

**The Shore Region
Workforce Innovation and Opportunity Act
Regional Plan
For the Maryland Counties
Caroline
Dorchester
Kent
Queen Anne's
Somerset
Talbot
Wicomico
Worcester**

Lower Shore Workforce Alliance

Upper Shore Workforce Investment Board

Background

The Workforce Innovation and Opportunity Act of 2014 requires the Governor to designate Workforce Innovation and Opportunity Act Regions. Workforce Innovation and Opportunity Act Regions are made up of Workforce Innovation and Opportunity Act Areas. The designation of regions does not impact the designation of a Workforce Innovation and Opportunity Act Area. The two designations exist together and are viewed as a mechanism for enhancement of workforce efforts rather than a replacement of workforce area efforts.

The Shore Workforce Region is composed of the Lower Shore Workforce Innovation and Opportunity Area and the Upper Shore Workforce Innovation and Opportunity Act Area. The Counties that are included in this regional plan are: Caroline, Dorchester, Kent, Queen Anne's Somerset, Talbot, Wicomico and Worcester.

Executive Summary:

Section 1 Regional Analysis

(A) Employment data, employment projections and commuter data illustrate the similarities in the Lower and Upper Shore economies.

(B) The "Graying of the Shore" is the most significant social and economic phenomenon impacting the Lower and Upper Shore.

(C) The advertised needs of employers and the education level of job seekers align in the Lower and Upper Shore economy.

(D) The Lower and Upper Shore share a seasonal tourism sector and the impact of the seasonal economy on employment and unemployment.

(E) 98% of training included on the Eligible Training Provider List is offered by Community Colleges in the Shore region.

Section 2 Regional Sector Strategies

(A) Similar in demand sectors lead to similar responses by the Areas related to how training funds are spent.

(B) Collaboration on efforts in the past will lay the groundwork for future collaboration.

Section 3 Regional Service Strategies

(A) The Areas will use past collaborative efforts to create protocols for future regional efforts

Section 4 Coordination with Regional Economic Development Organizations

(A) The Lower and Upper Shore Areas will work to create a mechanism to share information from the regional economic development entities.

Section 5 Coordination of Transportation and/or Other Support Services

(A) The Lower and Upper Shore will determine if the transportation systems that serve the areas are linked.

Section 6 Regional Cost Arrangements

(A) The Lower and Upper Shore Region will create a cost sharing arrangement for each regional project or program.

Section 7 Regional Performance Negotiation

(A) The Lower and Upper Shore Region will negotiate performance on a project or program basis.

Section 1 – Regional Analysis

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

An examination of Labor Market Information available through the Maryland Workforce Exchange, the Maryland Department of Labor, Licensing and Regulation and the Maryland Department of Planning will be used to analyze the similarities and differences that will lead to an alignment of regional efforts in the Shore Workforce Innovation and Opportunity Act Region.

Existing Industries from the Quarterly Census of Employment and Wages 2016 Quarter 2. The highlighted employment numbers represent the top five industries in the Lower Shore and Upper Shore economies.

QCEW 2nd Quarter 2016	Lower Shore	Upper Shore
Total, All Industries	60,755	45,634
Accommodation and Food Services	13,790	7,824
Administrative and Support and Waste Manageme	2,617	2,574
Agriculture, Forestry, Fishing and Hunting	562	1,438
Arts, Entertainment, and Recreation	1,955	1,523
Construction	3,537	3,633
Educational Services	7,033	5,868
Finance and Insurance	1,826	1,507
Health Care and Social Assistance	13,122	8,378
Information	775	780
Management of Companies and Enterprises	1,105	437
Manufacturing	3,912	5,732
Mining, Quarrying, and Oil and Gas Extraction	24	Confidential
Other Services (except Public Administration)	2,526	2,216
Professional, Scientific, and Technical Servi	2,295	2,516
Public Administration	5,349	3,810
Real Estate and Rental and Leasing	1,333	656
Retail Trade	10,437	8,527
Transportation and Warehousing	1,630	2,240
Utilities	610	57
Wholesale Trade	2,296	2,417

Source: Bureau of Labor Statistics

Four of the five top industries align: Accommodation and Food Services, Educational Services, Health Care and Social Assistance, and Retail Trade. This alignment indicates areas where workers in the

Lower and Upper Shore may possess homogenous skills that will allow for a flow of workers between the two areas. The areas' industries that don't align offer an opportunity for workers with skills that are in higher demand in one area to explore employment opportunities in the higher demand area. For the Lower and Upper Shore Areas, this data indicates industries that can be examined for Career Pathways on a regional basis.

The Maryland Department of Labor, Licensing and Regulation provides data that details projected job growth for Workforce Innovation and Opportunity Act Areas. The data for the Lower and Upper Shore Areas indicate that 15 of the top 20 growth sectors are the same for the two areas.

