

The Workforce Innovation and Opportunity Act

Regional Plan

Shore Region:

Caroline

Dorchester

Kent

Queen Anne's

Somerset

Talbot

Wicomico

Worcester

Counties

2020 –2022

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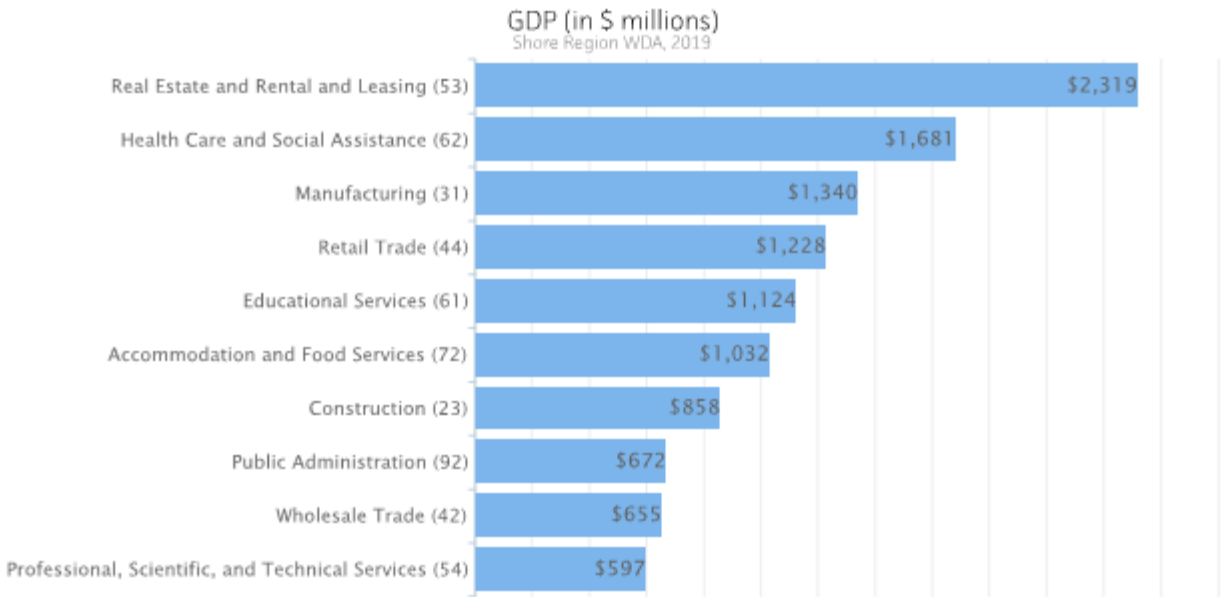
Section 1 – Regional Analysis

- (A) Existing and emerging in-demand industry sectors and occupations and their employment needs.

The Shore Region jointly procured Chmura’s JobsEQ data analytics tool. JobsEQ allows the Shore Region to use a common data set for decision making and JobsEQ provides granular information on the immediate past, the present, and future forecasts for labor market phenomena. Regional planning, with the Workforce Innovation and Opportunity Act (WIOA) as the driver, must be viewed within the law and its accompanying regulations, and Policy Issuances from the Maryland Department of Labor. The WIOA regulations, section 680.210 and 680.230, provide the “rules” for training participants and require program operators to use the Eligible Training Provider List. The language in WIOA and its regulations are inflexible in directing customers to choose a training option from the Eligible Training Provider List and are equally directive in requiring Title I program operators to issue Individual Training Accounts that reflect the customer’s choice. With the customer choice directive of WIOA and its regulations, the role of the Shore Region is to analyze the Eligible Training Provider List of the regional training vendors for alignment with the in-demand industries from the JobsEQ analytic tool(s).

The chart below, from Jobs EQ, shows the 2-year history and two-year forecast for 20 NAICS categories for the Shore Region. The chart is sorted by the total demand projected in the two-year forecast. It is not a surprise to see that health care, construction including skilled trades, and accommodation and food service are the top three industries with the highest forecast demand in the next two years. These three industries reflect the similarities of the Shore Region economy and labor market, highlighting the Shore as a desirable place for retirees to locate and for “locals” to retire in place. The three highest median age counties in Maryland are in the Shore Region, Kent, Talbot, and Worcester.

