed medical assistant training and was interested in employment within the healthcare industry. She was referred to the Baltimore County Workforce Development Center for résumé assistance by another customer who previously had received help at the Center. She was unemployed and needed assistance in aligning her newly-acquired skills with her transferable skills from her many years of experience working in the federal government.

### Workforce Solution

Although Fredica had ten years of experience within the federal government, her résumé needed to be revamped to suit employment in the healthcare industry. She had previous industry experience. Fredica’s résumé was revised and refocused on her recent training, education, and credentials as well as her completed externship. Additionally, her Profile Statement was tailored to reflect her transferable skills from her experience in the federal government.

### Outcomes & Benefits

Fredica received and accepted an employment offer in October with the Greater Baltimore Medical Center (GBMC) as a Medical Secretary through Symphony Staffing.

## YOUTH | Meet Cierra

### Workforce Challenge

Having difficulties landing a first-time employment opportunity, sixteen-year-old Cierra was becoming discouraged: “I applied to a lot of jobs but I couldn’t find one. Most places want someone with experience.”

### Workforce Solution

Carroll County Business and Employment Resource Center (BERC) operated a State program called Maryland Summer Connections—matching 16 and 17-year-olds with businesses. The program provided first-time employment opportunities for teens in a climate where finding a summer job proved difficult. Through the summer work program, teens were paid \$8.25 an hour by BERC to work at small businesses in Carroll County. An initiative from DLLR, BERC received a grant of approximately \$25,000 to run the program. BERC worked out arrangements with local businesses that were willing to give youth opportunities to work in their companies so they could the skills to perform the jobs as well as work expectations and behaviors. BERC staff coached the teens about work etiquette before they began their jobs. If employees met three focus areas — show up to work on time, dress appropriately, and perform their job satisfactorily — they were eligible for a \$5 per day bonus at the end of the program.





### Outcomes & Benefits

The program was beneficial to both Cierra and the business! Cierra was hired by Undersea Outfitters — a dive shop in Westminster, MD. Cierra spent her summer providing customer services, serving as a cashier, filling dive tanks, and unloading equipment. This program allowed employers the ability to hire additional help, and it afforded the opportunity for employees to gain valuable work experience.

## DISLOCATED WORKER | Meet Angela

### Workforce Challenge

Angela was a laid-off childcare worker looking for a new career path. Although she had a high school diploma and many years of work experience as a teacher's assistant, she was not confident in her current skill set and her ability to find work.

### Workforce Solution

Angela visited the Eastside American Job Center in Baltimore City. She was seeking employment and certification training after her employer for the past 11 years – Hillendale Child Development Center – closed its doors in August 2013, leaving her dependent upon unemployment benefits. Angela met with Career Development Facilitator who counseled her about the loss of her job and began to explore new employment options. She expressed interest in a career change to pursue a fervent desire to work with the geriatric population. As such, Angela was advised to earn nursing certifications in order to make her more competitive for positions in the healthcare field.

### Outcomes & Benefits

Angela applied for the CNA/GNA (Certified and General Nursing Assistant) training programs provided by the Maryland Center for Adult Training, Inc. (MCAT). She was approved and subsequently began her training. Angela successfully completed the training and prepared to take the GNA certification exam and passed. She was issued her State of Maryland certification in early October 2014 and later sought employment at Symphony Manor, where she was hired as a CNA.

## ON-THE-JOB TRAINING, VETERAN | Meet Tiffany

### Workforce Challenge

A prior US Navy Operations Specialist, Tiffany found herself unemployed and in a hopeless and homeless predicament involving an out-of-state transfer with AT&T. She previously worked in the capacity of Assistant Customer Service Technician in Houston, Texas; however, she discovered upon arriving in Maryland that a similar position here was discontinued and considered obsolete. She possessed unique skills and qualifications in Project Management, Intelligence Analysis, and Communication System Design/Resource Allocation Management. Additionally, she had earned a Bachelor of Science in Business Administration.

### Workforce Solution

In October of 2014, Tiffany came into the Anne Arundel AJC seeking immediate veteran employment services with locating competitive work, stable housing, and community supportive services. Immediately linked to community resources such as Alliance, Department of Social Service, Waystation, Dress for Success, and various food banks, Tiffany was also provided effective hands-on-training in conducting effective job search and employability skills development utilizing MWEJobs, Indeed, Linkup, O\*NET™ OnLine Assessment, and Careeronestop.org employment web engines. She possessed excellent communication skills and articulated her skill-set very well, so she was advised to apply for telecommunication/customer service-oriented positions with Verizon Wireless and Booz Allen for Computer Technician, Project Management, and Intelligence Analysis opportunities.

**Outcomes & Benefits**

As a direct result of Tiffany's dedication and determination in participating in vocational guidance counseling sessions, job skills training, and résumé building activities, she was successfully hired with Verizon Wireless as a Fiber Customer Support Analyst effective December 15, 2014, at a base income of over \$50K per year. She's plans to obtain Project Management Professional Certification (Agile Management) & CISSP-Cisco Information Security System Certification.

**VETERAN TESTIMONIAL | Meet Yolanda, SFC, US Army Retired**

"Thank you for coordinating and facilitating the bi-monthly 'Vets Hiring Event' in Columbia, Maryland! [I met] a representative of the Social Security Administration and started my new career with this agency on Monday, July 28, 2014!

Kudos to you and your staff for providing the advice, workshops, and additional resources needed to enable veterans and other clients to be successful in their career search! Please continue these vital services!"

***Waiver 1: Waiver of the required 50 percent employer contribution for customized training at WIA Section 101 (8) (C) & (31) (B) to contribution on a sliding scale, ranging from 10 to 50 percent, based on the guidance in TEGL 13-06 (Increased Use of Flexibility Provisions in WIA)***

### **Statutory or Regulatory Requirements Waived**

Maryland was previously granted a waiver of the required 50 percent employer contribution for customized training to permit the use of a sliding scale for the employer contribution based on the size of the business. Through this suggested approach, the employer match ranged from a minimum of 10% to a maximum of 50% based on the size of the business.

### **State or Local Statutory or Regulatory Barriers**

No current state statutory, local statutory, or regulatory barriers existed related to this waiver request.

### **Goals of the Approved Waiver and Expected Programmatic Outcomes**

The State of Maryland's Workforce Development System's mission and vision hold fast to the belief that economic success is enhanced through an integrated, innovative, and strategic approach to workforce development, contributing to a high quality of employment opportunities and prosperous business communities. Businesses benefit from a competitively skilled workforce and workers enjoy quality employment and opportunities for career advancement. Customized Training optimizes the resources available under workforce development initiatives meeting needs of employers and job seekers. However, the 50 percent employer match requirement limited the ability to offer the maximum benefits of customized training to many local businesses. Therefore, added benefits include increases in the several areas:

- Percentage of employers using customized training as a means to hire and retain skilled workers
- Percentage of workers trained and hired through customized training
- Flexibility at the local level to service business and industry through a demand driven approach to specific needs
- Workers equipped with relevant job training skills leading to a more productive and therefore profitable business
- Improvement in the ability of the LWIBs to respond to industry changing needs more expediently and impactful
- LWIBs increased participation rates for skilled job seekers receiving training and securing employment

Local employers too often conclude a 50 percent match requirement creates costs outweighing benefits of participating in the WIA customized training programs. Allowing businesses to apply the sliding scale determining the match amount increases employer participation in WIA customized training programs at a local level. The below sliding scale for the employer match creates necessary flexibility for employers to provide the required match at a rate more appropriately representing a particular business' cost benefit ratio of contributing to a match amount of receiving skilled employees.

The sliding scale answers employers' primary reason for not participating in the training programs because of their Return on Investment (ROI) concerns, especially for those small employers of less than 50 employees with limited resources but a great need for skilled workers.

The employer match sliding scale will range from 10% to 50% based on employer size:

- Match up to 90 percent for employers with 50 or fewer employees
- Match up to 75 percent for employers with 51-200 employees
- Match up to 50 percent for employers with 200 or more employees

## Impacts of Waiver

Customized Training optimizes the resources available under workforce development initiatives to meet the needs of employers and job seekers.

## Process for Monitoring Progress in Implementation

DLLR's DWDAL Office of Workforce Development, Office of Monitoring and Compliance, and Office of Budget and Fiscal Services monitor the WIA customized programs. Technical assistance during the implementation phase of the waiver covers areas as procurement, contracting, and program design. Each LWIB and DLLR's DWDAL/OWD/OWIPP and OBFS will monitor performance reports and compare actual performance with prescribed benchmarks. DWDAL/OWD/OWIPP will continue to make adjustments to monitoring performance requirements ensuring performance goals and objectives are met for all WIA programs.

***Waiver 2: Waiver of the requirement that businesses receiving On-the-Job (OJT) Training Services under WIA Section 101 (31) (B) and 20 CFR 663.700(a), 663.710(b), receive maximum reimbursement of 50% of the newly hired employee's wages during OJT***

Maryland was previously granted a waiver permitting an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The waiver would allow for reimbursements:

- Up to 90 percent of the participant's wage for employers with 50 or fewer employees
- Up to 75 percent of the participant's wage for employers with more than 51-250 employees
- 50 percent of the participant's wage for employers with 250 or more employees

## Statutory or Regulatory Requirements Waived

WIA Section 101 (31) (B) increasing employer reimbursement for on-the-job training and 20 CFR 663.700(a), 663.710(b)

## State or Local Statutory or Regulatory Barriers

No current state statutory, local statutory, or regulatory barriers existed related to this waiver request.

## Goals of the Approved Waiver and Expected Programmatic Outcomes

This waiver allows the state to encourage and expand the hiring of unemployed adult, low income and dislocated workers who lack some of the skills needed to meet businesses' needs:

- Increase the number of individuals receiving OJT
- Accelerate businesses hiring through OJT
- Strengthen the labor pool by providing unemployed workers with marketable skills
- Strengthen the business community by increasing its competitiveness in the global economy
- Improve the capacity of local boards to market demand-driven services
- Build beneficial relations with a greater number of businesses in the private sector providing job seekers with opportunities to add new skill sets and learn new technologies while returning to the workplace and earning wages to support themselves and their families.

This waiver request is consistent with State of Maryland Integrated WIA/Wagner-Peyser State Plan, placing strong emphasis on strengthening the business community and increasing the number of individuals who receive training through the American Job Centers.

### Impacts of Waiver

This waiver accelerates hiring and thus positively impact the population of unemployed workers hired through OJT in terms of skill acquisition and family income. In addition, the waiver has a positive impact on Maryland's workforce economy, and participating businesses with 100 or fewer employees.

### Process for Monitoring Progress in Implementation

Through regular contact with ETA Regional Office liaisons and their monitoring and performance accountability system, the State of Maryland monitors progress and ensures accountability for Federal funds in connection with these waivers by reviewing monthly expenditures, performance, and other reports.

***Waiver 3: Waiver of WIA Section 133 (b)(4) increasing allowable transfer amounts between Adult and Dislocated Worker funding streams allocated to a local area. Although Maryland was previously granted a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams, the transfer authority was limited to 50 percent.***

### Statutory or Regulatory Requirements Waived

WIA Section 133 (b)(4)

### State or Local Statutory or Regulatory Barriers

No current state statutory, local statutory, or regulatory barriers existed related to this waiver request.

### Goals of the Approved Waiver and Expected Programmatic Outcomes

This waiver provides the state and Local WIBs needed flexibility to respond to changes in their local labor markets and helps ensure that WIA funds are used in a way that maximizes customer service, while ensuring consistency with legislative intent regarding the level of funding appropriate for WIA Adult, Dislocated Worker programs and aligning with the demand-driven needs of the business community

### Impacts of Waiver

This waiver permits local areas to lessen challenges by transferring funding to more effectively serve their customers. Some local areas have been able to leverage and secure other sources of funding to serve the same groups of individuals. However, this waiver enables local areas to respond appropriately, transferring resources, maximizing the benefit to customers. The need for this waiver was critical given the current economic shifts occurring in our state.

### Process for Monitoring Progress in Implementation

Local areas are required to submit in writing to DLLR fiscal unit a request to implement the waiver, the amount of the transfer, and the justification of the need. Written approval of the transfer is issued to the LWIB and grant modifications are made. Through regular contact with ETA Regional Office liaisons and their monitoring and performance accountability system, the State of Maryland monitors progress and ensures accountability for Federal funds in connection with these waivers by reviewing monthly expenditures, performance, and other reports.

***Waiver 4: Waiver Permitting the State to Replace the Performance Measures at WIA Section 136 (b) with the Common Measures. Maryland was previously granted a waiver allowing the State to replace the seventeen (17) performance measures under WIA Section 136 (b) with the common measures.***

### Statutory or Regulatory Requirements Waived

Waiver of the core indicators of performance and the customer satisfaction measures required at WIA Section 136(b)(2) and (c)(1), as well as accompanying regulations in CFR 20 666.100(a) and 666.300(a), of the Workforce Investment Act.



### State or Local Statutory or Regulatory Barriers

No current state statutory, local statutory, or regulatory barriers existed related to this waiver request.

### Goals of the Approved Waiver and Expected Programmatic Outcomes

The State of Maryland has adopted and reports on the Common Measures, as delineated in TEGL #17-05, for federal job training and employment programs. This granted waiver

- Simplifies and streamlines performance accountability and reporting
- Improves program management and performance
- Enhances the State's ability to assess the effectiveness and impact of workforce development efforts; and
- Provides a more effective means of determining performance

### Impacts of Waiver

This waiver continues to support the Maryland State's Strategic Plan aligning strategy, services to customers, and accountability across the workforce investment system and programs administered by DLLR/ DWDAL. A streamlined approach and focus on the common measures rather than seventeen (17) allows for administrative efficiencies while focusing on key performance measures.

### Process for Monitoring Progress in Implementation

The State of Maryland issues quarterly performance reports to each of the local areas, identifying areas of deficiency and progress. Technical assistance and performance management training are provided ongoing via face-to-face meetings and webinars. Annual programmatic performance reviews observe and document best practices and deficiencies in operations assisting areas in developing process improvements enhancing performance outcomes.

***Waiver 5: Waiver of the provision WIA Section 122(c)(5) and WIA Regulations 20 CFR 663.530 prescribing a time limit on the period of initial eligibility for training providers. This waiver extended the initial eligibility period, deferring the implementation of the subsequent eligibility process. Additionally, the waiver provided an opportunity for training providers to re-enroll as initial eligible providers.***

### Statutory or Regulatory Requirements Waived

WIA Section 122(c)(5) 20 CFR 663.530

### State or Local Statutory or Regulatory Barriers

No current state statutory, local statutory, or regulatory barriers existed related to this waiver request.

### Goals of the Approved Waiver and Expected Programmatic Outcomes

Maryland realizes as workforce development resources become scarce and demand has skyrocketed, it becomes imperative Maryland's investment in training and skills enhancement yield maximum benefits. Maryland understands the need for accountability and supports efforts to ensure customers are making informed decisions based on quality data. Access to training providers and a diverse menu of training options is necessary to meet the growing needs of Maryland's economy

### Impacts of Waiver

All WIA-eligible customers will be positively impacted by this waiver. Individual customers will continue to have a choice in selecting their training providers, employers will continue to have a steady flow of skilled workers entering the job market, and training providers will be able to continue serving present and new customers.

### Process for Monitoring Progress in Implementation

The State of Maryland's Higher Education Commission will monitor providers as appropriate and advise DWDAL as necessary.

***Waiver 6: Waiver of WIA Section 122(c)(5) and WIA Regulations 20 CFR 663.530 prohibition regarding the use of Individual Training Accounts (ITAs) for older and out-of-school youth. Maryland was previously granted a waiver of this prohibition regarding the use of ITAs for older and out-of-school youth program participants.***

### Statutory or Regulatory Requirements Waived

WIA Regulations 20 CFR 664.510

### Goals of the Approved Waiver and Expected Programmatic Outcomes

The goals of this waiver are to ensure local workforce investment areas have flexibility to design and deliver programs based on the needs of their customers rather than restrictions based solely on age. Without this waiver, the workforce system would have no alternative but to co-enroll older youth in the adult program providing training opportunities by using ITAs. Adult funding in Maryland is limited and therefore opportunities for these youth to participate in training are additionally limited.

### Impacts of Waiver

This approved waiver streamlines customer service, paperwork is reduced, and processes are simplified. Further, this waiver offers youth the real-life learning experience of making an informed decision directly impacting his/her life. Using the ITA process with older youth and out-of-school youth offers case managers the opportunity to discuss the process of decision-making (training provider, finances, etc.) and the possible results. Service capacity of the American Job Centers is maximized by allowing the use of Youth funds to serve older youth who are focused on employment have the same advantage of ITAs as adult and dislocated workers and increase youth performance.

### Process for Monitoring Progress in Implementation

Through regular contact with ETA Regional Office liaisons and their monitoring and performance accountability system, the State of Maryland monitors progress and ensures accountability for Federal funds in connection with these waivers by reviewing monthly expenditures, performance reports, and other reports.



## ECONOMIC INDICATORS

In 2014, the United States' real Gross Domestic Product (GDP) growth accelerated to 2.2 percent from a rate of 1.9 percent the previous year (*Bureau of Economic Analysis, 2015*). In terms of the U.S. economy, the following sectors—Professional, scientific, and technical services; Nondurable goods manufacturing; and the Real estate and rental and leasing—were the primary contributors to real U.S. economic growth (*Bureau of Economic Analysis, 2015*). In Maryland, the rate of growth also increased from 0.7 percent in 2013 to 0.8 percent in 2014 (*See Graph 1*) (*Bureau of Economic Analysis, 2015*). In Maryland, a similar pattern in largest contributors

**IN 2014,  
MARYLAND'S REAL  
GDP WAS \$321 BILLION,  
UP 0.8 PERCENT FROM  
THE PREVIOUS  
YEAR**

to growth was observed with the Real Estate and Rental and Leasing sector increasing by 2.2 percent and the Professional, Scientific, and Technical Services sector increasing by 3.3 percent from 2013 to 2014 (*See Graph 2*) (*Bureau of Economic Analysis, 2015*). During that same time frame, Mining and the Agriculture, Forestry, Fishing, and Hunting sectors experienced the largest percentage decreases in terms of real GDP (*See Graph 2*); however, given those sectors are smaller components of Maryland's economy, the decreases in Durable goods manufacturing, Construction, and Government influenced Maryland's real GDP more heavily (*See Graph 3*) (*Bureau of Economic Analysis, 2015*).