Lower Shore and Upper Shore
Projected Growth Occupations 2012 - 2022
Combined Food Preparation and Serving Workers, Including Fast Food
Cooks, Restaurant
Customer Service Representatives
Elementary School Teachers, Except Special Education
First-Line Supervisors of Food Preparation and Serving Workers
First-Line Supervisors of Retail Sales Workers
General and Operations Managers
Janitors and Cleaners, Except Maids and Housekeeping Cleaners
Laborers and Freight, Stock, and Material Movers, Hand
Maids and Housekeeping Cleaners
Personal Care Aides
Retail Salespersons
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Waiters and Waitresses
Source Maryland Department of Labor Licensing and Regulation

This alignment indicates areas where workers in the Lower and Upper Shore may possess homogenous skills that will allow for a flow of workers between the two areas.

The Maryland Department of Labor, Licensing and Regulation provides data that details projected job growth for Workforce Innovation and Opportunity Act Areas. The data for the Lower and Upper Shore Areas indicate that 5 of the top 20 growth sectors do not align.

Occupations Expected to Grow 2012 - 2022	
Lower Shore	Upper Shore
Occupational Title	Occupational Title
Registered Nurses	Cashiers
Hairdressers, Hairstylists, and Cosmetologists	Self-Enrichment Education Teachers
Nursing Assistants	Food Preparation Workers
Landscaping and Groundskeeping Workers	First-Line Supervisors of Office and Administrative Support Workers
Accountants and Auditors	Middle School Teachers, Except Special and Career/Technical Education
Source: Maryland Department of Labor, Licensing and Regulation	

The areas' industries that don't align offer an opportunity for workers with skills that are in higher demand in one area to explore employment opportunities in the higher demand area. For the Lower and Upper Shore Areas, this data indicates industries that can be examined for Career Pathways on a regional basis.

An analysis of the interaction of workers must include a look at commuting patterns between the Lower and Upper Shore Areas. The commuter data is valuable to an analysis at the Workforce Development Area level and as the Lower and Upper Shore areas work together as a region, the commuter data can be taken to the census tract level so that the Workforce Development Boards may be able to determine the sectors that are providing employment for the commuters based on each Board's knowledge of the local economy, employers and locations of sectors, for example, industrial parks, health care facilities and retail centers.

The United States Census Bureau provides commuter data through its Longitudinal Employer-Household Dynamics analysis tool. Commuter data for the Lower and Upper Shore Areas at the Workforce Development Area level is shown in the chart below.

Where Residents Work					
Lower Shore Residents			Upper Shore Residents		
Work In:	2014		Work In:	2014	
	Count	Share		Count	Share
05 Lower Shore WIA	49,004	67.3%	11 Upper Shore WIA	39,889	49.6%
01 Delaware WIB	5,428	7.5%	01 Anne Arundel WIA	9,793	12.2%
11 Upper Shore WIA	2,800	3.8%	01 Delaware WIB	4,672	5.8%
02 Baltimore County WIA	2,092	2.9%	08 Prince George's WIA	4,299	5.3%
01 Anne Arundel WIA	1,880	2.6%	03 Baltimore City WIA	3,271	4.1%
03 Baltimore City WIA	1,645	2.3%	02 Baltimore County WIA	3,246	4.0%
07 Montgomery WIA	1,521	2.1%	05 Lower Shore WIA	2,964	3.7%
08 Prince George's WIA	1,455	2.0%	06 MID-Maryland WIA	2,196	2.7%
Bay Consortium LWIA XIII	1,223	1.7%	07 Montgomery WIA	2,089	2.6%
06 MID-Maryland WIA	1,074	1.5%	10 Susquehanna WIA	1,584	2.0%
All Other Locations	4,697	6.5%	All Other Locations	6,499	8.1%

Source: US Census Bureau Longitudinal Employer Household Dynamics

There is a significant “exchange” of workers each day between the Lower Shore and Upper Shore Areas. This commuter data will be very useful for joint efforts between the areas as we work toward regional Career Pathways and regional employment and training initiatives.

Summary: The Lower and Upper Shore share a similar existing economy, a similar projected economy and share workers/commuters. This analysis is an indication of an opportunity for regional Career Pathways and workforce initiatives.

(B) Describe how the local area’s demographics are changing and the planning implications for the anticipated workforce of the future.

The most significant demographic phenomenon affecting the Lower and Upper Shore is the aging population and its impact on job creation, job quality and the ability of the Workforce Areas to address employer and job seeker wants. The most likely impact of the “Graying of the Shore” is that all workers- those with disabilities, ex-offenders, Limited English Proficiency, disconnected youth, the unemployed, and others facing barriers to employment will be a valuable “raw material” for workforce services. The chart below details the growth of those classified as 65+ years of age and the growth of High School Age youth from 2015 –2025. From the data in the chart, the growth rate for high school enrollment from 2015 – 2025 is 15% while the population of those age 65+ is 35%.