The Shore is also seen as a desirable place to visit, as reflected in the accommodation and food services industry as a major player in the economy and labor market. It is instructive to evaluate the Gross Domestic Product, the dollar value of goods and services produced in the Shore region economy to understand the impact of tourism and retirement on the labor market.



Source: Chmura JobsEQ

Real Estate and Rental and Leasing is the largest contributor to the Shore Region economy; however, the same sector is not in the same position as a direct employment engine. The Real Estate and Rental and Leasing impacts employment through its ancillary impact on the Shore Region service labor market.

Employer demand for workers in the local workforce areas of the Shore Region create a barrier to regional planning. Employers are reluctant to engage in efforts to entice workers to commute from one local area to the other local area. Local Workforce Development Boards are reluctant to encourage regional efforts that are perceived to redirect scarce resources, financial or human, to the other area. The option for regional planning then, is to look at the choices that workers and employers make in determining their “local labor market” and ensuring that local workforce development efforts reflect those choices.

On the surface, the procurement and use of the Chmura JobsEQ labor market tool appears to be a small step in regional planning. However, JobsEQ is better seen a huge step forward in its use as a common platform for decision making- both areas in the Shore region agree that JobsEQ is the data source for labor market analysis.

Shore Region WDA, 2020Q2¹

NAICS	Industry	Current			2-Year History		2-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	22,786	\$50,050	1.05	-550	-1.2%	4,674	2,122	2,194	358	0.8%
23	Construction	10,214	\$49,324	1.18	491	2.5%	2,087	720	1,288	79	0.4%
72	Accommodation and Food Services	19,204	\$22,890	1.54	-1,458	-3.6%	6,322	2,751	3,466	105	0.3%
56	Administrative and Support and Waste Management and Remediation Services	6,971	\$36,616	0.74	610	4.7%	1,623	680	927	15	0.1%
54	Professional, Scientific, and Technical Services	5,775	\$60,488	0.56	42	0.4%	996	367	620	9	0.1%
71	Arts, Entertainment, and Recreation	3,260	\$25,676	1.18	-501	-6.9%	917	410	506	1	0.0%
53	Real Estate and Rental and Leasing	2,458	\$42,560	0.94	-169	-3.3%	490	226	270	-6	-0.1%
21	Mining, Quarrying, and Oil and Gas Extraction	29	\$42,782	0.05	-15	-19.2%	6	2	4	0	-0.1%
55	Management of Companies and Enterprises	1,068	\$96,872	0.46	-277	-10.9%	186	71	121	-6	-0.3%
61	Educational Services	14,646	\$49,052	1.20	431	1.5%	2,582	1,298	1,400	-115	-0.4%
81	Other Services (except Public	6,287	\$30,298	0.96	-715	-5.2%	1,382	651	776	-45	-0.4%

	Administration)										
52	Finance and Insurance	3,276	\$67,637	0.54	-187	-2.7%	584	231	378	-25	-0.4%
48	Transportation and Warehousing	4,857	\$47,943	0.69	-1	0.0%	983	437	592	-46	-0.5%
11	Agriculture, Forestry, Fishing and Hunting	3,566	\$57,065	1.78	-76	-1.0%	736	327	442	-33	-0.5%
92	Public Administration	8,486	\$48,187	1.18	33	0.2%	1,453	656	891	-94	-0.6%
44	Retail Trade	18,574	\$29,708	1.22	-1,126	-2.9%	4,629	2,176	2,748	-296	-0.8%
42	Wholesale Trade	4,437	\$55,735	0.78	-136	-1.5%	846	348	576	-78	-0.9%
51	Information	1,649	\$59,976	0.56	-114	-3.3%	286	114	202	-29	-0.9%
22	Utilities	633	\$101,495	0.81	-114	-7.9%	101	41	72	-12	-0.9%
31	Manufacturing	10,661	\$47,644	0.87	233	1.1%	1,971	811	1,389	-229	-1.1%
	Total - All Industries	148,838	\$42,851	1.00	-3,597	-1.2%	31,966	13,840	18,531	-405	-0.1%

Source: JobsEQ®

Note: Figures may not sum due to rounding.