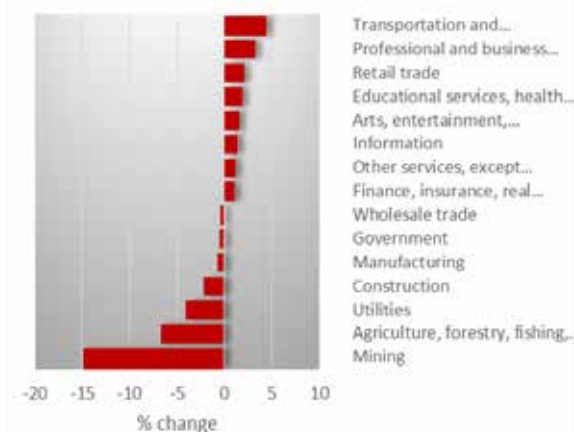
Professional and business services, more specifically Management of companies and enterprises, experienced growth and is a relatively large component of Maryland's economy. Finance, insurance, real estate, rental, and leasing, more specifically Real estate and rental and leasing, also experienced increases. The industry Educational services, health care, and social assistance experienced a large increase of 1.9 percent with Educational services increasing by 2.6 percent and Health care and social assistance increasing by 1.8 percent. In 2014, Government, which is a primary driver of Maryland's economy, experienced a decrease in terms of real GDP for the second time in a row (*Bureau of Economic Analysis, 2015*). In 2014, Maryland's per capita real GDP was \$53,759 in chained 2009 dollars, which was higher than that of the United States (*Bureau of Economic Analysis, 2015*). Maryland's per capita personal income

## SPOTLIGHT ON REAL GDP



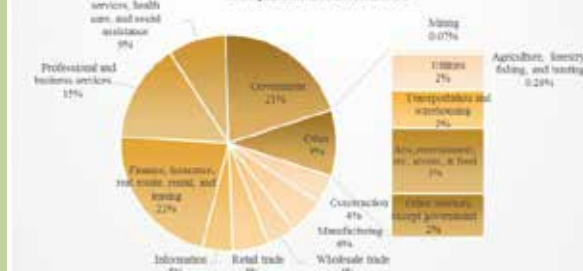
Graph 1: Maryland Real GDP Over Time;  
Source: BEA 2015

### Change in Real GDP by Industry



Graph 2: Maryland Real GDP Over Time;  
Source: BEA 2015

### Components of Real GDP



Graph 3: Maryland Real GDP Over Time;  
Source: BEA 2015

(PCPI) is typically one of the highest in the nation and 2014 was no exception. Maryland was ranked 5th in the United States with a PCPI of \$55,143. Maryland's PCPI increased by 2.4 percent from 2013 to 2014 compared to the national change of 3.0 percent (*Department of Commerce, 2015*). It is expected that PCPI will continue to rise to over \$65,000 in 2009 dollars by 2040 (*Maryland Department of Planning, 2015*). Maryland is home to many high-paying occupations with a mean annual wage for all occupations of \$53,470 compared to the mean annual wage of \$47,230 reported for the U.S. (*Bureau of Labor Statistics, 2014*). However, it is important to note that Maryland does have a relatively high cost of living (*MERIC, 2015*).

In terms of other economic indicators, the number of new housing units authorized by building permits for 1-unit structures in Maryland decreased slightly from 10,667 in 2013 to 10,541 in 2014. The number of multiple unit housing buildings remained relatively constant decreasing from 243 buildings in 2013 to 241 buildings in 2014; however, the number of housing units for multiple unit structures was nearly 1,500 units less than the level in 2013 (*U.S. Census Bureau, 2015*). Average weekly hours of production employees on manufacturing payrolls in Maryland declined from an annual average of 40.7 hours in 2013 to 39.6 hours in 2014 (*Department of Labor, 2015*). In examining exports, Maryland exported over 12 billion dollars in total exports of merchandise, with over \$3 billion exported to one of the U.S.'s Free Trade Partners (*International Trade Administration, 2014*). Maryland's biggest market for exports was Canada with nearly 1.9 billion dollars of exports in 2014 (*International Trade Administration, 2014*). The largest export industry was transportation equipment with approximately \$3.5 billion in exports in 2014, which was followed by Chemicals at a value of 2.2 billion dollars (*International Trade Administration, 2014*).

IN 2014,  
MARYLAND  
RANKED 5TH IN THE  
NATION WITH A PER  
CAPITA PERSONAL  
INCOME OF  
\$55,143

## IN BRIEF

Maryland is home to a diverse, well-educated, and affluent population in comparison to the United States. The unemployment rate is consistently better than that of the U.S. and continues to decline. Industry diversity is relatively high in Maryland, with Government, Professional and Technical Services, and Education and Health Services dominating in terms of employment. These industries have recovered since the lows of 2010, have exhibited positive growth exceeding 2008 levels, and are projected to continue to grow. Skilled occupations, such as those related to health care and technology, are expected to grow and are high-paying careers available for Maryland's workforce.

## POPULATION AND DEMOGRAPHICS

### *Residents, Workers, and the Unemployed*

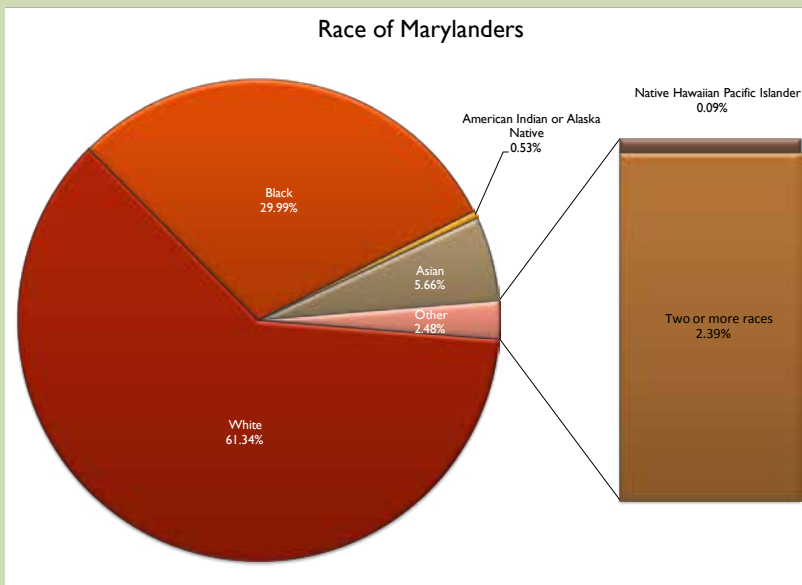
In 2014, it was estimated that Maryland had a population of 5,976,407, which has risen from the 2013 estimate of 5,938,737 (*Census, 2015*). Maryland has exhibited positive growth in population and is projected to continue to increase to a level of 6,429,750 by 2025 (*Maryland Department of Planning, 2015*). Maryland is home to a diverse population with the three major races represented being White (60.1%), Black or African American (30.3%), and Asian (6.4%) (*See Graph 4*). In regards to ethnicity, Maryland is 9.3% Hispanic or Latino. Gender is equally distributed, with females accounting for 51.5% of the population (*Maryland Department of Planning, 2015*). Maryland is home to a well-educated population and ranks 3rd in the nation for percent of population with a graduate degree or higher. In 2014, the median age of Marylanders was 38.2 years and the distribution of people by age categories was similar to that of the



U.S. (See Table 1) (StatsAmerica, 2015). Maryland's employment and unemployment is not equally distributed among demographic groups, or geographic areas as is later shown, and poses unique opportunities and challenges for the state. Maryland's youth, certain minority groups, and those with fewer credentials, face higher unemployment rates and make-up a smaller portion of those employed in Maryland.

	Maryland	U.S.
<b>Preschool (0 to 4)</b>	6.2%	6.2%
<b>School Age (5 to 17)</b>	16.4%	16.8%
<b>College Age (18 to 24)</b>	9.4%	9.9%
<b>Young Adult (25 to 44)</b>	26.7%	26.4%
<b>Older Adult (45 to 64)</b>	27.5%	26.2%
<b>Older (65+)</b>	13.8%	14.5%

Table 1: Age of Marylanders; Source: StatsAmerica, 2015



Graph 4: Race of Marylanders; Source: MDP, 2015

## Employment, Unemployment and Labor Force

Maryland has been fortunate to maintain an unemployment rate that is consistently lower than that of the United States. The annual unemployment rate (*not seasonally adjusted*) in Maryland has exhibited a downward trend since 2010, and from 2013 (annual average) to 2014 (annual average) decreased by 0.8 percentage points (BLS, 2015). Maryland's labor force averaged 3,111,329 persons in 2014, slightly down from 3,124,102 in 2013. From 2013 to 2014, the number of employed persons rose by 0.4 percent and unemployed persons decreased by 12.3 percent. Maryland's labor force participation rate remained relatively constant over the course of 2014, hovering around 66 percent (BLS, 2015). It is projected that the labor force could grow to over 3.6 million by 2040; however, the labor force participation rate is projected to decline to 64.5 percent by 2040 (Maryland Department of Planning, 2015). In examining alternative measures for labor utilization, it is shown that the when including discouraged workers, marginally-attached workers, and persons employed part-time for economic reasons (U-4, U-5, and U-6 measures respectively) the rates are higher, but still below that of the United States (BLS, 2015). As previously alluded to, employment and unemployment are not equally distributed across the state, creating an additional complexity in forming

## 2013 Unemployment Rate by County

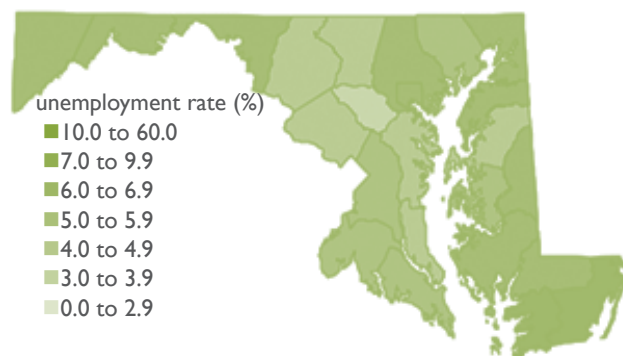


Figure 1: Map of 2013 Unemployment Rate; Source: BLS, 2015

## 2014 Unemployment Rate by County

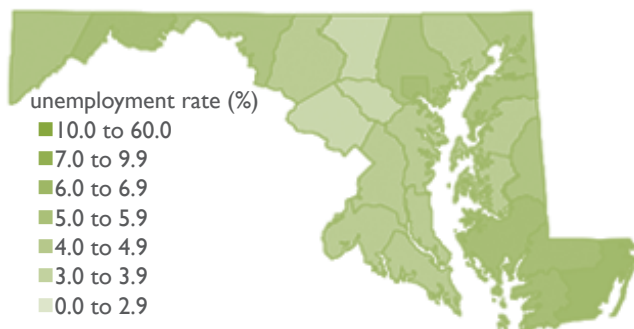


Figure 2: Map of 2014 Unemployment Rate; Source: BLS, 2015



policies aimed at curbing unemployment in Maryland. The eastern shore of Maryland, especially the counties of Dorchester, Somerset, and Worcester, experienced high unemployment rates in 2014. Additionally, Baltimore City, a large urban area, has consistently exhibited higher unemployment rates than that of the state as a whole. On a positive note, the unemployment rate fell in all areas from 2013 to 2014 (*See Figures 1 and 2*) (BLS, 2015).

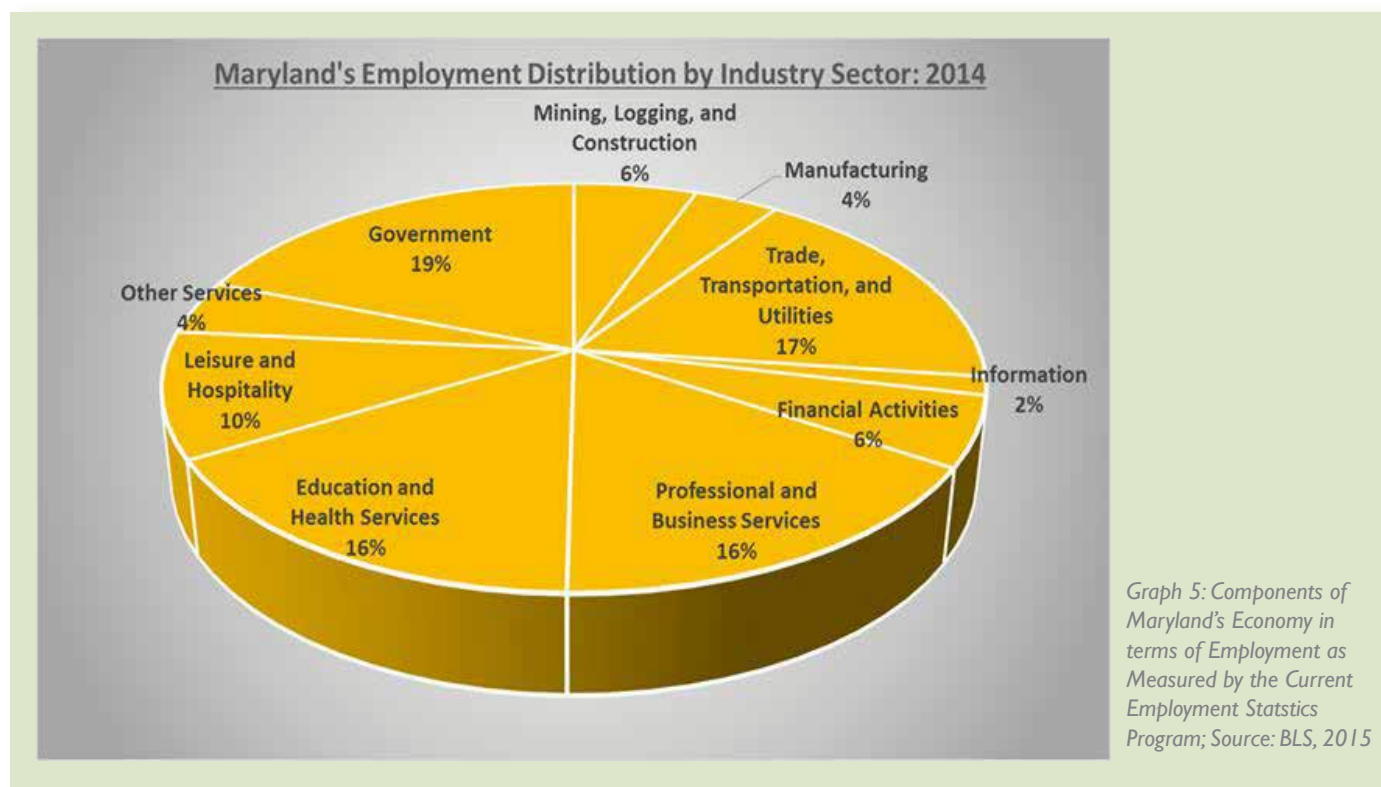
## EMPLOYMENT TRENDS:

### *Current Employment Statistics and Recovery*

Maryland's economy is diverse in industry composition, providing a variety of opportunities at all skill and education levels. It is strongly services-oriented, with the services sector accounting for about nine out of ten private sector payroll jobs. Nearly 20 percent of the employment is in the public sector (See Graph 5). Maryland, equipped with high industry diversity and an emphasis on providing services, is generally positioned to be better insulated against economic shocks than states with an emphasis on cyclically-sensitive goods-producing industries of Construction, Manufacturing, and Natural Resources and Mining.

Maryland's 2014 annual total non-farm employment has an annual average of 2,619,000 in 2014, as measured by the Current Employment Statistics (CES) program. This was an increase from 2013 by 0.9 percent, which is on par with growth exhibited the year before. This growth was primarily driven by growth in the private sector and more specifically the private service providing industry. From 2013 to 2014, Manufacturing experienced the sharpest decline in employment, decreasing by 2,500. However, the loss from 2013 to 2014 was less severe than the loss exhibited in the previous year. Over the same time frame, Education and Health Services exhibited an impressive increase of 7,100, which was larger than the gain of 5,800 that was experienced the year before (BLS, 2015).

In evaluating progress towards recovery since employment lows occurred in February 2010, in 2014 all major industries except Manufacturing, Information, and Other Services had increased in employment since February 2010 employment lows. Furthermore, all major industries had achieved or exceeded pre-recession February 2008 employment levels with the exception of Mining, Logging, and Construction, Trade, Transportation, and Utilities, and Financial Activities in addition to the aforementioned industries that had yet to exceed 2008 levels (BLS, 2015).



## Diving Deeper

In examining broadly the change in employment levels from 2013 to 2014, it can be seen that the largest gains were in Health care and social assistance, Accommodation and food services, and Professional and technical services. Health care and social assistance experienced large gains in Outpatient care centers and Other ambulatory care services with increases in employment of approximately 8 and 20 percent respectively; however, it is important to note that some areas within Health care and social assistance, such as General medical and surgical hospitals, experienced declines in employment. In terms of Accommodation and food services, Gambling industries in Maryland experienced large growth and grew more than 55 percent from 2013 to 2014. In examining Professional and technical services, Scientific research and development services increased in employment by more than four percent and Architectural and engineering services and Management and technical consulting services both grew by approximately three percent. On the other hand, Manufacturing and Finance and insurance exhibited the largest losses over the same period. However, it is important to note that some areas within Manufacturing, such as Seasoning and dressing manufacturing, and some industries within Finance and insurance, such as Securities, commodity contracts, investments, did in fact experience employment growth (*BLS, 2015*).

Utilizing industry concentration and employment growth, many of the same industries highlighted above, such as Gambling industries and Outpatient care centers, are highlighted as having large growth in employment from 2013 to 2014 as well as being concentrated in Maryland. Additionally, Physical, engineering and biological research, Architectural and engineering services, and Management and technical consulting services showed growth of more than 1,000 from 2013 to 2014 and greater than normal employment concentration (*BLS, 2015*).

## LOOKING TOWARDS THE FUTURE:

### Industry and Occupational Outlook

Given the historical growth and prevalence in terms of employment of Maryland's sectors, it is also important to look at projected changes in employment by industry and occupation. From 2012 to 2022, it is projected that total employment in Maryland will increase by 6.12 percent. All of the sectors are expected to exhibit growth, with the exception of Manufacturing, Utilities, and Real Estate, Rental, and Leasing (*See Graph 6*). The largest growth is projected to occur in Professional, Scientific, and Technical Services, which is projected to grow in employment by 42,555 (*DLLR, 2015*). Occupations projected to increase in size and have above average wages in Maryland were stratified by education levels to create list of "Hot Jobs."

## Industry Employment Growth and Concentration

### 1. Gambling industries

- +1,717 in employment
- Location Quotient: 1.96

### 2. Grocery stores

- +1,495 in employment
- Location Quotient: 1.16

### 3. Outpatient care centers

- +1,324 in employment
- Location Quotient: 1.32

### 4. Scientific research and development services

- +1,289 in employment
- Location Quotient: 2.73

### 5. Services to buildings and dwellings

- +1,282 in employment
- Location Quotient: 1.36

### 6. Architectural and engineering services

- +1,182 in employment
- Location Quotient: 1.61

### 7. Management and technical consulting services

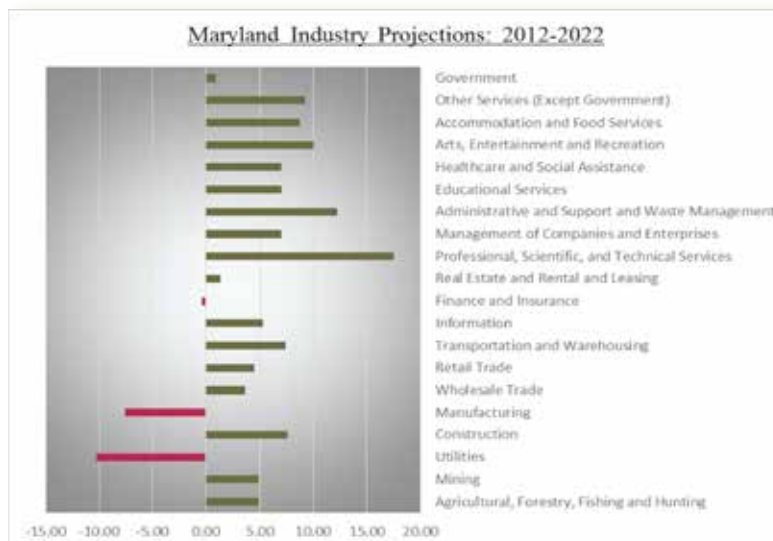
- +1,117 in employment
- Location Quotient: 1.61

### 8. Other ambulatory health care services

- +1,106 in employment
- Location Quotient: 1.3

Source: BLS, 2015

In the Associate's degree or below category, the top occupations were projected to increase by as much as 33 percent from 2012 to 2022 and have average annual wages starting at nearly \$60,000. These occupations typically required extensive experience or specialized skills, such as Radiologic Technicians and Managers. For the Bachelor's degree category, projected growth was estimated to be as high as 41 percent for some occupations. The average annual wages started at approximately \$60,000 up to over \$100,000. These occupations were dominated by computer-related occupations, such as Software Developers. In the Graduate and Professional Degrees category, employment growth is estimated to be as high as 35 percent for some occupations. Healthcare, Education, Computer and Mathematical related occupations, dominated this list of "Hot Jobs" (DLLR, 2015).



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## *Expenditures by Funding Stream:*

The expenditures for each funding stream include PY2014 WIA funds and Carry-In funds from the prior year. The expenditures are as follows:

Local Adult	\$10,436,086
Local Dislocated Workers	\$10,826,817
Local Youth	\$10,388,039
Rapid Response	\$ 2,655,501
Statewide Activities	\$ 1,995,665

## Cost per Participant:

The cost per participant is calculated for each funding stream by dividing the total expenditures by the number of participants for the program year. The resulting number is the cost per participant for the program year. Using this method, the cost per participant by funding stream for the program year is estimated as follows:

Adults	\$2,503 (not including self-service participants)
Dislocated Workers	\$2,777
Youth	\$4,169

## Cost of Workforce Investment Activities:

PROGRAM YEAR 2014 WIA FINANCIAL STATEMENT					
The following PY2014 WIA financial information was derived from the DWDAL Financial Status Reports from July 1, 2014 - June 30, 2015:					
WIA Funding Source	Total Funds Available 7/1/2014	Funds Expended 7/1/2014 to 6/30/2015	Unliquidated Obligation 6/30/2015	Unobligated Balance 6/30/2015	Obligation Rate 6/30/2015
Adult	13,002,082	10,436,086	397,443	2,168,553	83%
Dislocated Worker	15,726,612	10,826,817	624,026	4,275,769	73%
Youth	13,161,103	10,388,039	972,931	1,800,133	86%
Rapid Response	3,926,106	2,655,501	387,233	883,372	78%
Statewide 5%	3,593,368	1,995,665	47,474	1,550,229	57%
Total Formula Funds	49,409,271	36,302,108	2,429,107	10,678,056	78%
Local funds include local administration. Available Funds include funds carried over from prior fiscal year.					

The available WIA funds for PY2014 were \$49,409,271, as shown in the table above. Out of this total, \$41,889,797 was distributed to Local WIA Areas by formula.

At the end of the fiscal year, 78% of all available funds were obligated. The remaining funds were carried forward into the current fiscal year.

Table N - Cost of Program Activities PY2014 07/01/14 to 06/30/15			
Program Activity (WIA Formula Funds)			Total Federal Spending
Local Adults			\$10,436,086
Local Dislocated Workers			\$10,826,817
Local Youth			\$10,388,039
Rapid Response (up to 25%) 134 (a) (2) (A)			\$2,655,034
Statewide Required Activities (up to 8.75%) 134 (a) (2) (B)			\$1,949,034
Statewide Allowable Activities 134 (a) (3)	Program Activity Description	Capacity Building	\$46,631
		Incumbent Worker Training	\$0
Total of All Federal Spending Listed Above			\$36,302,108



### *Workforce Development Services*

The Maryland Department of Labor, Licensing and Regulation (DLLR) retained the services of Jacob France Institute (JFI) of the Merrick School of Business at the University of Baltimore to analyze the economic and fiscal contribution of DLLR's workforce development services.

## **Key Findings**

### **1. Maryland is emerging from the recession and is continuing to experience employment growth:**

- Quarterly average total Maryland non-farm employment fell to 2,391,331<sup>1</sup> in the second quarter of 2010, a level of employment as low as in the aftermath of the 2001 recession;
- Quarterly average total Maryland non-farm employment recovered to 2,634,637 in the second quarter of 2014; and
- Maryland is experiencing growth in employment, with the Health Care, Professional and Business Services, Mining and Construction Services, Administrative and Support Services, and Waste Management and Remedial Services sectors all reporting strong employment growth between the second quarters of 2012 and 2013.

### **2. The Maryland economy continues to grow, and the unemployment rate is below the 2010 peak but, rates remain close to the 1992 recession levels:**

- While employment is recovering from the recession lows, the rate of recovery has been slow;
- The number of unemployed persons in Maryland peaked at 250,159 in February 2010; and
- At the end of 2013 there were 179,904 unemployed persons in Maryland and by April 2014, the number had declined to 168,971.

### **3. The depth and breadth of the recession and the slow rate of recovery continue to make the workforce development services provided by the DLLR critical to efforts to reduce and ameliorate the continuing impacts of unemployment:**

- While the unemployment rate continues to fall, the number of unemployed persons in Maryland remained above 196,000 as of January 2014;
- In PY2013, a total of 79,763 previously unemployed persons entered employment after receiving assistance or services from DLLR.

### **4. The workforce development services provided by DLLR make an important economic and fiscal contribution<sup>2</sup> to the State of Maryland:**

- The average annual salary for the 70,786 previously unemployed persons in the analysis who entered employment in PY2013 after receiving services from DLLR is approximately \$28,105;

<sup>1</sup> Quarterly averages, derived from US Department of Labor, Bureau of Labor Statistics, Total Non-farm employment, seasonally adjusted.

<sup>2</sup> Note that this report analyzes the earnings of persons receiving DLLR workforce development services without adjusting for the potential that these jobs could have potentially been filled by other Maryland residents or what the earnings of these persons would have been if they had found alternative employment. Thus, this analysis is not a traditional economic impact analysis, which looks at the net new and incremental impacts of an activity, but rather an analysis of the linkages between the incomes of the persons receiving services and the larger Maryland economy.

- The 3,340 previously unemployed persons placed in or entering employment after receiving WIA services:
  - had estimated annual incomes of \$86 million;
  - support \$91.96 million in induced economic activity in Maryland and support an additional 698 jobs in the State with an associated \$32.9 million in labor income; and
  - generate an estimated \$3.4 million in State tax revenues.
- The 70,786 previously unemployed persons within the analysis, placed in or entering employment after receiving Wagner-Peyser Act services:
  - had estimated annual incomes of \$1.4 billion;
  - support \$1.5 billion in induced economic activity in Maryland and support an additional 11,090 jobs in the State with an associated \$525.5 million in labor income; and
  - generate an estimated \$54.0 million in State tax revenue.

## 1.0 Introduction

The Maryland Department of Labor, Licensing and Regulation (DLLR) directs the State of Maryland's workforce programs and is charged with ensuring that employers have the skilled workforce they need to be competitive as well as helping Marylanders access employment and training resources and services. This report analyzes the economic contribution of DLLR's workforce development programs in terms of the increased earnings of persons finding work after obtaining workforce development services from DLLR under the Wagner-Peyser and Workforce Investment Act (WIA) programs. Two separate analyses of data for State Program Year 2013 were conducted:

1. An analysis of the 3,340 previously unemployed<sup>3</sup> persons that DLLR provided assistance to through the WIA program; and
2. An analysis of the 70,786 previously unemployed persons that DLLR provided assistance to through the Wagner-Peyser program.

## 2.0 The Maryland Department of Labor, Licensing and Regulation's Role in the Maryland Workforce Development System

The Mission Statement of DLLR is as follows: "The Department of Labor, Licensing and Regulation protects and empowers Marylanders by safeguarding workers, protecting consumers, providing a safety net and cultivating a thriving workforce that can meet the demands of Maryland's dynamic economy." DLLR consists of nine offices and divisions ranging from the Maryland Racing Commission to the Governor's Workforce Investment Board. This report focuses on DLLR's Division of Workforce Development and Adult Learning which oversees the State's workforce programs. The Division works in partnership with Local Workforce Investment Areas, to provide services to match job seekers with employers, provide training opportunities to workers, and report on the needs and demands of the labor market.

The Division of Workforce Development and Adult Learning (DWDAL) oversees the State's workforce programs and is charged with ensuring employers have the skilled workforce they need to be competitive as well as helping Marylanders access employment and training resources and services. Adult education, literacy, and correctional education programs in conjunction with the workforce development programs ensure a comprehensive and collaborative system of workforce creation.

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<sup>3</sup> This analysis focuses on previously unemployed persons – or persons that were unemployed prior to receiving workforce development services.

DWDAL oversees the Maryland One Stop System—a partnership between the thirty-four One Stop Career Centers and the twelve Workforce Investment Boards—that serves as the primary vehicle for both adults and dislocated workers to access core, intensive, and training services. DWDAL maintains and develops Maryland’s dynamic workforce by training, assisting in job searches, reporting the needs and demands of the labor market, and assisting with connecting businesses with employees. Eligible Veterans and spouses are entitled to priority of service (POS). Adult Education and Literacy Services (AELS) provides leadership for the establishment of adult education goals, oversight for implementation of the federal Adult Education State Plan, and administration of the statewide GED testing program with twenty testing sites and thirty-one Adult Education Program locations throughout the State. Correctional Education (CE), in collaboration with their partners, provides academic, special education, occupational, English for Speakers of Other Languages (ESOL), college, library, and transitional programs for approximately 3,000 students per day. The CE program seeks to provide incarcerated individuals with high quality services that facilitate successful reentry into our communities. Marylanders can seamlessly access a broad array of educational, job training, and career services, providing them with enhanced opportunities to become self-sufficient and improve their lives.

One-Stops provide core services that consist of activities such as determining eligibility to receive assistance under WIA Title I, outreach, intake and orientation to the information and other services available through the one-stop delivery system, initial assessment of skill levels, aptitudes, abilities, and supportive service needs (child care and transportation and referral to other services as appropriate); job search and placement assistance, and where appropriate career counseling; provision of employment statistics information relating to the local, regional and national labor market areas; and provision of performance information and cost information on eligible providers of training services, youth activities, adult education, post-secondary vocational education, vocational education activities available to school dropouts, and vocational rehabilitation; and information regarding filing claims for unemployment compensation. All individuals can access “core” services through the one-stop centers and affiliate sites. One-Stops also provide Intensive and Training services, as described below:

**Intensive** services are provided to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing core services. An individual must have received at least one core service such as an initial assessment that determines that individual’s need for these services. Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency. Intensive services may include comprehensive assessments of skill levels and need; in-depth evaluation to identify employment barriers and appropriate employment goals; group and individual counseling and career planning; case management; short-term prevocational services that might include development of learning and communication skills and professional conduct to prepare individuals for unsubsidized employment; supportive services; and development of an individual employment plan to identify employment goals, appropriate achievement objectives and services that will help the individual employment goals.

**Training** services are available to employed and unemployed adults and dislocated workers who have met the eligibility requirement for intensive services, have received at least one intensive service and have been determined to be unable to obtain or retain employment through intensive services; are in need of training services and have the skills and qualifications to successfully complete the selected training program; are unable to obtain grant assistance from other sources such as PELL grants or TAA or require WIA assistance in addition to other sources of grant assistance; or meet the priority of services established by the local workforce area. The training program should be directly linked to the employment opportunities in either the local area in which they reside or in areas where they are willing to locate.

Training services are provided through Individual Training Accounts that allow adults and dislocated workers to purchase training services. Training services are intended to be provided in a manner that maximizes informed customer choice and may only be purchased through training providers that are on the State’s list of eligible training providers (ETPLs). The ETPL is continuously updated with the most current information

on training programs and providers in order to give individuals a wide variety of training programs and occupational choices. A training program may consist of one or more courses or classes, or structured regimen that leads to a certificate or degree or the skills or competencies needed for a specific job or jobs or occupation.

The Local Workforce Investment Boards (LWIBs) in Maryland develop job training programs for implementation in their respective Workforce Investment Areas (WIAs), oversee the operation of those programs, and determine which companies, educational institutions, and community organizations will receive funding for program operation. The LWIBs cooperate with local employers and government to select the workforce development programs most beneficial to the region and to tailor programs to meet the local employment training needs.

Some performance measure of the Division of Workforce Development and Adult Learning are as follows:

- The WIA Adult Program helps thousands of adult workers receive workforce preparation assistance. The Adult program, provides quality employment and training services to help eligible adults find and qualify for meaningful employment, and to help employers find the skilled workers they need to compete and succeed in business— In Program Year (PY) 2013, it served 1,230 individuals;
- The WIA Dislocated Worker Program's assists recently laid-off workers by enhancing their occupational skills. The program also aims to increase the employment and retention of dislocated workers by increasing their work readiness, educational attainment, and occupational skills and by connecting them to jobs in demand. In PY 2013, it served 1,894 individuals;
- The WIA Youth Program provides employment and education services to eligible low-income Youth, ages 14 to 21 who face barriers to employment. Service strategies, developed by Maryland's LWIBs, prepare youth for employment and/or post-secondary education through strong linkages between academic and occupational learning. The program serves youth with disabilities, those with basic literacy skills deficiencies, school dropouts, pregnant or parenting youth, and homeless as well as others who may require additional assistance to complete an educational program or enter employment. In PY 2013, it served 615 youths; and
- The Wagner-Peyser program provides labor exchange services to employers and job seekers statewide. The goal of labor exchange services is to help job seekers obtain meaningful employment opportunities and to assist employers in obtaining skilled and productive employees. Services for job seekers include job placement, resume preparation, testing, job-seeking skills workshops, computer-based job matching, and labor market information. In PY 2013, it served 79,763 individuals.

In Program Year 2013, of the previously unemployed persons who entered employment after receiving at least some level of assistance or services from the DLLR, the following number of persons were served by each of the Workforce Development programs (See Table 1):

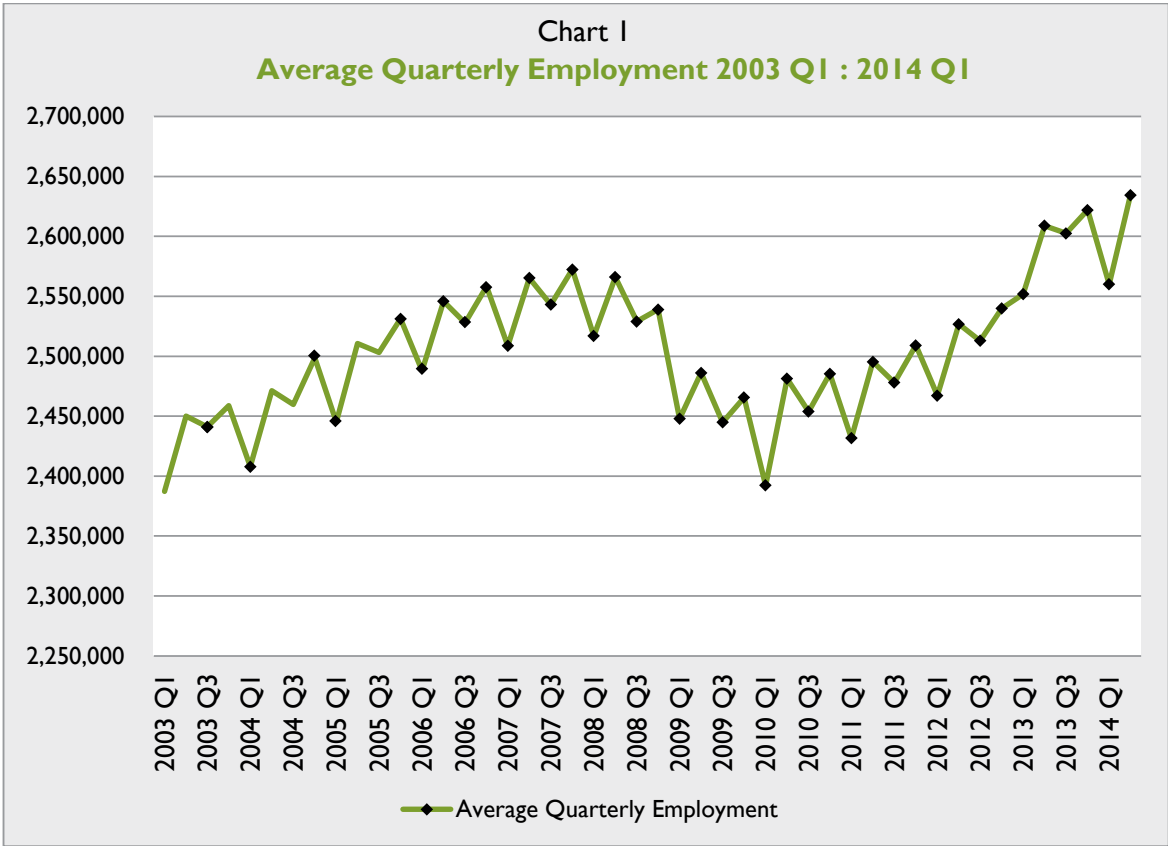
- A total of 3,739 previously unemployed persons assisted under the Workforce Investment Act (WIA) were placed in or entered employment;
- A total of 79,763 previously unemployed persons assisted by DLLR's core Wagner-Peyser Act funded programs entered or were placed in employment in Program Year 2013; and
- For both programs, adults receiving services had 6-month average earnings of between \$16,000 and \$20,000. Although not included in Table 1, subsequent analyses reported in Table 2, below, indicate that youths receiving WIA services had estimated annual average earnings of \$12,695.