1. All data based upon a four-quarter moving average

Exits and transfers are approximate estimates based upon occupation separation rates.

(B) Demographic characteristics of the current workforce, including the educational and literacy levels, with emphasis on youth, adults in transition, and individuals with disabilities. Describe how the region's demographics are changing and the planning implications for the anticipated workforce of the future.

The JobsEQ data in the chart below, is a comprehensive comparison of the Shore Region, Maryland, and the United States. The key demographic data point, that explains, the Shore Region economy and the labor market, is the median age. Comparing the median age of the Shore Region, 42.6 years, Maryland. 38.6, and the USA, 37.9, shows the "graying of the shore." Goods and services that are desired by older residents push the Shore Region economy toward health care services, food service, retail, and personal services jobs. Political leaders, economic development professionals, tourism professionals, employers, and educators struggle with how to attract and retain a workforce for existing jobs while at the same time identifying career ladders that will lift workers out of low paying, low skill, entry level, service jobs. Simultaneously,

consumer demand for entry level job goods and services is high. The Shore Region is part of the discussion and identifies areas where training that leads to in demand credentials aligns with the WIOA service delivery model.

Summary ¹						
	Percent			Value		
	Shore Region WDA	Maryland	USA	Shore Region WDA	Maryland	USA
Demographics						
Population (ACS)	—	—	—	350,768	6,003,435	322,903,030
Male	48.6%	48.5%	49.2%	170,403	2,910,323	158,984,190
Female	51.4%	51.5%	50.8%	180,365	3,093,112	163,918,840
Median Age ²	—	—	—	42.6	38.6	37.9
Under 18 Years	20.3%	22.4%	22.8%	71,299	1,344,177	73,553,240
18 to 24 Years	10.4%	9.1%	9.6%	36,612	544,400	30,903,719
25 to 34 Years	11.3%	13.8%	13.8%	39,528	828,071	44,567,976
35 to 44 Years	10.6%	12.8%	12.6%	37,106	766,281	40,763,210
45 to 54 Years	13.2%	14.2%	13.2%	46,314	851,925	42,589,573
55 to 64 Years	14.4%	13.2%	12.8%	50,391	793,244	41,286,731
65 to 74 Years	11.3%	8.6%	8.8%	39,765	513,610	28,535,419
75 Years, and Over	8.5%	6.0%	6.4%	29,753	361,727	20,703,162
Race: White	75.1%	56.2%	72.7%	263,394	3,373,181	234,904,818
Race: Black or African American	19.3%	29.8%	12.7%	67,830	1,788,090	40,916,113
Race: American Indian and Alaska Native	0.2%	0.3%	0.8%	652	15,644	2,699,073
Race: Asian	1.7%	6.2%	5.4%	5,991	374,277	17,574,550
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%	187	3,059	582,718
Race: Some Other Race	1.1%	4.2%	4.9%	4,006	249,815	15,789,961
Race: Two or More Races	2.5%	3.3%	3.2%	8,708	199,369	10,435,797
Hispanic or Latino (of any race)	4.8%	9.8%	17.8%	17,012	588,912	57,517,935
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	353,820	6,045,680	328,239,523
Population Annual Average Growth ⁴	0.2%	0.5%	0.7%	737	31,529	2,146,799
People per Square Mile	—	—	—	120.3	622.8	92.9
Economic						

Labor Force Participation Rate and Size (civilian population 16 years and over) ⁵	61.3%	67.6%	63.2%	176,269	3,232,422	162,248,196
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54) ⁵	81.7%	85.8%	81.8%	100,302	2,082,710	104,136,254
Armed Forces Labor Force ⁵	0.1%	0.6%	0.4%	275	29,233	1,028,133
Veterans, Age 18-64 ⁵	5.2%	5.6%	4.7%	10,996	211,886	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64 ⁵	77.7%	82.9%	76.3%	8,542	175,608	7,168,168
Median Household Income ^{2,5}	—	—	—	\$61,875	\$81,868	\$60,293
Per Capita Income ⁵	—	—	—	\$32,949	\$40,517	\$32,621
Mean Commute Time (minutes) ⁵	—	—	—	27.3	32.9	26.6
Commute via Public Transportation ⁵	1.3%	8.6%	5.0%	2,116	258,397	7,602,145
Educational Attainment, Age 25-64						
No High School Diploma	10.7%	8.8%	11.2%	18,517	284,921	18,885,967
High School Graduate	32.4%	23.5%	25.8%	56,122	762,906	43,699,272
Some College, No Degree	21.0%	19.4%	21.0%	36,485	627,335	35,525,113
Associate degree	8.1%	7.1%	9.1%	14,046	229,256	15,389,737
Bachelor's Degree	17.3%	22.7%	20.8%	30,073	735,453	35,261,652
Postgraduate Degree	10.4%	18.5%	12.1%	18,096	599,650	20,445,749
Housing						
Total Housing Units	—	—	—	192,113	2,437,740	136,384,292
Median House Value (of owner-occupied units) ²	—	—	—	\$239,769	\$305,500	\$204,900
Homeowner Vacancy	2.3%	1.7%	1.7%	2,189	25,716	1,304,850
Rental Vacancy	7.7%	6.2%	6.0%	3,559	48,476	2,822,053
Renter-Occupied Housing Units (% of Occupied Units)	31.0%	33.2%	36.2%	42,023	728,577	43,285,318
Occupied Housing Units with No Vehicle Available (% of Occupied Units) ⁵	7.3%	9.0%	8.7%	9,937	196,253	10,424,934
Social						
Poverty Level (of all people) ⁵	12.4%	9.4%	14.1%	41,862	553,496	44,257,979

Households Receiving Food Stamps/SNAP	14.8%	10.6%	12.2%	20,142	232,090	14,635,287
Enrolled in Grade 12 (% of total population)	1.3%	1.4%	1.4%	4,515	81,131	4,442,295
Disconnected Youth ^{3,5}	2.0%	2.2%	2.6%	400	6,818	438,452
Children in Single Parent Families (% of all children) ⁵	38.7%	34.7%	34.3%	26,076	445,760	23,973,249
Uninsured	5.9%	6.5%	9.4%	20,290	382,130	29,752,767
With a Disability, Age 18-64 ⁵	10.3%	8.8%	10.3%	21,107	325,210	20,240,504
With a Disability, Age 18-64, Labor Force Participation Rate and Size ⁵	45.2%	47.8%	41.6%	9,541	155,329	8,421,018
Foreign Born	5.8%	15.1%	13.5%	20,198	903,533	43,539,499
Speak English Less Than Very Well (population 5 yrs and over)	3.4%	6.8%	8.5%	11,443	381,953	25,647,781

Source: JobsEQ®

1. American Community Survey 2015-2019, unless noted otherwise

2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

4. Census 2019, annual average growth rate since 2009

(C) Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

The Chmura JobsEQ tool provides an analysis of open, online, job listings. The most relevant sections of the analysis provide the Shore Region with information contained in online job listings related to certifications, hard skills, and soft skills mentioned in the ads. It is interesting to note that the most occurring certification, driver's license, is mentioned 158 times, the most occurring hard skill, ability to lift 51-100 lbs., is mentioned 354 times, and the most occurring soft skill, communication is mentioned 2,091 times. This observation validates employers' emphasis on soft skills. The Shore Region recognizes that soft skills are more aptly labeled as essential skills.

The most often mentioned minimum education level is "high school diploma or equivalent." This employer preference is an indication of the predominant labor market need for entry level, workers to support the service economy of the Shore Region. Additional validation of this labor market observation is seen in the most mentioned occupation in online job ads- retail salespersons.

Total Job Posts	Occupations	Locations	Employers	Certifications	Hard Skills	Soft Skills	Job Titles	Education Levels	Programs	Job Types
4,795	393	591	1,209	137	695	98	2,878	5	159	7

Occupations

SOC	Occupation	Total Ads
41-2031.00	Retail Salespersons	502
41-1011.00	First-Line Supervisors of Retail Sales Workers	272
29-1141.00	Registered Nurses	242
53-7065.00	Stockers and Order Fillers	219
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	215
53-3031.00	Driver/Sales Workers	130
49-9071.00	Maintenance and Repair Workers, General	102
35-3023.00	Fast Food and Counter Workers	93
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	89
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	86