<b>Table I</b> <i>Maryland Department of Labor, Licensing and Regulation  Wagner-Peyser Act and Workforce Investment Act (WIA) Program  Entered Employment, Placements and Earnings, Program year 2013</i>		
Program	Entered Employment <sup>4</sup>	6-month Average Salary
<b>WIA</b>	<b>3,739</b>	n.a.
Adult	1,230	16,329
Dislocated Worker	1,894	20,127
Youth	615	n.a.
<b>Wagner Peyser</b>	<b>79,763</b>	15,041

Source: DLLR

### 3.0 Maryland Economic and Workforce Trends

In PY 2013, the program year analyzed in this report, and today, Maryland continues to recover from the largest economic downturn in the past fifty years. As presented in Chart 1, Maryland’s average quarterly total non-farm employment fell to 2,392,310 in 2010, a level of employment as low as in the aftermath of the 2001 recession. Average quarterly employment recovered to 2,539,859 in the fourth quarter of 2012, but despite subsequent gains, remains close to pre-recession levels.



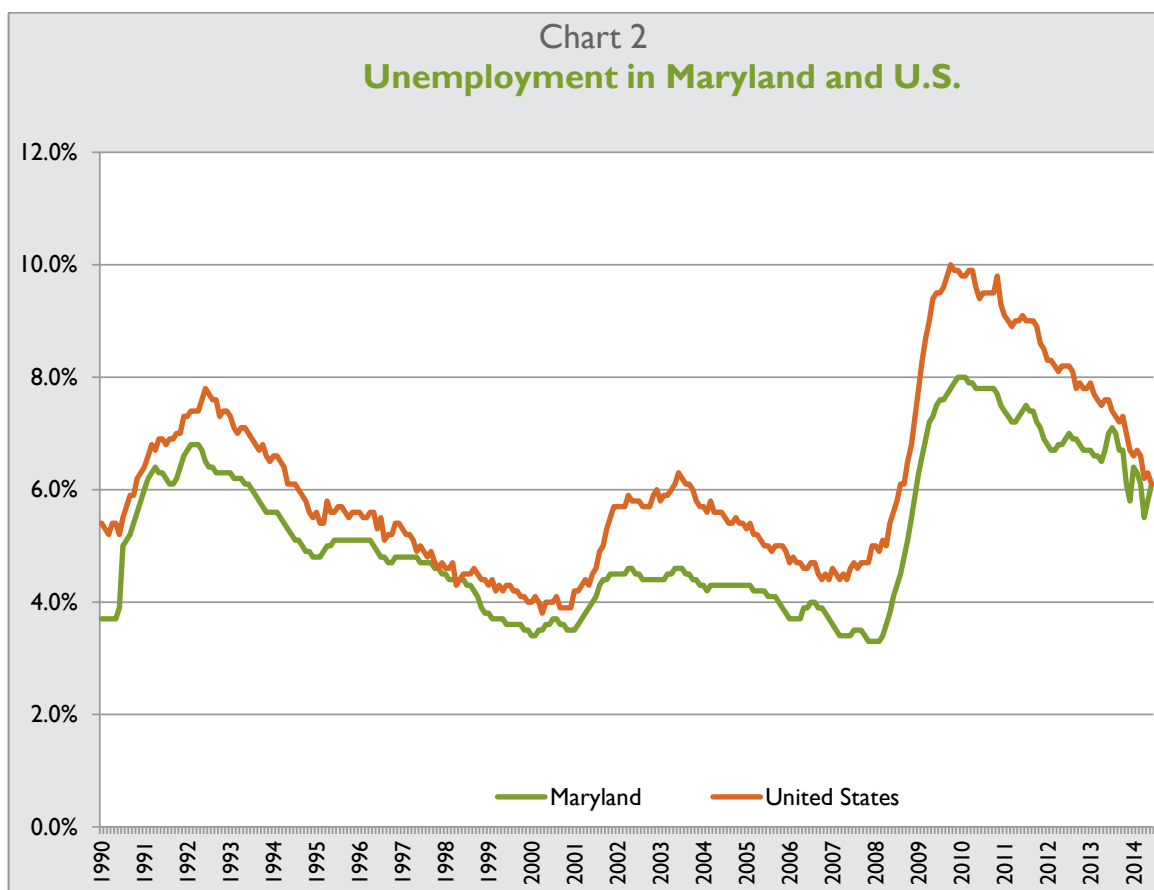
Source: Derived from US Department of Labor, Bureau of Labor Statistics, Total Non-Farm Employment (Seasonally Adjusted).

<sup>4</sup> The numbers of those who entered employment, as provided by the DLLR include employees reporting earnings in at least one quarter following exit from DLLR services and consequently may differ from the numbers used in other analyses reported in this document which meet the more conservative measure of earnings reported in the 4 quarters following exit.



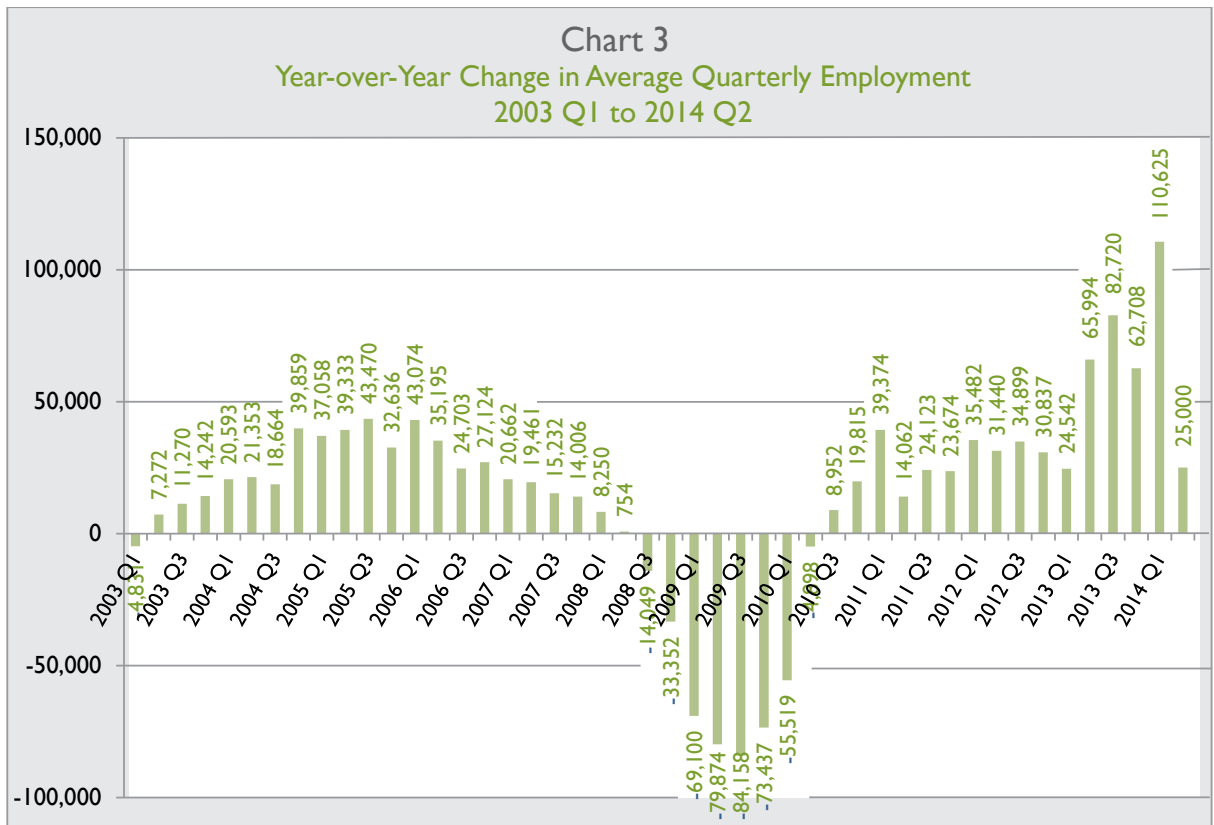
While Maryland was significantly impacted by the recent economic downturn, as presented in Chart 2, Maryland's unemployment rate (not seasonally adjusted) has been lower than the national rate, both in the period leading up to and throughout the current economic downturn. As of December of 2012, Maryland's unemployment rate was 6.7%, which is 0.2 percentage points less than in December 2011, and 1.1 percentage points below the national (December 2012) rate of 7.8%. Although both national and Maryland unemployment rates fell in 2013, the gap between the Maryland and national rates narrowed. Maryland unemployment rates increased from May through August of 2013, reaching 7.1% in July. These effects may be attributable to the uncertainty surrounding sequestration, Maryland's heavier reliance on federal government related employment and the federal budget cuts following sequestration. Although continuing to trend lower, as of June 2014, the Maryland unemployment rate matched the national rate of 6.1%.

The economic conditions nationally, and in Maryland are improving. As presented in Chart 3, the State continues to experience growth in employment overall. In the first quarter of 2014, Maryland added 110, 625 to the average quarterly non-farm employment level, although the pace of job additions slowed to 25,000 in the following quarter. Growth by key sector is presented in Chart 4, with the Health Care, Professional and Business Services, Mining, Logging and Construction, Administrative and Support Services, and Waste Management and Remedial Services sectors all reporting strong employment growth between the second quarters of 2012 and 2013. Despite improving employment, the number of unemployed persons and the resulting need for the workforce development services provided by DLLR remains high. As presented in Chart 5, the number of unemployed persons in Maryland remained over 191,307<sup>5</sup> as of June 2014. Despite an improving employment outlook, the number of unemployed persons, people who represent the main client base of DLLR, remain at levels significantly above historical levels. ***As a result the workforce development services provided by DLLR continue to be important to support the recovery.***

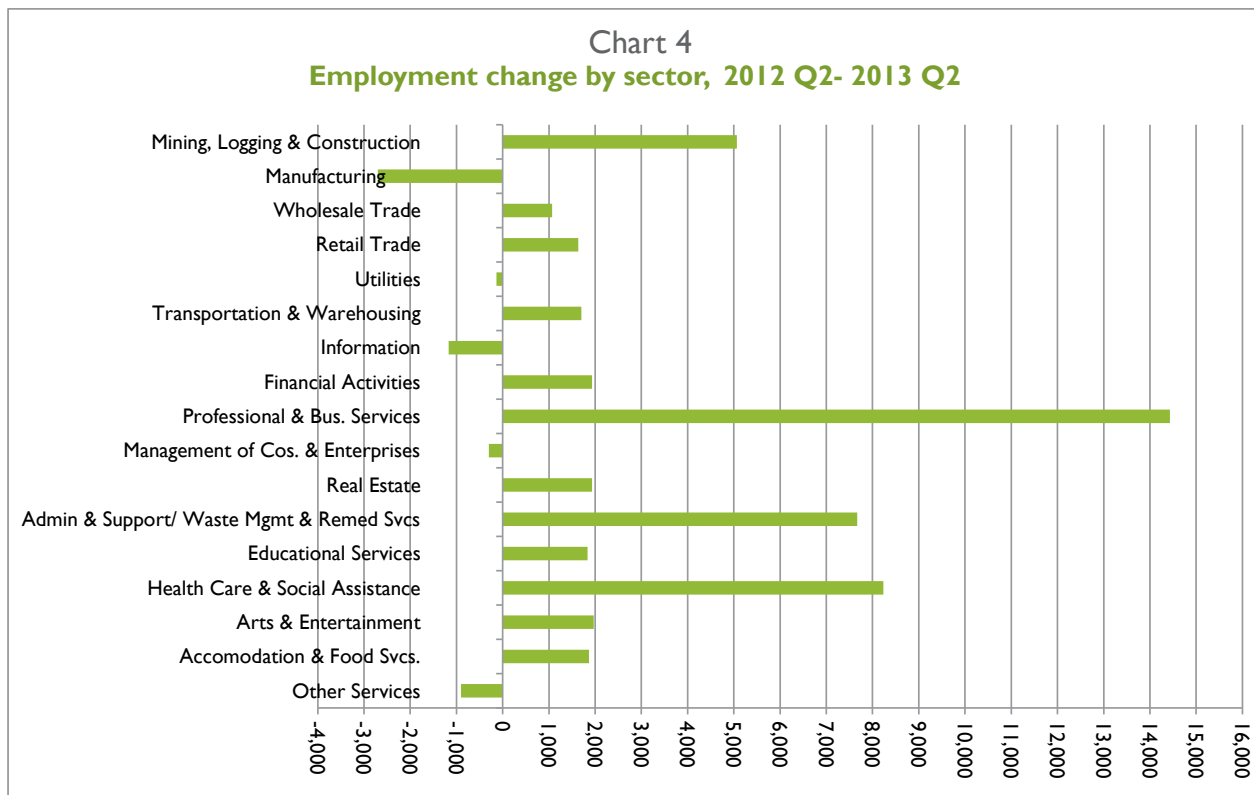


Source: US Department of Labor, Bureau of Labor Statistics, Unemployment Rate Maryland, Not Seasonally Adjusted.

<sup>5</sup> US Department of Labor, Bureau of Labor Statistics, unemployment, monthly, not seasonally adjusted.

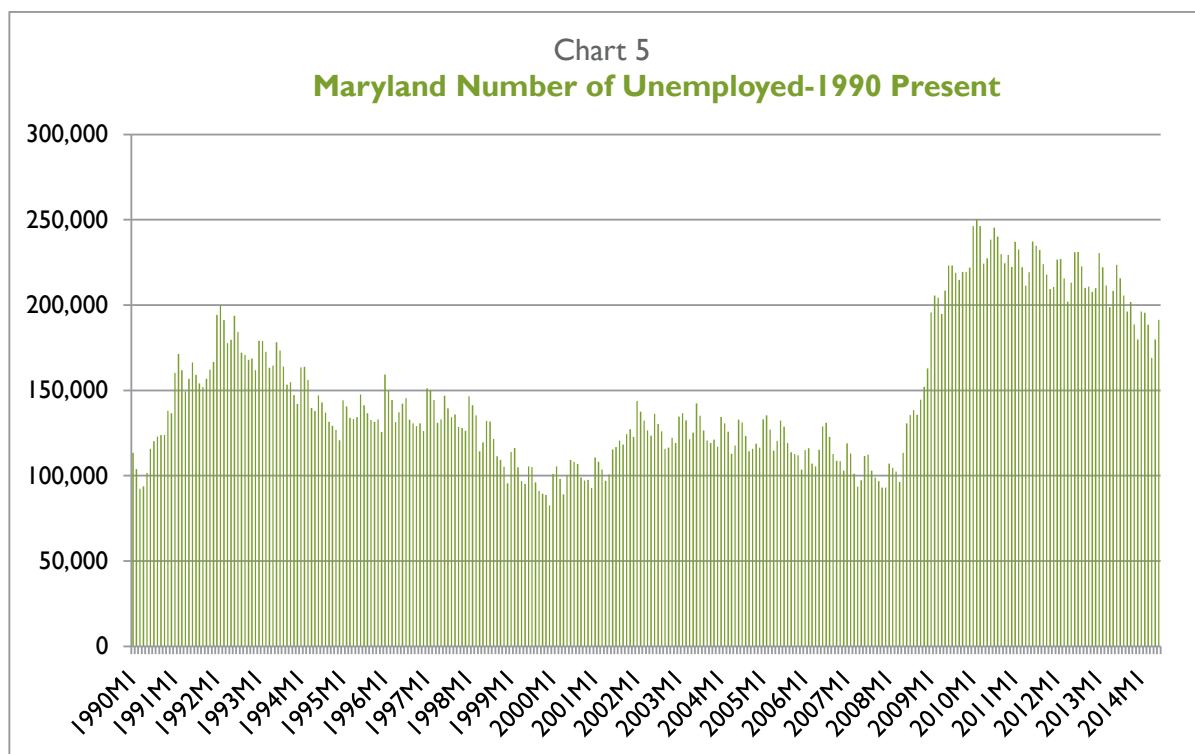


Source: Year to year changes derived from US Department of Labor, Bureau of Labor Statistics, Total Non-Farm Employment, Seasonally Adjusted



Source: US Department of Labor, Bureau of Labor Statistics, Employment Change by Sector, Seasonally Adjusted<sup>6</sup>

<sup>6</sup> Caveat: Utilities, and Transportation & Warehousing are not seasonally adjusted.



## 4.0 Economic Contribution of DLLR Workforce Programs

DLLR commissioned the JFI to analyze the economic and fiscal contribution of its workforce development programs. This study uses the standard regional economics modeling method of input/output (I/O) analysis to quantify the induced (multiplier) impacts of DLLR workforce development programs in terms of the earnings of persons placed in employment after receiving DLLR services. This analysis uses an IMPLAN Maryland economic input/output model<sup>7</sup> that quantifies the interrelationships between economic sectors. I/O data show the flow of commodities to industries from producers and institutional consumers for any given state, region or county. The data also show consumption activities by workers, owners of capital, and imports from outside the state or region. These trade flows built into the model permit estimating the impacts of one sector on all other sectors with which it interacts. In other words, I/O analysis models the flow of funds that originate from the direct expenditures associated with the earnings of persons entering employment<sup>8</sup> after receiving DLLR workforce development services and the ongoing ripple (multiplier) effect of these earnings. I/O analysis is widely considered the “gold standard” for measurement of economic impacts and is the generally accepted methodology for measuring the economic impact associated with projects, companies, or of entire industries.

The IMPLAN model allows for the estimation of three key economic measures used in this analysis:

**Employment** – The total number of full and part time jobs in all industries;

**Labor Income** – All forms of employment income, including both employee compensation (wages and benefits) and self-employment earnings; and

**Output** – The total value of production or sales in all industries.

<sup>7</sup> See [www.IMPLAN.com](http://www.IMPLAN.com) for a description of the IMPLAN model.