Certifications

Certificate Name	Total Ads
Driver's License	158
Registered Nurse (RN)	118
Certification in Cardiopulmonary Resuscitation (CPR)	115
Basic Life Support (BLS)	72
ServSafe Food Protection Manager Certification	56
Certified Nursing Assistant (CNA)	52
First Aid Certification	39
Advanced Cardiac Life Support Certification (ACLS)	35
Licensed Practical Nurse (LPN)	31
Class A Commercial Driver's License (CDL-A)	23

Hard Skills

Skill Name	Total Ads
Ability to Lift 51-100 lbs.	354

Ability to Lift 41-50 lbs.	344
Retail Sales	273
Microsoft Office	268
Cash Handling	259
Merchandising	239
Microsoft Excel	207
Sales	157
Cash Registers	143
Mathematics	130

Soft Skills

Skill Name	Total Ads
Communication (Verbal and written skills)	2,091
Customer Service	1,419
Cooperative/Team Player	1,142
Self-Motivated/Ability to Work Independently/Self Leadership	761
Adaptability/Flexibility/Tolerance of Change and Uncertainty	660
Organization	646
Detail Oriented/Meticulous	545
Accountable/Responsible/Reliable/Dependable/Trustworthy	491
Ability to Work in a Fast-Paced Environment	478
Supervision/Management	469

Education Levels

Minimum Education Level	Total Ads
High school diploma or equivalent	1,529
Bachelor's degree	396
Master's degree	132
Associate degree	94
Doctoral or professional degree	43
Unspecified/other	2,601

(D) Analysis of the workforce in the region, including current labor force employment/unemployment data, labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Employment and unemployment data for the Shore Region is a “moving target.” The area experiences a slowdown in hiring and an increase in unemployment due to the seasonal impact of tourism, agriculture, and fishing. Depending on the time of year that data is examined, unemployment/employment may vary widely. For example, January is slow month for tourism,

agriculture, and fishing. The summer months provide a much different employment picture. A value add of regional cooperation and planning is the validation of employment trends brought about by the change of seasons. The Shore Region, with its small population, can see wide swings in unemployment rates brought about by a small number of displaced workers. Employment and unemployment data show a Shore Region economy and labor market that is heavily influenced by an older population, seasonal hiring, service jobs, and low wages. In the context of WIOA, its regulations, and policy issuances, the Shore Region is challenged to identify customers, training on the Eligible Training Provider List, and employer demand to move customers to the first rung of a career ladder versus an entry level, seasonal, service job.

	Unemployed ¹					
	Percent			Value		
	Shore Region WDA	Maryland	USA	Shore Region WDA	Maryland	USA
Unemployed						
Total	5.8%	5.6%	5.9%	10,263	181,089	9,508,312
Age						
16 to 19 years	15.5%	18.5%	18.9%	1,263	20,908	1,207,095
20 to 21 years	12.5%	13.0%	12.1%	878	12,955	742,103
22 to 24 years	6.5%	10.4%	9.5%	741	19,300	966,294
25 to 29 years	9.5%	6.8%	6.8%	1,569	23,942	1,256,936
30 to 34 years	7.1%	5.4%	5.5%	1,109	19,073	980,637
35 to 44 years	5.0%	4.3%	4.6%	1,531	28,511	1,555,881
45 to 54 years	3.6%	3.9%	4.3%	1,346	28,430	1,454,181
55 to 59 years	3.5%	3.9%	4.1%	691	12,660	633,503
60 to 61 years	3.1%	3.5%	3.9%	205	3,735	205,496
62 to 64 years	3.9%	3.5%	3.5%	328	4,423	201,417
65 to 69 years	3.9%	3.5%	3.5%	304	4,011	181,423
70 to 74 years	4.7%	4.2%	3.6%	197	2,007	75,930
75 year and over	3.9%	3.8%	3.5%	101	1,134	47,416
Gender, 16 to 64 Years						
Male	6.2%	5.8%	6.1%	5,041	89,570	4,908,270
Female	5.7%	5.6%	5.9%	4,620	84,367	4,295,273
Race and Ethnicity, 16 to 64 Years						
White	4.8%	4.4%	5.1%	5,904	75,004	5,680,702
Black or African American	10.3%	8.4%	10.8%	3,067	77,207	2,048,291
American Indian and Alaska Native	2.5%	7.0%	11.4%	9	548	130,438
Asian	7.8%	4.0%	4.6%	233	7,876	416,808