<sup>8</sup> It is important to note that this report analyzes the earnings of persons receiving DLLR workforce development services without adjusting for the potential that these jobs could have potentially been filled by other Maryland residents or what the earnings of these persons would have been if they had found alternative employment. Thus, this analysis is not a traditional economic impact analysis, which looks at the net new and incremental impacts of an activity, but rather an analysis of the linkages between the incomes of the persons receiving services and the larger Maryland economy.

Economic impact analyses begin with quantifying the direct effect of an activity. In the case of this analysis, the direct effect being modeled is the earnings of persons placed in or entering employment after receiving DLLR workforce development services. As described above, the JFI obtained data on the number of previously unemployed persons who were placed or entered into employment and their associated average annual earnings for Program Year 2013 from DLLR. For this analysis, the contribution of DLLR's WIA and Wagner-Peyser Act workforce development programs is considered to be the earnings of the previously unemployed persons receiving services under both programs. These earnings impact the Maryland economy as they are spent on purchases of goods, services, housing and other activities.

As presented in Table 2, there is a total of \$1.37 billion in earnings associated with the 70,786 previously unemployed persons included in this analysis, placed in or entering employment after receiving services from DLLR's WIA and Wagner-Peyser Act funded programs. The 3,340 previously unemployed persons placed in or entering employment after receiving WIA services had estimated annual income of \$85.96 million.

<b>Table 2</b> <i>Increase in Incomes Attributable to DLLR Wagner-Peyser Act and WIA Program  Entered Employment and Placements, Program Year 2013</i>			
Program	Entered Employment <sup>9</sup>	Average Annual Salary	Estimated Pre-Tax Earnings
<b>WIA</b>	<b>3,340</b>		<b>85,958,990</b>
Adult	1,105	30,689	27,012,010
Dislocated Worker	1,717	37,849	54,966,320
Youth	518	12,695	3,980,660
<b>Wagner Peyser</b>	<b>70,786</b>	<b>28,105</b>	<b>1,366,668,724</b>

Source: DLLR

The earnings of the previously unemployed persons receiving services from WIA and Wagner-Peyser Act funded programs is one measure of DLLR's contribution to the State of Maryland. Simply counting these earnings as the economic contribution of the program however, undercounts the actual contribution of the program. These earnings also support other economic activity in the State as the incomes of these previously unemployed persons are spent and become income for businesses and other individuals in the State. This additional spending can be measured through the use of economic I/O modeling, which estimates the "multiplier" effects of the additional rounds of spending associated with an activity.

The results of the IMPLAN economic contribution analysis are presented in Table 3. As presented in this table:

- The \$85.96 million in post placement earnings for the 3,340 previously unemployed persons placed in or entering employment after receiving WIA services supports \$91.96 million in economic activity in Maryland, supports 698 jobs earning \$32.9 million in labor income, and generates \$6.2 million in estimated combined State and local tax revenues;
- The \$1.37 billion in post placement earnings for the 70,786 previously unemployed persons placed in or entering employment after receiving Wagner-Peyser services induces \$1.5 billion in economic activity in Maryland, supports 11,091 jobs earning \$525.5 million in labor income, and generates \$97.3 million in estimated combined State and local tax revenues.

<sup>9</sup> To be included in these analyses, a worker must have earned income in the 4 quarters following exit from DLLR provided services.

**Table 3**  
*Estimated Economic Contribution of  
 DLLR Wagner-Peyser and WIA Program Placements and Earnings  
 Program Year 2013*

Program	Estimated Pre-Tax Earnings
<b><u>WIA Program Placements and Earnings</u></b>	<b>\$85,958,990</b>
Economic Output	\$91,961,252
Employment	698
Labor Income	\$32,898,960
Combined State and Local Tax Revenues	\$6,235,602
State Tax Revenues	\$3,443,847
Local Tax Revenues	\$2,791,755
<b><u>Wagner-Peyser Program Placements and Earnings</u></b>	<b>\$1,366,668,724</b>
Economic Output	\$1,478,746,404
Employment	11,091
Labor Income	\$525,502,224
Combined State and Local Tax Revenues	\$97,261,246
State Tax Revenues	\$53,976,108
Local Tax Revenues	\$43,285,138

Source: JFI and IMPLAN

It is important to note that the total economic contributions derived from the increase in spending of persons placed in or entering employment after receiving DLLR Wagner-Peyser or WIA services is only a small increment above the actual increase in incomes. This is because an increase in an individual's income impacts the economy through the local spending associated with this income. Increases in incomes are reduced by the amount of state and federal taxes and individual savings and thus, only a portion of any increase in income is actually spent in the form of consumption expenditures. Furthermore, a large portion of actual in-State consumption expenditures are spent on items that are imported from outside of the State. Thus, the overall State-level contribution of increases in income appear to be small in relation to the actual increase in incomes.



### 5.0 Benefit-Cost Ratio Analysis

The budget for the WIA and Wagner-Peyser workforce programs analyzed is presented in Table 4. DLLR total spending for WIA and Wagner-Peyser workforce programs totals \$45.7 million, consisting of \$34.2 million for WIA programs and \$11.6 million for Wagner-Peyser programs.

<b>Table 4</b> <b>Budget for DLLR Wagner-Peyser and WIA Programs</b> <b>Program Year 2013</b>	
Program	Budget
Total for DLLR Workforce Programs Analyzed	<b>\$45,704,646</b>
WIA	\$34,150,108
Wagner Peyser	\$11,554,308

Source: DLLR

The most conservative way to look at the benefit-cost ratio of DLLR’s WIA and Wagner-Peyser workforce programs is to analyze the State tax revenues generated in comparison to the costs incurred. This type of comparison; however, is complicated by the fact that the majority of these funds come from the federal government, rather than state appropriations. As presented in Table 5, using this benefit-cost measure, DLLR’s WIA and Wagner-Peyser programs return \$1.18 in estimated State tax revenues<sup>10</sup> per \$1 spent. A broader measure of the benefit-cost ratio of DLLR’s WIA and Wagner-Peyser workforce programs is to analyze the economic output or activity generated by these programs compared to the cost of the programs. This analysis is complicated by the relatively low levels of expenditures per person in comparison to the post employment earnings, making this measure quite distorted. This is especially true of the Wagner-Peyser program, where only limited direct assistance is provided to each job seeker. For the more intensive WIA program, where persons receive more substantial training and placement assistance, the program generates \$2.7 in Maryland economic activity for each \$1 budgeted via WIA.

<b>Table 5</b> <b>Budget for DLLR Wagner-Peyser and WIA Programs</b> <b>Program Year 2013</b>			
Program	PY 2013 Budget	State Tax Revenue	State Tax Revenue per \$1 Budgeted
<b>Total for DLLR Workforce Programs Analyzed</b>	<b>\$45,704,646</b>	\$53,976,108	\$1.18
WIA	\$34,150,108	\$3,443,847	\$0.10
Wagner Peyser	\$11,554,538	\$53,976,108	\$4.67

Source: DLLR and the JFI

<sup>10</sup> The IMPLAN model used estimates total combined State and Local revenues from a variety of major revenue sources, including income, property and sales taxes and other revenues. The JFI distributed these IMPLAN estimated combined state and local revenues into the separate state and local revenue estimates presented in Table 3 and the State tax estimates used in Table 5 (below) based on the distribution of state versus local revenues derived by each major revenue source from the U.S. Bureau of the Census State and Local Government Finances Summary: 2010 report.

## 6.0 DLLR Wagner-Peyser Act and WIA Program Entered Employment and Placements, By Sector

The workforce development services provided by DLLR are also important because the Department is charged with ensuring employers have the skilled workforce they need to be competitive. DLLR pursues this mission by working with the business and employer community to identify key industries and occupations vital to Maryland's economic future. Another key contribution of the DLLR's WIA and Wagner-Peyser workforce programs is the role of each in facilitating the hiring of the individuals served through its Wagner-Peyser and WIA programs by the core industries deemed to be vital for Maryland's economic future. Employment by sector for 66,156 of the 70,786 persons entering or placed in employment by DLLR's WIA and Wagner-Peyser workforce programs is presented in Table 6.<sup>11</sup> The largest number of placements/persons entering employment is in the Administrative and Waste Services sector, with 17%. This sector includes the Employment Services industry, which includes placement and temporary help services. The retail sector accounted for 16% of employment, followed by Health and Social Services (13%) and accommodations and food service (10%).

The Maryland Governor's Workforce Investment Board (GWIB) has promoted a demand-driven cluster-based, approach for workforce development system. GWIB has identified 13 industries, presented in Table 7 below, for Maryland's workforce development system to target. Many of these sectors, like construction, healthcare, and manufacturing match the industries described in Table 6. More than 50% of WIA and Wagner-Peyser employment is in these targeted clusters.

<sup>11</sup> DLLR provided data on employment by industry for 66,156 of the 70,786 persons entering or placed in employment. Data on employment by sector (North American Industry Classification System (NAICS) code) was not available for all individuals as some found employment out of state and industry data was not available for all persons placed in or entering employment. Data for NAICS codes with fewer than 5 employee entrants are suppressed. The data for 66,156 of the employed persons, represent 93.5% of those employed, which is a sufficient sample to provide information on employment by sector

**Table 6**  
*DLLR Wagner-Peyser and WIA Program  
 Entered Employment and Placements By Sector  
 Program Year 2013*

Sector	Wagner - Peyser	Percent	WIA	Percent
Totals:	66,156	100%	2188	100%
Accommodation & Food Svcs.	6,742	10%	207	9%
Admin., Support, Waste Mgmt, Rem. Svcs.	11,089	17%	338	15%
Agric., Forestry, Fishing & Hunting	141	0%		
Arts, Entertainment & Recreation	1,024	2%	29	1%
Construction	4,193	6%	146	7%
Educational Services	3,001	5%	131	6%
Finance & Insurance	1,698	3%	103	5%
Health Care & Social Assistance	8,704	13%	506	23%
Information	761	1%	24	1%
Mgmt. of Companies & Enterprises	358	1%	8	0%
Manufacturing	2,921	4%	132	6%
Mining, Quarrying, Oil & Gas Extraction	35	0%		
Professional, Scientific & Tech Svcs	4,683	7%	272	12%
Public Administration	2,150	3%	108	5%
Real Estate & Rental & Leasing	1,190	2%	34	2%
Retail Trade	10,808	16%	367	17%
Transportation & Warehousing	2,613	4%	109	5%
Utilities	51	0%		
Wholesale Trade	2,167	3%	87	4%
Other Services (except Public Admin)	1,827	3%	77	4%

Source: DLLR

**Table 7**  
*Maryland GWIB  
 Targeted Industries of the State of Maryland*

Aerospace	Healthcare Information Technology
Bioscience	Hospitality and Tourism
Construction	Information Technology
Education	Manufacturing
Energy	Retail
Finance and Insurance	Transportation and Warehousing
Healthcare	

WORKFORCE INVESTMENT  
ACT PERFORMANCE PY2014

The Workforce Investment Act Program provides employment, job training, and education services to eligible adults, dislocated workers, and youth. The WIA Program increases the employment, employment retention, and earnings of adults, dislocated workers, and young workers (ages 14-21). Through the WIA Program, participants receive job search and placement assistance, access to labor market information, comprehensive skills assessments, counseling and career planning, and basic skills and occupational training.

### *Common Measures*

The State of Maryland requested, and was granted, continuation of the waiver to allow the State to replace the 17 WIA Title I performance measures (15 core and 2 customer satisfaction) measures with the common measures as outlined and clarified in TEGL 17-05. With the approval, Maryland is allowed to continue to report outcomes solely under the twelve common measures for all required federal reports (WIA and WP) for the current program year and beyond. This allows Maryland to continue to report the common measures for programs under the Workforce Investment Act, the Wagner-Peyser Act, the Jobs for Veterans Act, and Trade Adjustment Assistance (TAA) programs. These nine common measures as outlined in the TEGL are as follows: Entered Employment, Employment Retention, Average Earnings, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

Maryland strives to simplify and streamline the performance accountability system for all stakeholders while focusing on workforce development. This focus results in job attainment, retention, and reduced time and energy spent managing performance outcomes. This waiver supports Maryland's initiative to expand, attract, and retain workers to meet the current and emerging needs of business. Maryland has moved from individual program measures to integrated services and utilizes the simplified reporting of only Common Measures as the method of accomplishing the integration.

With approval of the waiver, the State is not required to, and has not negotiated performance level for, the following WIA core measures: WIA Adult and Dislocated Worker Employment and Credential Rates, participant and employer customer satisfaction, older youth measures, and younger youth measures.

### *WIA Negotiated Performance Targets and Results*

In PY 2014, the State exceeded all negotiated outcomes relating to Adult employment retention, and average earnings. Maryland met, within the 80%-100% threshold negotiated outcomes relating to entered employment rate for Wagner Peyser, adults and dislocated workers. Maryland exceeded all youth negotiated outcomes, as reflected below. The State exceeded nine (9) of its twelve (12) negotiated performance targets.

### *WIA Assurance Statement*

The State of Maryland assures the U.S. Department of Labor that all required elements of the PY2014 WIA Annual Report have been reported accurately and uniformly to permit state-by-state comparisons across WIA programs. The State assures DOL that the WIA Annual Report complies with the Act and federal regulations.

## Summary of Maryland's - WIA Title I Performance

<i>Performance Measure</i>		Standard	State Perform.	% Standard
<i>Entered Employment Rate</i>	Adults	82%	78.6%	95.9%
	Dislocated Workers	87%	82.2%	94.4%
	Labor Exchange	55%	53.2%	96.8%
<i>Retention Rate</i>	Adults	89%	90.8%	102.0%
	Dislocated Workers	91%	92.2%	101.3%
	Labor Exchange	81%	82.9%	102.3%
<i>Average Earnings</i>	Adults	\$16,500	\$17,289	104.8%
	Dislocated Workers	\$19,500	\$21,204	108.7%
	Labor Exchange	\$15,000	\$15,062	100.4%
<i>Youth Attainment of Degree or Certificate</i>		76%	77.6%	102.1%
<i>Youth Placement in Employment or Education</i>		73%	78.3%	107.3%
<i>Youth Literacy/Numeracy</i>		70%	74.1%	105.9%
<i>Performance Key</i>				
	= Exceed Standard (Performed at or above 100% of standard)			
	= Meeting Standard (at least 80% of standard)			
	= Failing Standard (Performed below 80% of standard)			



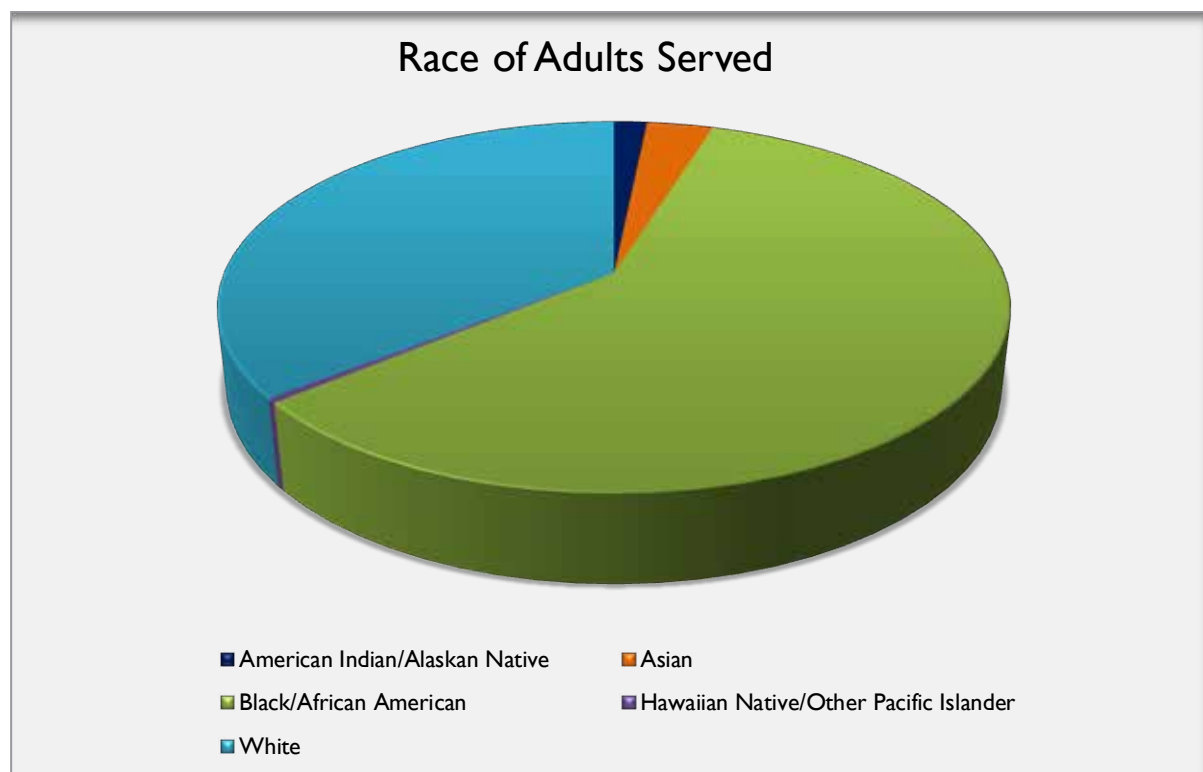


### WIA Adult Program Highlights

The WIA Adult Program helps thousands of adult workers receive workforce preparation assistance. Local workforce investment programs help employers find skilled workers and assist workers to obtain employment and training activities. The Adult Program serves the broadest range of individuals, including Unemployment Insurance claimants, people with disabilities, public assistance recipients, veterans, and migrant seasonal farm workers.

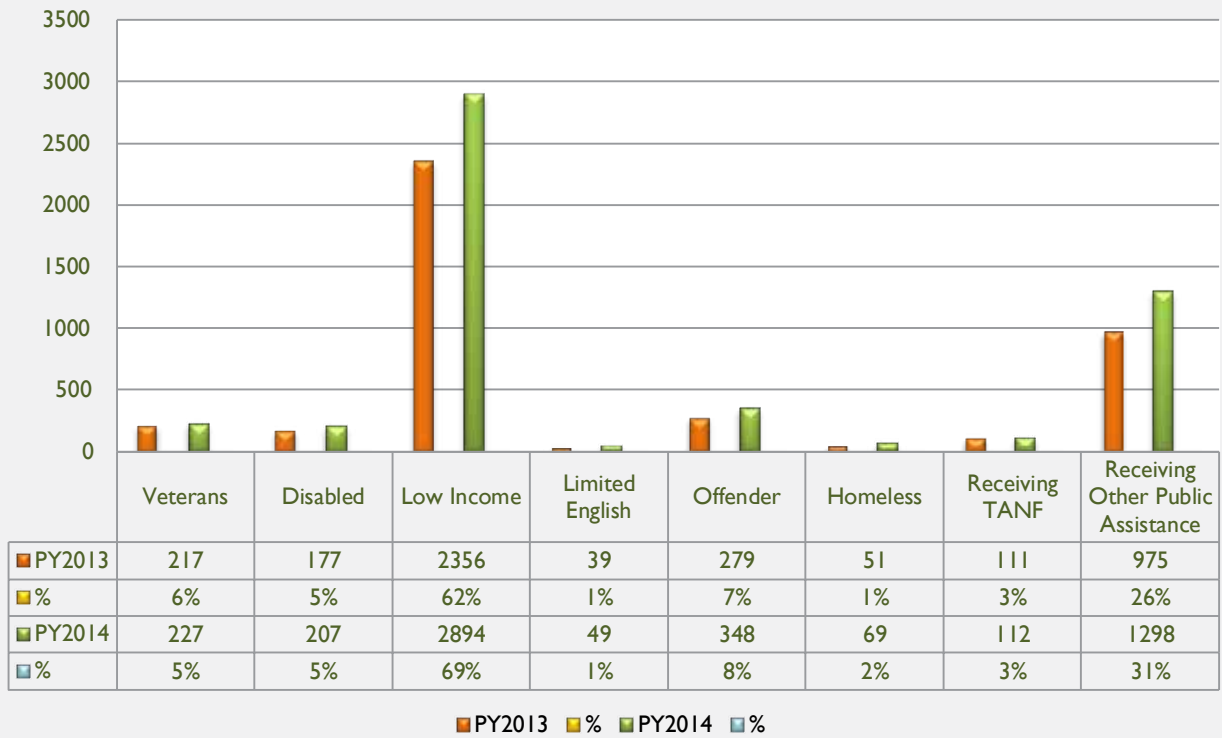
### Analysis

- The number of adults enrolled in the WIA Adult Program increased from 3,831 in PY2013 to 4,171 in PY2014.
- Of the 4,171, 53.1% are African Americans, followed by White at 32%.

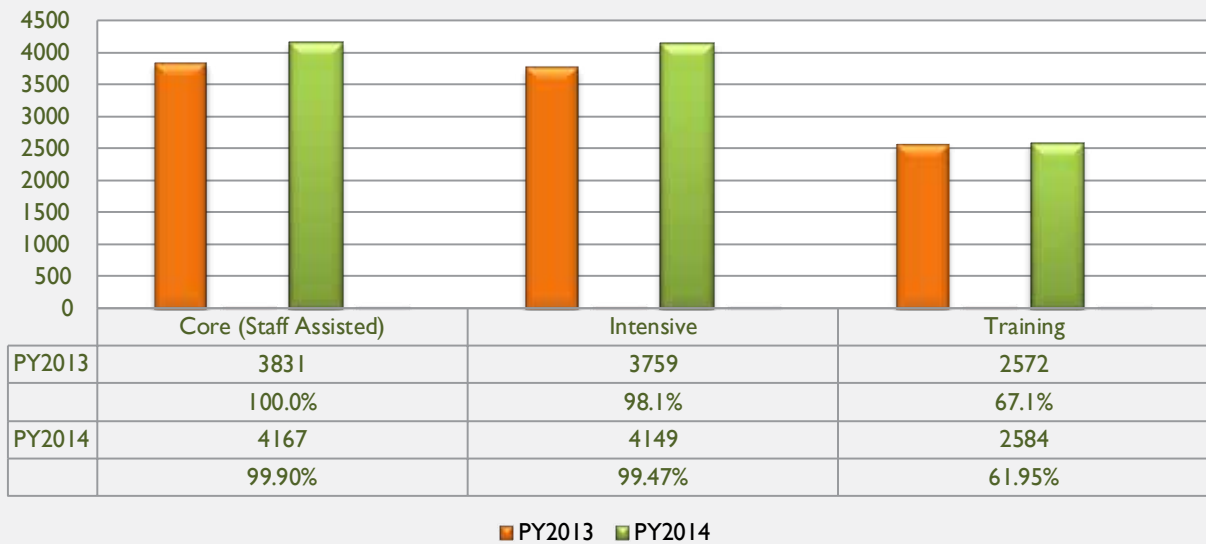


- Of the 4,171 participants served, 69.4% were low-income, and 76.7% were not employed.
- The number of participants receiving training services in PY2014 was 2,584; overall 61% of Adults served received or are receiving training.
- 1,129 adults who were unemployed at participation obtained employment the quarter after exit.
- The Adult Program met the Entered Employment Rate and exceeded the Employment Retention Rate and Six-Month Average Earnings goal for PY 2014.
- The performance measures that were below the negotiated goal were the Entered Employment Rate at 78.6 percent.
- The Employment Retention Rate for PY 2014 was 90.8 percent, which reflects an increase of 2.4 percentage points when compared to PY 2013
- At \$ 17,289, the Six-Month Average Earnings for PY 2014 was 104.8 percent of standard when compared to the negotiated goal of \$16,500.

## Adult Participant Characteristics



## Adult Program Services

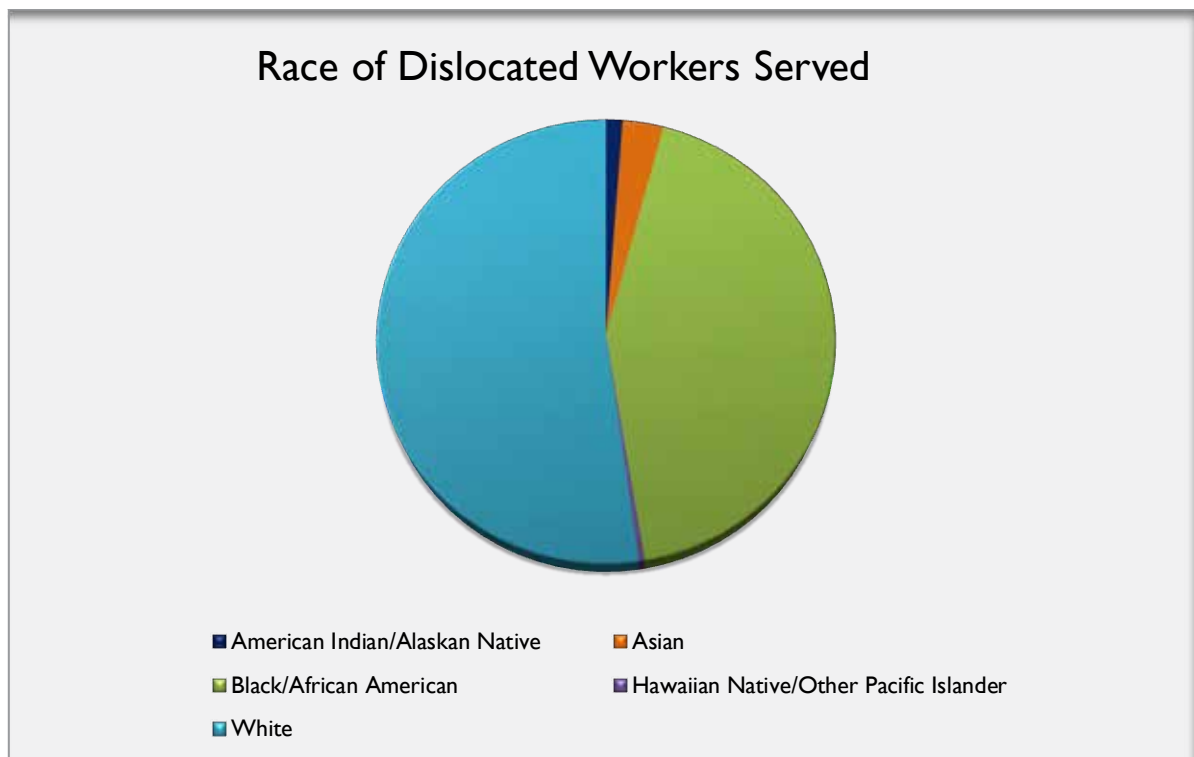


### WIA Dislocated Worker Program Highlights

The WIA Dislocated Worker Program's intent is to quickly re-employ laid-off workers and increase their earnings by enhancing their occupational skills. The program also aims to increase the employment and retention of dislocated workers by increasing their work readiness, educational attainment, and occupational skills by connecting them to jobs in demand.

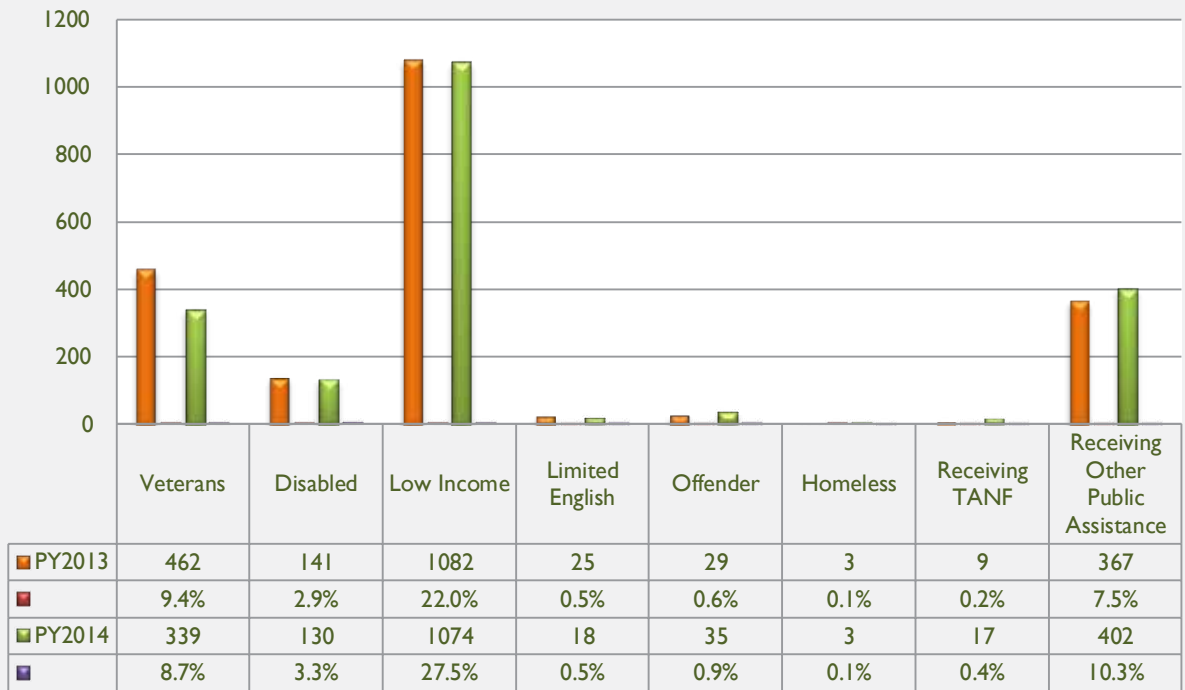
#### Analysis

- The number of dislocated workers enrolled in the WIA Dislocated Worker Program decreased from 4,924 in PY2013 to 3,899 in PY2014.
- Of the 3,899 participants served, 51.4% were females, 46.8% participants were White followed by 38.7% African American. 63.5% of participants served were over the age of 44, with 34.3% between the ages of 45-54.

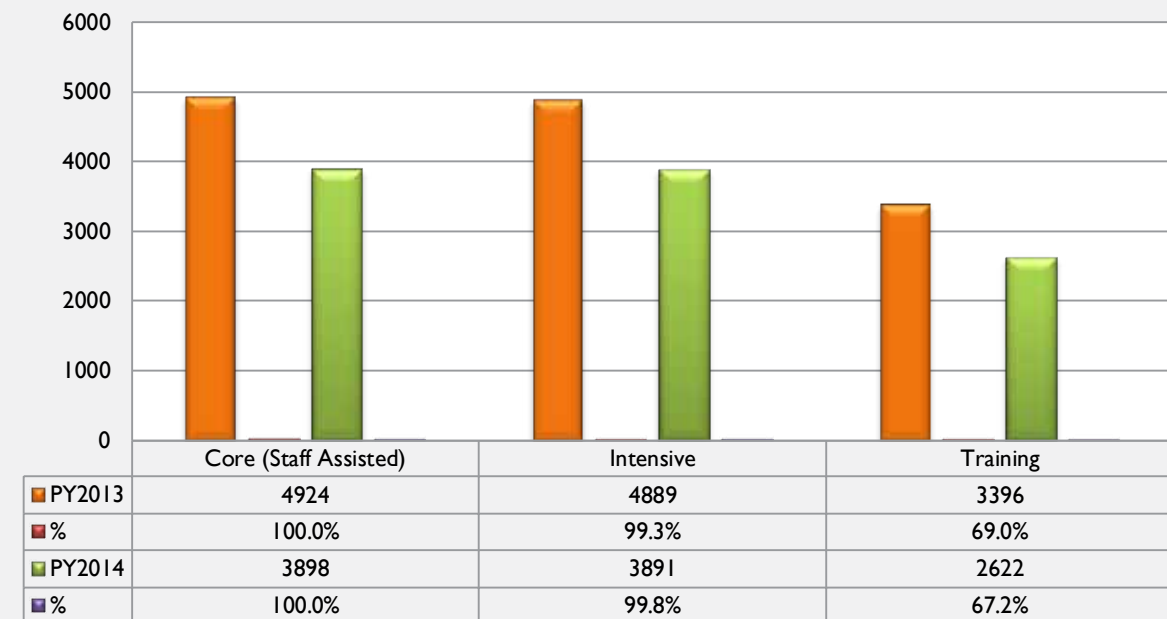


- Of the 3,899 participants served, 2,622 received or are receiving training; overall, 67.2% received or are receiving training.
- 1,930 dislocated workers who were unemployed at participation and obtained employment the quarter after exit.
- The Dislocated Worker Program met or exceeded all of its three performance goals for PY 2014.
- The performance measures that were below the negotiated goal were the Entered Employment Rate at 82.2 percent.
- The Employment Retention Rate for PY2014 was 92.2%, which is an increase of .8 from PY2013.
- At \$21,204, the Six-Month Average Earnings measure was 108.7 percent of standard achieved above the negotiated goal of \$19,500.

## Dislocated Worker Program Characteristics



## Dislocated Worker Program Services

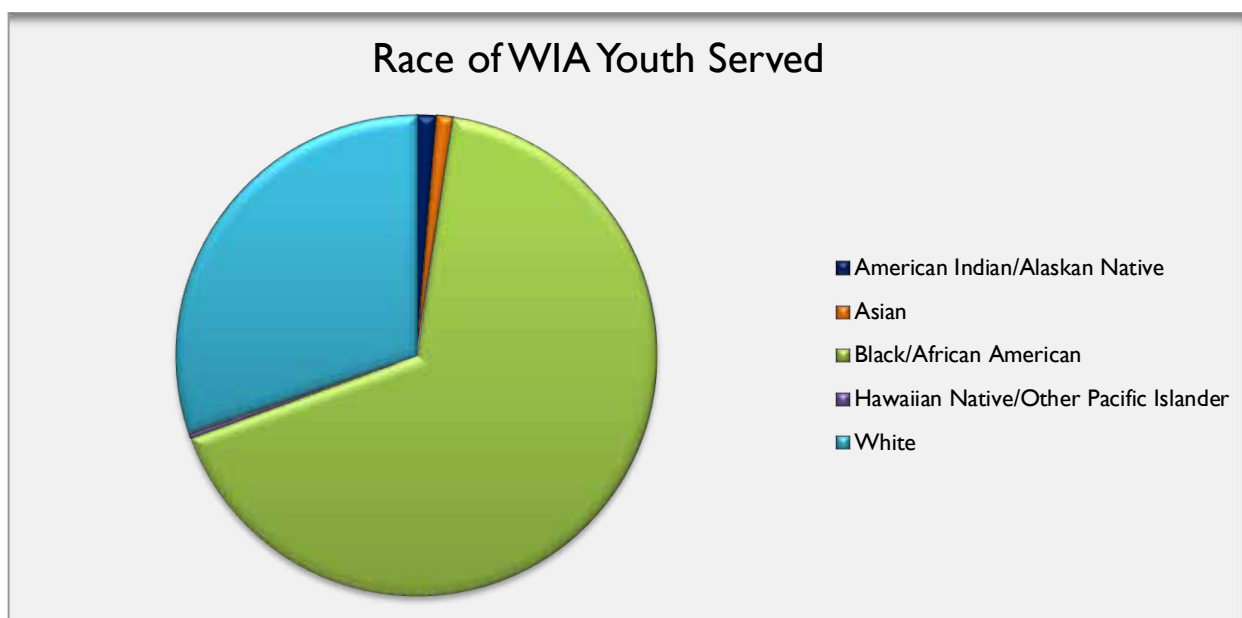


### WIA Youth Program Highlights

The WIA Youth Program provides employment and education services to eligible low-income Youth, ages 14 to 21, who face barriers to employment. Service strategies, developed by Maryland's LWIB's, prepare youth for employment and/or post-secondary education through strong linkages between academic and occupational learning. The program serves youth with disabilities, basic literacy skills deficient, school dropouts, pregnant or parenting, and homeless as well as others who may require additional assistance to complete an educational program or enter employment.