Native Hawaiian and Other Pacific Islander	0.0%	1.8%	7.8%	0	28	22,573
Some Other Race	10.2%	5.7%	7.2%	210	7,678	564,571
Two or More Races	8.1%	7.5%	8.8%	238	5,596	340,160
Hispanic or Latino (of any race)	6.7%	5.5%	6.9%	502	16,742	1,842,477
Veterans, Age 18 to 64 Years						
Total	3.1%	3.7%	4.9%	262	6,517	349,682
Educational Attainment, Age 25 to 64 Years						
Less than high school graduate	11.6%	9.1%	9.0%	1,271	16,900	1,023,646
High school graduate (includes equivalency)	5.9%	6.8%	6.3%	2,435	39,323	1,999,095
Some college or associate degree	4.7%	4.9%	4.8%	1,939	34,534	1,937,789
Bachelor's degree or higher	2.7%	2.5%	2.8%	1,134	30,017	1,327,521
<i>Source: JobsEQ®</i>						
<i>1. American Community Survey 2015-2019</i>						

Labor Inventory, Covered Employment, for Shore Region WDA

	Employment
Unclassified	0
Info.	1,262
Nat. Resources	1,889
Other Services	2,753
Wholesale	4,092
TWU	4,376
FIRE	5,051
Const.	8,114
Govt.	8,307
Mfg.	9,823
PBS	11,463
Retail	15,599
Leisure	17,806
Educ/Health	35,610

Source: JobsEQ®

Data as of 2020Q2

Economic						
	Shore Region WDA	Mary- land	USA	Shore Region WDA	Maryland	USA
Labor Force Participation Rate and Size (civilian population 16 years and over) ⁵	61.3%	67.6%	63.2%	176,269	3,232,422	162,248,196
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54) ⁵	81.7%	85.8%	81.8%	100,302	2,082,710	104,136,254
Armed Forces Labor Force ⁵	0.1%	0.6%	0.4%	275	29,233	1,028,133
Veterans, Age 18-64 ⁵	5.2%	5.6%	4.7%	10,996	211,886	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64 ⁵	77.7%	82.9%	76.3%	8,542	175,608	7,168,168
Median Household Income ^{2,5}	—	—	—	\$61,875	\$81,868	\$60,293
Per Capita Income ⁵	—	—	—	\$32,949	\$40,517	\$32,621
Mean Commute Time (minutes) ⁵	—	—	—	27.3	32.9	26.6
Commute via Public Transportation ⁵	1.3%	8.6%	5.0%	2,116	258,397	7,602,145
Educational Attainment, Age 25-64						
No High School Diploma	10.7%	8.8%	11.2%	18,517	284,921	18,885,967
High School Graduate	32.4%	23.5%	25.8%	56,122	762,906	43,699,272
Some College, No Degree	21.0%	19.4%	21.0%	36,485	627,335	35,525,113
Associate degree	8.1%	7.1%	9.1%	14,046	229,256	15,389,737
Bachelor's Degree	17.3%	22.7%	20.8%	30,073	735,453	35,261,652
Postgraduate Degree	10.4%	18.5%	12.1%	18,096	599,650	20,445,749

Source: JobsEQ®

1. American Community Survey 2015-2019, unless noted otherwise

2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

4. Census 2019, annual average growth rate since 2009

(E) Analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region.

The Shore Region has two dominant training providers, Wor-Wic Community College and Chesapeake College. The Workforce Innovation and Opportunity Act, its regulations, and Maryland Policy Issuances are clear that training funds, granted through Individual Training Accounts, must be used through the Eligible Training Provider List. An analysis of the education and training strengths and weakness then is an analysis of the alignment of trainings listed on the Eligible Training Provider List and the likelihood that those training offerings reflect employer needs in the region.

The Upper and Lower Shore Workforce Development Boards have a limited role in the training listed and maintained on the Eligible Training Provider List. So, the Shore Region Boards focus on the performance outcomes as reported in the quarterly performance report. Positive outcomes on the performance reports confirms that training appears to lead to getting a job, keeping a job, earning a paycheck, gaining skills, and earning a credential, and alignment with the labor market appears to be in place.