### Analysis

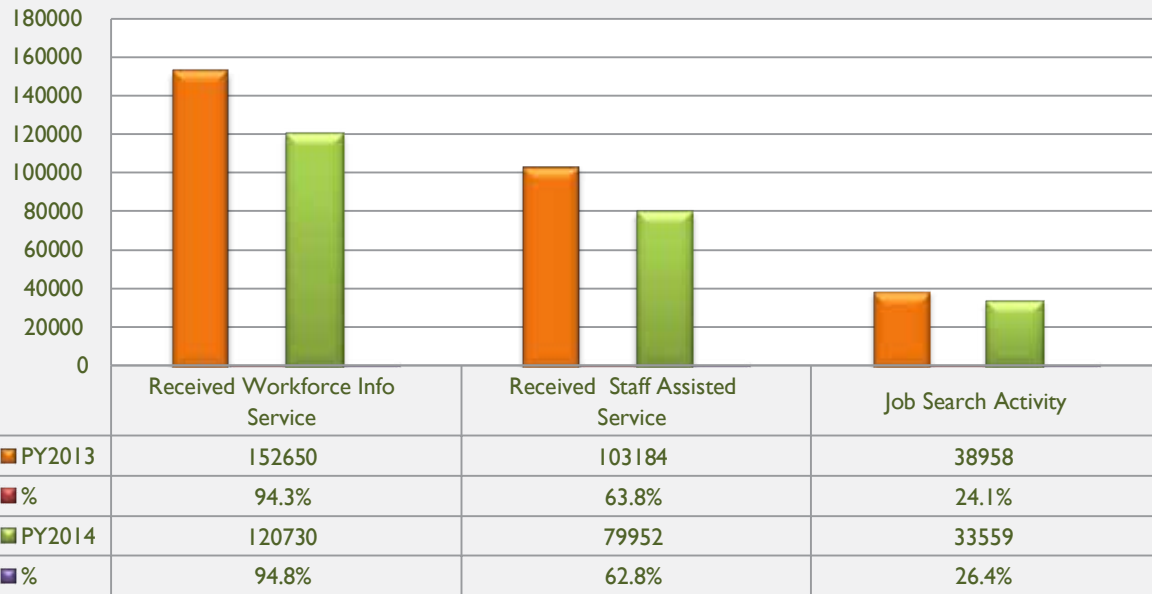
- During PY 2014, 2,492 youth were served in the year-round Youth Program. Of the participants served, there were roughly the same percentage of male (51.1) and females (48.9), with males being 2.2% higher. 57.3% served were African American youth, followed by 25.8% white.



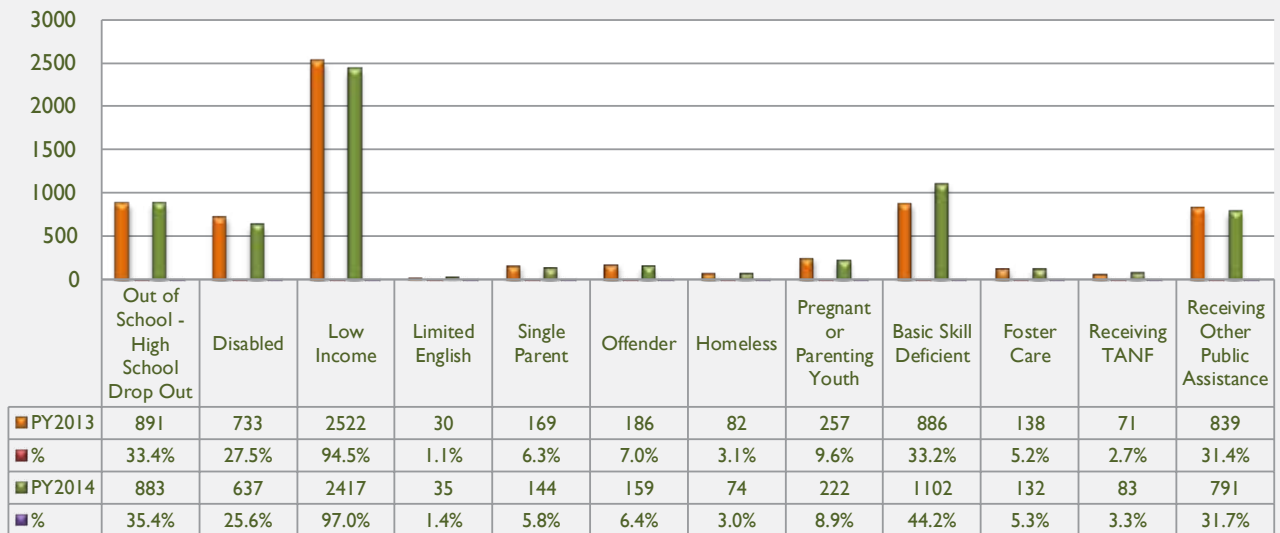
- Of the 2,492 participants served, 97% were low income, 25.6 had a disability, 31.7% were receiving other public assistance, and 85.4% were receiving additional assistance.
- Of the 2,492 participants served, 92.7% are enrolled in education, 100% are receiving employment services, and 39.8% are receiving leadership development.
- The Youth Program exceeded all performance goals for PY 2014.
- The program achieved a 78.3 percent result for the Placement in Employment or Education Measure.
- On the Attainment of a Degree or Certificate measure, the State achieved a result of 77.6 percent, which is 1.6 percentage points higher than the negotiated goal.
- For the Literacy/Numeracy measure, Maryland achieved a result of 74.1 percent, which is well above the negotiated goal of 70 percent.



## Highlighted Wagner Peyser Services



## Youth Program Characteristics

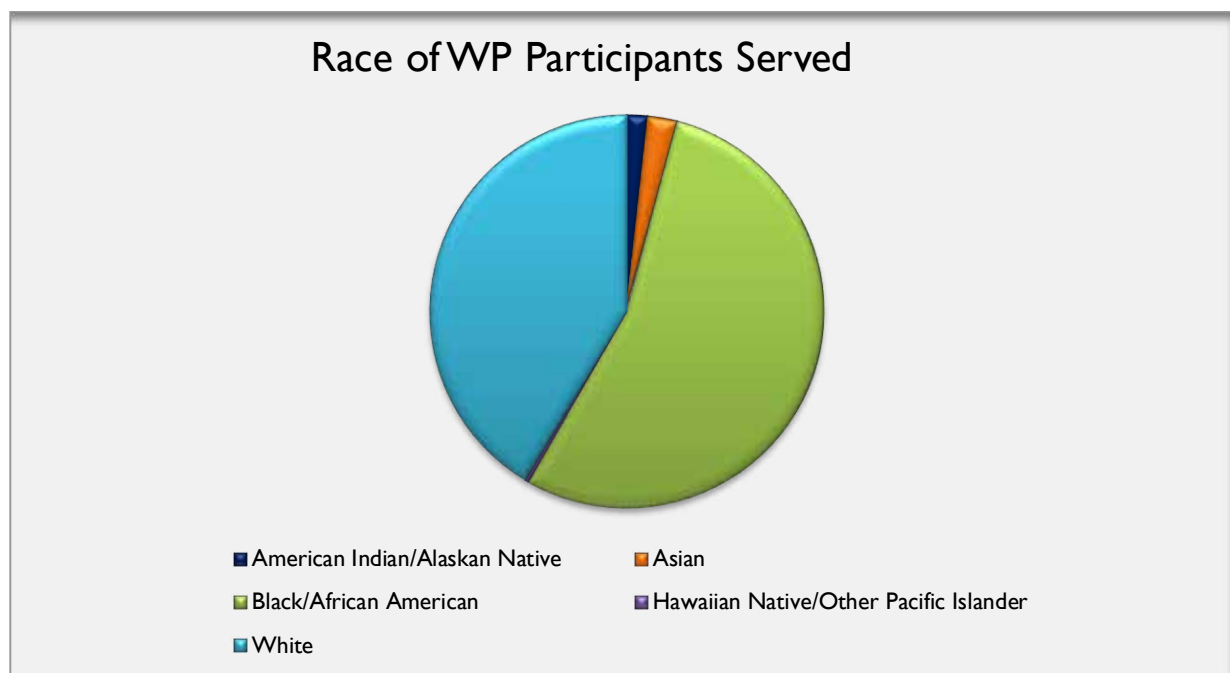


## Wagner-Peyser (WP) Program Highlights

The WP Program helps thousands of adult workers receive employment services. These programs help employers find skilled workers and assist workers to obtain employment and reference to training activities. WP serves the fullest range of individuals, including Unemployment Insurance claimants, people with disabilities, public assistance recipients, veterans, and migrant seasonal farm workers.

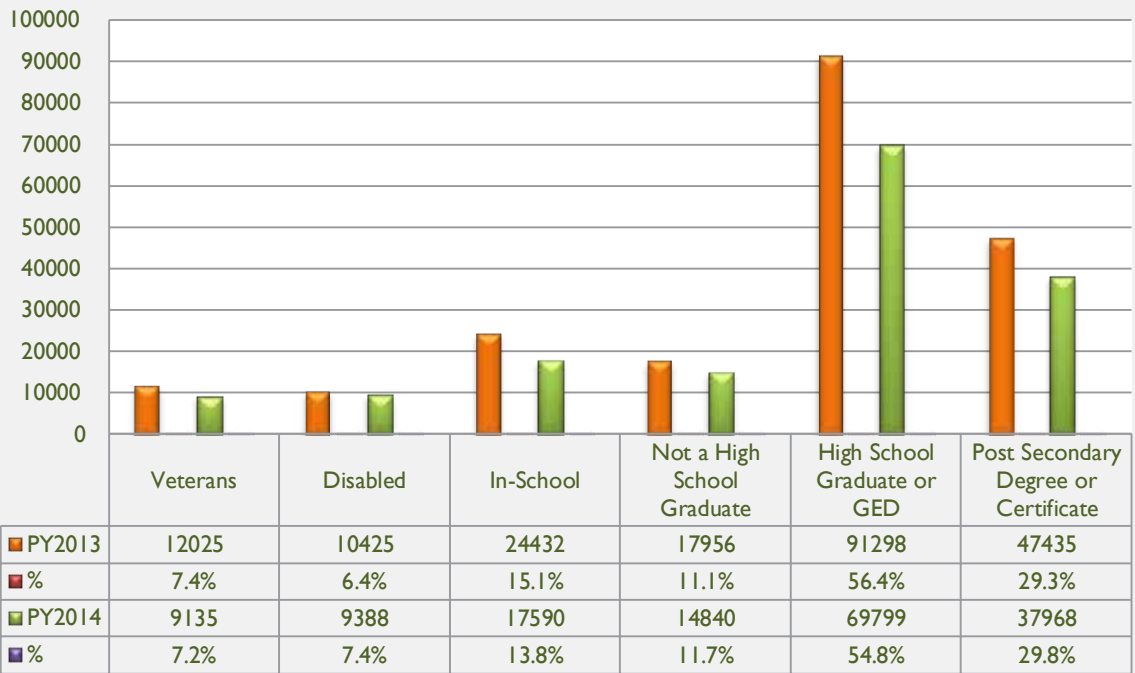
### Analysis

During PY 2014, 127,355 participants were served. Of the participants served, there were roughly the same percentage of male (48.1) and females (51.2), with females being 3.1% higher. 48.3% served were African-American, followed by 36.9% white.

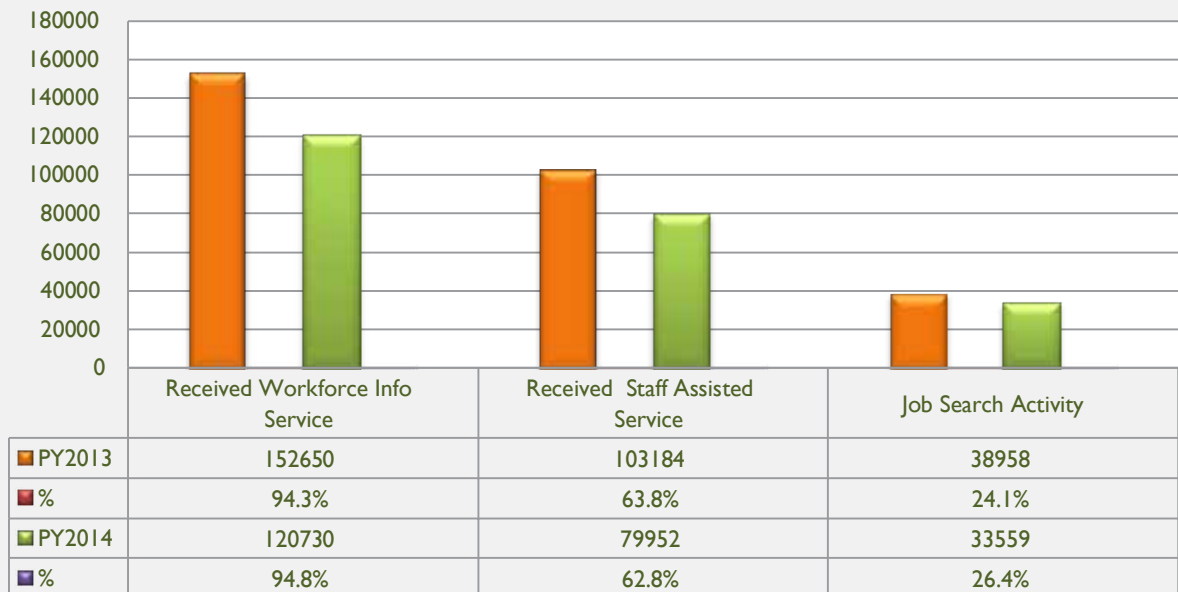


- The performance measures that were below the negotiated goal were the Entered Employment Rate at 53.2 percent.
- The Employment Retention Rate for PY2014 was 82.9%, which is 102.3 percent of standard achieved above the negotiated goal of 81%.
- At \$15,062, the Six-Month Average Earnings measure was 100.4 percent of standard achieved above the negotiated goal of \$15,000.

## Wagner-Peyser Program Participants



## Highlighted Wagner Peyser Services



OMB Approval No.: 1205-0420  
Expires: 5/31/2015

**WIA Annual Report (ETA Form 9091)**  
**Date Submitted: September 15, 2015**  
**WIA Title IB**  
**Annual Report Form (ETA 9091)**

**I. Narrative Section**

- A.** A discussion of the cost of workforce investment activities relative to the effect of the activities on the performance of participants.
- B.** A description of State evaluations of workforce investment activities, including:
1. The questions the evaluation will/did address;
  2. A description of the evaluation's methodology; and
  3. Information about the timing of feedback and deliverables

**II. Table Section**

**Table B-Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82.0%	78.6%	1,129
			1,436
Employment Retention Rate	89.0%	90.8%	1,354
			1,492
Average Earnings	\$16,500	\$17,289	21,645,643
			1,252

**Table C-Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	78.1%	285	77%	67	60.7%	34	65%	147
		365		87		56		226
Employment Retention Rate	87.1%	289	92.6%	75	86.4%	38	92.7%	165
		332		81		44		178
Average Earnings	\$11,981	3,198,938	\$20,515	1,415,535	\$16,320	505,918	\$17,447	2,617,039
		267		69		31		150

**TableD - Outcome Information by Service Level for the Adult Program**

Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	68.8%	11 16	78.7%	347 441	78.7%	770 978
Employment Retention Rate	82.1%	23 28	90.6%	367 405	91%	963 1058
Average Earnings	\$11,404	239,488 21	\$17,805	6,000,159 337	\$17,196	15,355,993 893

**Table E-Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	87.0%	82.2%	1,930 2,349
Employment Retention Rate	91.0%	92.2%	1,786 1,937
Average Earnings	\$19,500	\$21,204	34,731,554 1,638

**Table F-Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	72.2%	174 241	76.7%	46 60	65.6%	416 634	70.0%	7 10
Employment Retention Rate	90.6%	116 128	81.1%	43 53	91.2%	353 387	80.0%	4 5
Average Earnings	\$25,866	2,690,068 104	\$23,338	980,203 42	\$20,406	6,489,007 318	\$7,261	21,783 3



**Table G - Outcome Information by Service Level for the Dislocated Worker Program**

Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	90.9 %	10	76.7 %	516	84.3 %	1404
		11		673		1665
Employment Retention Rate	85.0 %	17	92.7 %	471	92.1 %	1298
		20		508		1409
Average Earnings	\$17,529	297,998	\$21,728	9,625,290	\$21,060	24,808,266
		17		443		1178

**Table H.I-Youth (14-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	73.0%	78.3 %	664
			848
Attainment of Degree or Certificate	76.0%	77.6 %	682
			879
Literacy or Numeracy Gains	70.0%	74.1 %	335
			452

**Table H.I.A-Outcomes for Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education Rate	76.2%	195	100%	1	70.8%	179	82.4 %	346
		256		1		253		420
Attainment of Degree or Certificate Rate	76.7%	194	0%	0	78.1%	210	67.2 %	280
		253		1		269		417
Literacy Numeracy Gains	73.9%	105	0%	0	71.6%	63	74.1 %	335
		142		0		88		452

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placements for Participants in Non - traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	86.1%	1,322	\$4,505	6,402,018	5.1%	58	\$7,231	7,729,743	29.4 %	226
		1,536		1,421		1,129		1,069		770
Dislocated Workers	88.7%	1,716	94	34,798,612	7.3 %	141	\$9,607	17,157,559	34.7 %	487
		1,934		36,962,997		1,930		1,786		1,404

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	121,815	114,591
Total Adult (self-service <u>only</u> )	114,802	110,455
WIA Adult	118,972	112,622
WIA Dislocated Worker	3,899	2,530
Total Youth (14 -21)	2,492	1,056
Out-of-School Youth	1,294	526
In-School Youth	1,198	530

**Table N Cost of Program Activities**

Program Activity		Total Federal Spending
Local Adults		<b>\$10,436,086</b>
Local Dislocated Workers		<b>\$10,826,817</b>
Local Youth		<b>\$10,388,039</b>
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		<b>\$2,655,501</b>
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		<b>\$1,949,034</b>
Statewide Allowable Activities WIA Section 134(a)(3)	Capacity Building	<b>\$46,631</b>
	Incumbent Worker Training	<b>\$0</b>
Total of All Federal Funding Listed Above		<b>\$36,302,108</b>

**Table O - Local Performance**

Local Area Name Anne Arundel County	Total Participants Served	Adults	9,027
		Dislocated Workers	152
		Youth (14-21)	70
ETA Assigned # 24055	Total Exiters	Adults	8,905
		Dislocated Workers	136
		Youth (14-21)	51
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	82.0%	68%
	Dislocated Workers	87.0%	75%
Retention Rates	Adults	89.0%	94%
	Dislocated Workers	91.0%	93%
Average Earnings	Adults	\$21,879	\$18,807
	Dislocated Workers	\$24,784	\$23,638
Placement in Employment or Education	Youth (14-21)	73.0%	69%
Attainment of Degree or Certificate	Youth (14-21)	76.0%	80%
Literacy or Numeracy Gains	Youth (14-21)	70.0%	86%
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA	
Overall Status of Local Performance		Not Met	Met
			X

**Table O-Local Performance**

Local Area Name Baltimore City	Total Participants Served	Adults	14,419
		Dislocated Workers	270
		Youth (14 - 21)	375
ETA Assigned # 24060	Total Exiters	Adults	13,284
		Dislocated Workers	164
		Youth (14 - 21)	208
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	82.0%	66%
	Dislocated Workers	87.0%	70%
Retention Rates	Adults	89.0%	82%
	Dislocated Workers	91.0%	82%
Average Earnings	Adults	\$12,316	\$12,764
	Dislocated Workers	\$14,203	\$15,595
Placement in Employment or Education	Youth (14-21)	73.0%	77%
Attainment of Degree or Certificate	Youth (14-21)	76.0%	92%
Literacy or Numeracy Gains	Youth (14-21)	70.0%	64%
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA	
Overall Status of Local Performance		Not Met	Met
			X

**Table O - Local Performance**

Local Area Name Baltimore County	Total Participants Served	Adults	17,977
		Dislocated Workers	828
		Youth (14 -21)	409
ETA Assigned # 24010	Total Exiters	Adults	17,478
		Dislocated Workers	568
		Youth (14 -21)	111
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	82.0%	80%
	Dislocated Workers	87.0%	70%
Retention Rates	Adults	89.0%	97%
	Dislocated Workers	91.0%	94%
Average Earnings	Adults	\$22,620	\$22,919
	Dislocated Workers	\$19,747	\$21,469
Placement in Employment or Education	Youth (14-21)	73.0%	80%
Attainment of Degree or Certificate	Youth (14-21)	76.0%	63%
Literacy or Numeracy Gains	Youth (14-21)	70.0%	72%
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA	
Overall Status of Local Performance		Not Met	Met
			X

**Table O - Local Performance**

Local Area Name Frederick County	Total Participants Served	Adults	4,973	
		Dislocated Workers	337	
		Youth (14 - 21)	90	
ETA Assigned # 24015	Total Exiters	Adults	4,369	
		Dislocated Workers	140	
		Youth (14-21)	35	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.0%	80%	
	Dislocated Workers	87.0%	81%	
Retention Rates	Adults	89.0%	88%	
	Dislocated Workers	91.0%	91%	
Average Earnings	Adults	\$20,002	\$18,331	
	Dislocated Workers	\$21,975	\$20,278	
Placement in Employment or Education	Youth (14-21)	73.0%	94%	
Attainment of Degree or Certificate	Youth (14-21)	76.0%	68%	
Literacy or Numeracy Gains	Youth (14-21)	70.0%	78%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
				X



**Table O - Local Performance**

Local Area Name Lower Shore Consortium	Total Participants Served	Adults	6,746	
		Dislocated Workers	33	
		Youth (14 - 21)	104	
ETA Assigned # 24035	Total Exiters	Adults	6,335	
		Dislocated Workers	24	
		Youth (14 - 21)	78	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.0%	69%	
	Dislocated Workers	87.0%	95%	
Retention Rates	Adults	89.0%	88%	
	Dislocated Workers	91.0%	100%	
Average Earnings	Adults	\$10,048	\$10,961	
	Dislocated Workers	\$16,181	\$12,347	
Placement in Employment or Education	Youth (14-21)	73.0%	74%	
Attainment of Degree or Certificate	Youth (14-21)	76.0%	85%	
Literacy or Numeracy Gains	Youth (14-21)	70.0%	17%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
		X		

**Table O - Local Performance**

Local Area Name Mid-Maryland Consortium	Total Participants Served	Adults	6,214	
		Dislocated Workers	604	
		Youth (14 - 21)	141	
ETA Assigned # 24065	Total Exiters	Adults	6,024	
		Dislocated Workers	499	
		Youth (14 - 21)	83	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.0%	72%	
	Dislocated Workers	87.0%	86%	
Retention Rates	Adults	89.0%	91%	
	Dislocated Workers	91.0%	93%	
Average Earnings	Adults	\$17,997	\$18,544	
	Dislocated Workers	\$22,157	\$22,482	
Placement in Employment or Education	Youth (14-21)	73.0%	74%	
Attainment of Degree or Certificate	Youth (14-21)	76.0%	77%	
Literacy or Numeracy Gains	Youth (14-21)	70.0%	93%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
				X

## Table O - Local Performance

Local Area Name Montgomery County	Total Participants Served	Adults	9,278
		Dislocated Workers	451
		Youth (14 - 21)	310
ETA Assigned # 24020	Total Exiters	Adults	8,774
		Dislocated Workers	207
		Youth (14 - 21)	98
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	82.0%	89%
	Dislocated Workers	87.0%	90%
Retention Rates	Adults	89.0%	100%
	Dislocated Workers	91.0%	100%
Average Earnings	Adults	\$18,156	\$16,797
	Dislocated Workers	\$21,081	\$21,802
Placement in Employment or Education	Youth (14-21)	73.0%	89%
Attainment of Degree or Certificate	Youth (14-21)	76.0%	79%
Literacy or Numeracy Gains	Youth (14-21)	70.0%	71%
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA	
Overall Status of Local Performance		Not Met	Met Exceeded
			X

## Table O - Local Performance

Local Area Name Prince George's County	Total Participants Served	Adults	16,826
		Dislocated Workers	404
		Youth (14 - 21)	213
ETA Assigned # 24025	Total Exiters	Adults	16,044
		Dislocated Workers	275
		Youth (14 - 21)	103
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	82.0%	84%
	Dislocated Workers	87.0%	88%
Retention Rates	Adults	89.0%	88%
	Dislocated Workers	91.0%	89%
Average Earnings	Adults	\$16,081	\$17,322
	Dislocated Workers	\$26,040	\$25,438
Placement in Employment or Education	Youth (14-21)	73.0%	86%
Attainment of Degree or Certificate	Youth (14-21)	76.0%	92%
Literacy or Numeracy Gains	Youth (14-21)	70.0%	57%
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA	
Overall Status of Local Performance		Not Met	Met Exceeded
			X

**Table O - Local Performance**

Local Area Name Southern Maryland Consortium	Total Participants Served	Adults	8,724	
		Dislocated Workers	80	
		Youth (14 - 21)	74	
ETA Assigned # 24050	Total Exiters	Adults	8,188	
		Dislocated Workers	64	
		Youth (14 - 21)	71	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.0%	82%	
	Dislocated Workers	87.0%	84%	
Retention Rates	Adults	89.0%	94%	
	Dislocated Workers	91.0%	93%	
Average Earnings	Adults	\$12,819	\$11,314	
	Dislocated Workers	\$18,808	\$17,949	
Placement in Employment or Education	Youth (14-21)	73.0%	68%	
Attainment of Degree or Certificate	Youth (14-21)	76.0%	45%	
Literacy or Numeracy Gains	Youth (14-21)	70.0%	12%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
		X		

**Table O - Local Performance**

Local Area Name Susquehanna Region Consortium	Total Participants Served	Adults	7,341	
		Dislocated Workers	322	
		Youth (14 - 21)	240	
ETA Assigned # 24045	Total Exiters	Adults	6,795	
		Dislocated Workers	183	
		Youth (14 - 21)	60	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.0%	80%	
	Dislocated Workers	87.0%	81%	
Retention Rates	Adults	89.0%	90%	
	Dislocated Workers	91.0%	92%	
Average Earnings	Adults	\$17,309	\$18,093	
	Dislocated Workers	\$17,839	\$20,131	
Placement in Employment or Education	Youth (14-21)	73.0%	98%	
Attainment of Degree or Certificate	Youth (14-21)	76.0%	62%	
Literacy or Numeracy Gains	Youth (14-21)	70.0%	88%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
				X

**Table O- Local Performance**

Local Area Name Upper Shore Consortium	Total Participants Served	Adults	5,855	
		Dislocated Workers	168	
		Youth (14 - 21)	163	
ETA Assigned # 24040	Total Exiters	Adults	5,316	
		Dislocated Workers	92	
		Youth (14 - 21)	41	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.0%	95%	
	Dislocated Workers	87.0%	97%	
Retention Rates	Adults	89.0%	78%	
	Dislocated Workers	91.0%	91%	
Average Earnings	Adults	\$10,252	\$11,786	
	Dislocated Workers	\$12,421	\$13,129	
Placement in Employment or Education	Youth (14-21)	73.0%	94%	
Attainment of Degree or Certificate	Youth (14-21)	76.0%	83%	
Literacy or Numeracy Gains	Youth (14-21)	70.0%	57%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
				X

**Table O- Local Performance**

Local Area Name Western Maryland Consortium	Total Participants Served	Adults	9,772	
		Dislocated Workers	250	
		Youth (14 - 21)	303	
ETA Assigned # 24030	Total Exiters	Adults	9,288	
		Dislocated Workers	178	
		Youth (14 - 21)	117	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.0%	87%	
	Dislocated Workers	87.0%	86%	
Retention Rates	Adults	89.0%	92%	
	Dislocated Workers	91.0%	90%	
Average Earnings	Adults	\$14,938	\$13,964	
	Dislocated Workers	\$16,126	\$16,587	
Placement in Employment or Education	Youth (14-21)	73.0%	63%	
Attainment of Degree or Certificate	Youth (14-21)	76.0%	84%	
Literacy or Numeracy Gains	Youth (14-21)	70.0%	79%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
				X

**Table P – Veteran Priority of Service**

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	6,911	
Covered Entrants Who Received a Service During the Entry Period	6,911	100.0
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	150	2.2%

**Table Q – Veterans’ Outcomes by Special Populations**

Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at Least Intensive Services		TAP Workshop Veterans	
Entered Employment Rate	89.8%	44	89.8%	44	100%	6
		49		49		6
Employment Retention Rate	92.1%	35	92.1%	35	0%	0
		38		38		0
Average Earnings	\$30,047	871,363	\$30,047	871,363	\$0	0
		29		29		0



STATEWIDE EVALUATION  
ACTIVITIES*Workforce Customer Satisfaction*

The United States Department of Labor requires that states conduct customer satisfaction evaluations for both jobseekers and business customers. DWDAL administered a centrally-conducted survey via an email solicitation with a link to an online survey delivered through Survey Monkey.

**Jobseekers:** For customer satisfaction, 3,713 surveys were sent and 285 responses were received—a 7.7% response rate. The customer satisfaction survey consisted of ten questions:

- Customer's level of satisfaction with services;
- Whether the customer's satisfaction was met; and
- Whether services received were close to the help the customer expected in his or her situation.

If the customer accessed the Maryland Workforce Exchange Virtual One Stop (MWE-VOS), he or she was asked whether the MWE-VOS system was helpful and whether he or she would recommend the system to a friend.

**Businesses:** For business customers, 320 employers receiving staff-assisted services were contacted and 23 employers responded—a 7.2% response rate. The employer survey consisted of 10 questions:

- How employers learned about business services available through the AJC's;
- Overall satisfaction with services received;
- Whether staff was available for the business customers and had a genuine interest in serving them; and
- Whether they would they recommend DWDAL services to others.

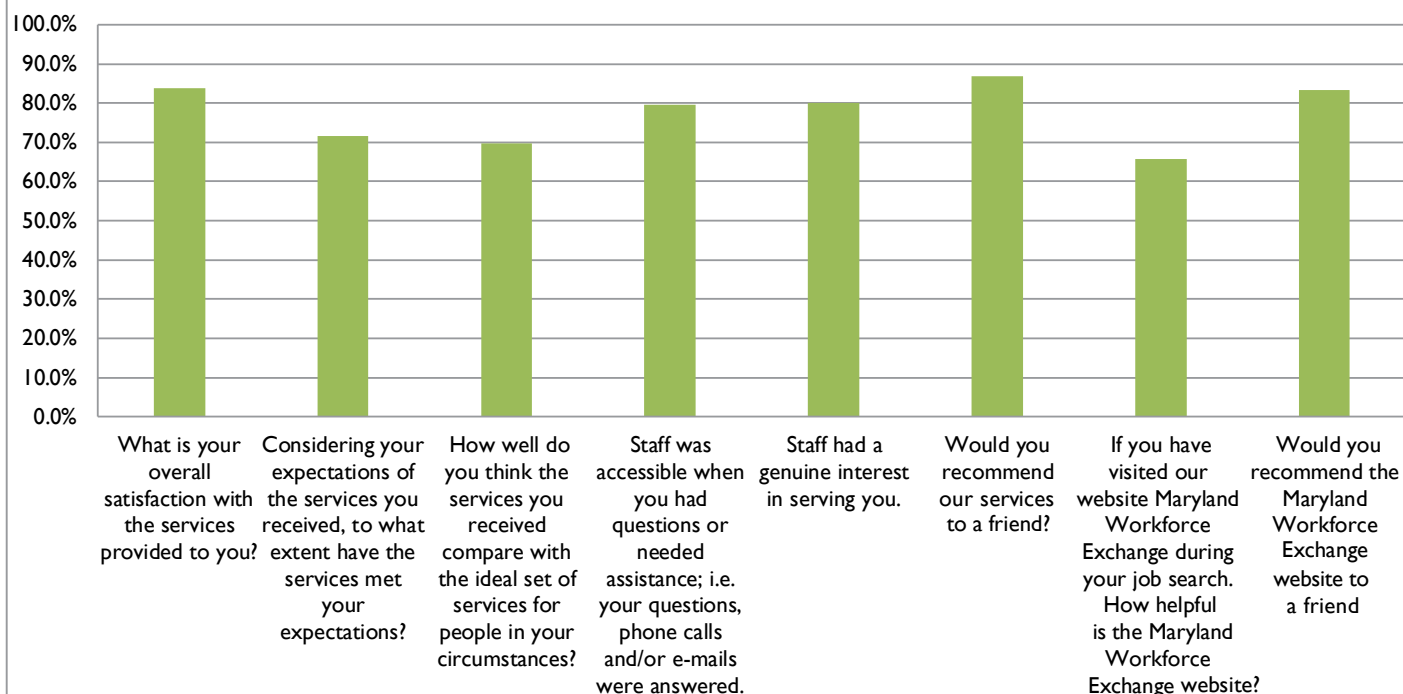
Overall for jobseekers, 83.9% of the customers are somewhat or very satisfied with the services DWDAL provided. Over 71% of customers felt the services they received, met, or exceeded their expectations. Almost 70% felt the services they received were ideal for individuals in their circumstances. Over 79% felt staff was accessible and reachable, and 80% of customers trusted staff had a real interest in serving them. 86.8% would recommend DWDAL's services.

Of those who visited the MWE-VOS, 65.8% found the site helpful or very helpful. Of those who visited the site, 83.3% would recommend it to a friend. Overall, the majority of customers who utilized MWE-VOS services found them to be useful and helpful in supporting their needs.

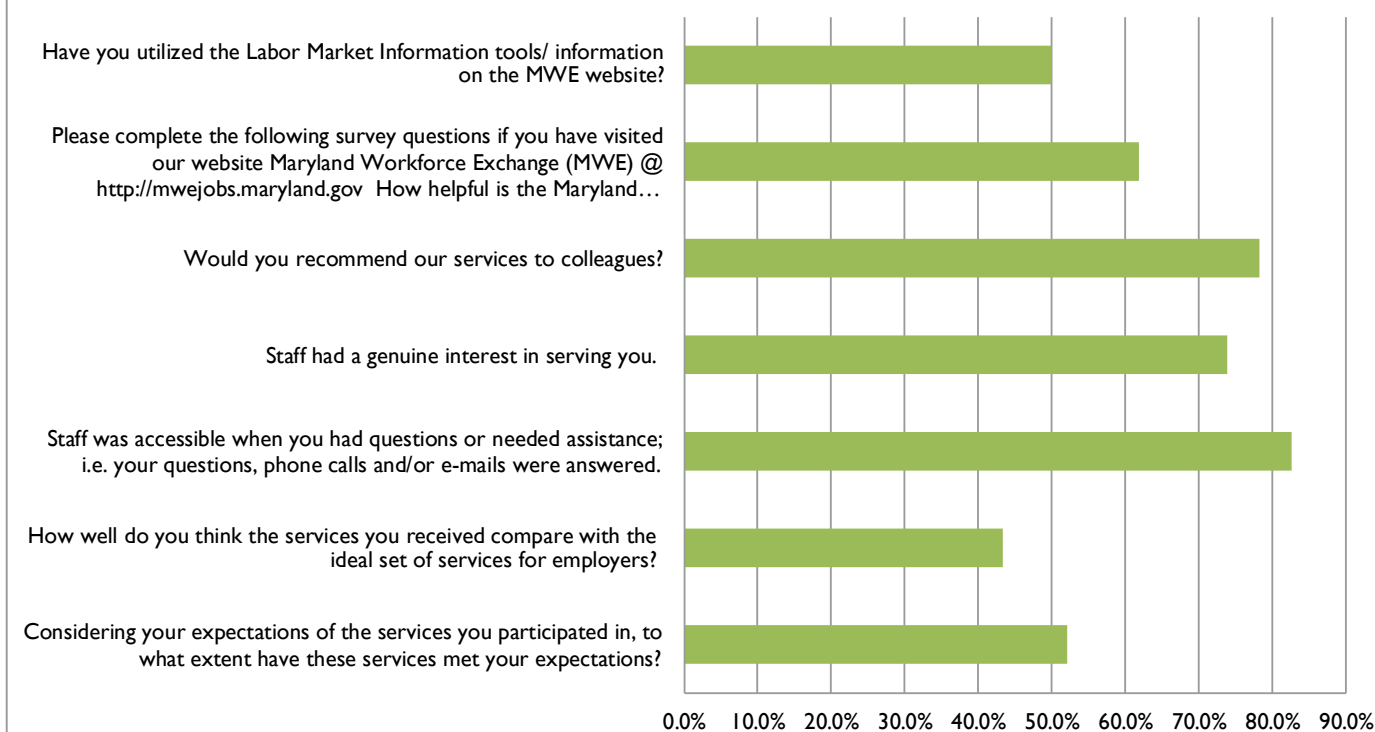
For Employers, 52.1% felt the services they received met and exceeded their expectations. About 43.4% felt the services they received were ideal for employers in their circumstances. A majority of employers surveyed, 52.2%, were introduced to the American Job Centers (AJCs) through the MWE-VOS. Over 82% felt staff was accessible and reachable, 73.9% of employers trusted that staff had a real interest in serving them, and 78.3% of businesses would recommend DWDAL services to colleagues. Of the employers who used the MWE-VOS, 61.9% found the site helpful or very helpful.

These survey results illustrate the fact that some areas require growth and improvement, e.g., why slightly over half of the employers surveyed felt the services they received were ideal or why less than half of employers serviced felt the services they received met or exceeded their expectations. These surveys allow DWDAL to determine whether issues may exist. Once all areas are fully examined and issues determined, a resolution can later be implemented. What stands out in these surveys results is that DWDAL staff, its system, and the services provided were a beneficial and valuable asset to DWDAL customers and employers alike.

## Customer Satisfaction - Question by %



## Employer Satisfaction Question by %



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