Section 2 – Regional Sector Strategies

(A) Identify which in-demand industry sector(s) or occupation(s) the Local Boards in the region is/are serving and why.

The Shore Region has two dominant training providers, Wor-Wic Community College and Chesapeake College. The Workforce Innovation and Opportunity Act, its regulations, and Maryland Policy Issuances are clear that training funds, granted through Individual Training Accounts, must be used through the Eligible Training Provider List. An analysis of the education and training strengths and weakness then is an analysis of the alignment of trainings listed on the Eligible Training Provider List and the likelihood that those training offerings reflect employer needs in the region.

Eligible Training Provider List Industries	Employer Demand Ranking	2 Year Forecast Demand
Heathcare	1	4674
Skilled Trades	2	2087
Transportation/Material Moving	15	983
Business Management	4	1623
Accomodation/Food Service	3	6322
Public Administration	17	1453

Source: Maryland Labor

Source: JobsEQ

Source: Jobs EQ

(B) Describe the current status of regional collaboration in support of the sector/occupation and identify anticipated next steps and timelines for at least the first two years of plan implementation.

The Shore Region formed a consortium to procure a labor market data analytics tool. The purpose of the consortium is to use a common set of data analysis and decision making.

Uniformity of data will enable the Shore Region to view labor market phenomena with a common lens.

The Shore Region is engaged with the Mid Shore Regional Council and the Tri County Council for the Lower Eastern Shore of Maryland by serving on an advisory group for the implementation of a resiliency grant funded by the United States Economic Development Administration. The Shore Region's role is to advise the group on the impact of disasters on the labor market.

Section 3 – Regional Service Strategies

(A) Identify and describe which populations and/or service strategies and/or services will be developed on a regional basis.

The Shore Region shares a border with the state of Delaware. The Shore Region may explore opportunities to engage the Delaware workforce entity in discussions to determine the alignment of sector strategies, and employment and training strategies.

Section 4 – Coordination with Regional Economic Development Organizations

(A) Identify regional economic development services and providers in the region and describe how the Local Board(s) will coordinate services with these services and providers. Describe the current state of coordination with economic development and the anticipated next steps during the four-year plan period.

The Shore Region is engaged with the Mid Shore Regional Council and the Tri County Council for the Lower Eastern Shore of Maryland by serving on an advisory group for the implementation of a resiliency grant funded by the United States Economic Development Administration. The Shore Region's role is to advise the group on the impact of disasters on the labor market.

Section 5 – Coordination of Transportation and/or Other Support Services

This Section should, as part of the regional service delivery strategy –

(A) Describe whether transportation or other support services need to be coordinated across the region based on the regional analysis, and if so which services and how.

In the early 2000s the Upper Shore Workforce Investment Board and the Lower Shore Workforce Alliance engaged with the Maryland Department of Transportation to create and integrate transit services across the regions. The resulting transit efforts: Maryland Upper Shore Transit and Shore Transit coordinate services that provide routes that connect the Upper and Lower Shore. Staff from the Shore Region participate in an advisory capacity with the transit operators to ensure that labor market transportation issues are known.

Section 6 – Regional Cost Arrangements

- (A) Describe cost arrangements in the region for costs associated with items 1 through 5 above, which may include the pooling of administrative costs.

The Shore Region will make cost arrangements on an as needed basis. An example of this approach is the procurement of Chmura JobsEQ. The Upper Shore procures the tool based on the needs of the areas, pays the vendor, and then invoices the local areas. The Shore region determined that this procurement mechanism was the most efficient and effective for this purchase. Future procurements will be discussed in the same manner to determine the most effective and efficient means to implement an idea.

Section 7 – Regional Performance Negotiation

- (A) Single area regions may describe the process used to negotiate performance. Describe how a region consisting of multiple Local Workforce Development Areas will collaboratively negotiate and reach agreement with the Governor on local levels of performance and report on performance accountability measures.

If the Shore Region identifies a need to engage in regional performance negotiation, the discussion will include the Region, the Maryland Department of Labor, and the US Department of Labor. The Departments of Labor role will be to help the Region understand the mechanics of performance reporting and performance outcomes. The Departments of Labor will act as subject matter experts to help the Region plan a performance driven project/system.