Public High School Enrollment and Popoulation 65+ Years Old						
EASTERN SHORE REGION	2015 HS	2015 65+	2020 HS	2020 65+	2025 HS	2025 65+
Caroline County	1,522	5,040	1,790	5,910	1,820	7,050
Dorchester County	1,251	6,300	1,470	7,080	1,600	8,170
Kent County	566	5,080	630	5,880	600	6,980
Queen Anne's County	2,237	8,710	2,630	10,470	2,670	12,750
Talbot County	1,354	10,520	1,440	12,150	1,510	13,710
Somerset County	748	3,950	760	4,420	760	4,930
Wicomico County	4,084	15,250	4,100	18,230	4,620	21,390
Worcester County	2,035	13,300	2,130	14,940	2,280	17,100
TOTAL	13,797	68,150	14,950	79,080	15,860	92,080

Source MSDE and MD Department of Planning

Additional data from the Maryland Department of Planning’s Maryland State Data Center indicates that the 8 counties of the Lower and Upper Shore region exceed the state average for the percentage of the population that is 65+ years of age. The average of those who are 65+ years of age for the state of Maryland based on the 2010 Census is 12.3 %, Shore Counties range from a low of 13.0% in Wicomico County to a high of 23.7% in Talbot County of those who are 65+ years of age. Additional data from the Maryland Office of Planning indicates that the three highest median age counties in Maryland based on the 2010 Census are Kent, Talbot and Worcester Counties.

A resource for the Lower and Upper Shore is the Business Economic And Community Outreach Network at Salisbury University (BEACON). BEACON has two readily available resources that will assist the Workforce Boards in understanding the economy- GrayShore and Bienvenedos A Delmarva. An action item for regional planning is a discussion with BEACON and how the Lower and Upper Shore can work together to engage BEACON to understand the “Graying” impact on the shore economy and the interaction/interdependence of the Lower and Upper Shore economies.

(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 Maryland Workforce Exchange provides “real time” data based on the education level requirements of employers manifested in their posted job openings and the education levels of job seekers based on the job seeker’s profile. The chart below compares the education requirements of advertised jobs for the Lower and Upper Shore.

Education Requirements on Advertised Jobs

The table below shows the minimum required education level on job openings advertised online in Lower Shore Workforce Region, Maryland compared to Upper Shore Workforce Region, Maryland on February 20, 2017.

Minimum Education Level	Percentages for Lower Shore Workforce Region, Maryland	Percentages for Upper Shore Workforce Region, Maryland
No Minimum Education Requirement	10.08%	14.89%
High School Diploma or Equivalent	58.44%	56.97%
1 Year of College or a Technical or Vocational School	0.41%	0.47%
Vocational School Certificate	6.79%	1.42%
Associate's Degree	4.12%	6.15%
Bachelor's Degree	17.08%	16.08%
Master's Degree	2.26%	1.42%
Specialized Degree (e.g. MD, DDS)	0.82%	0.47%
2 Years of College or a Technical or Vocational School	0%	2.13%

Source: Online advertised jobs data

Downloaded: 02/21/2017 10:43 AM

A focus for regional planning may be the in the Vocational School Certificate and 2 Years of College or a Technical or Vocational School employer requirements. These areas seem to point to middle skills training needs, apprenticeship opportunities and Career Pathways.

Education Level of Available Candidates

The table below shows the education levels of potential candidates in Lower Shore Workforce Region, Maryland compared with Upper Shore Workforce Region, Maryland on February 20, 2017.

Minimum Education Level	Percentages for Lower Shore Workforce Region, Maryland	Percentages for Upper Shore Workforce Region, Maryland
Less than High School	2.44%	2.39%
High School Diploma or Equivalent	29.28%	28.45%
1 to 3 Years at College or a Technical or Vocational School	17.77%	17.38%
Vocational School Certificate	10.49%	10.06%
Associate's Degree	8.28%	8.06%
Bachelor's Degree	20.10%	20.96%
Master's Degree	9.20%	10.18%
Doctorate Degree	1.68%	1.76%
Specialized Degree (e.g. MD, DDS)	0.76%	0.76%

Source: Individuals with active resumes in the workforce system

Downloaded: 02/21/2017 10:43 AM

The job seeker data may indicate that there are job seekers that aren’t aware of opportunities in the

Lower Shore if the job seeker is an Upper Shore resident and the Upper Shore if the job seeker is a Lower Shore resident. Making sure that job seekers are aware of opportunities is a commonality that the Workforce Development Boards may wish to address. An action item for the regional plan is to determine how the Workforce Development Boards may wish to work together to address employer and job seeker needs across the region. BEACON may be the resource to help the Boards accomplish a regional analysis and identify regional solutions.

(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;

The Maryland Workforce Exchange provides the capacity to compare Workforce Areas. The charts below detail the comparison of the Lower Shore and Upper Shore employment situation.

The Employment/Unemployment situation for December 2016 is detailed below.

Area Labor Force, Employment and Unemployment Data

Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Lower Shore Workforce Region	85,237	78,463	6,774	7.9%
Upper Shore Workforce Region	88,848	85,030	3,818	4.3%
Difference	-3,611	-6,567	2,956	3.6%

Source: LAUS Unit and Bureau of Labor Statistics

Downloaded: 02/21/2017 10:48 AM

A regional approach to Workforce Services would drill down on this data and look at the longitudinal nature of labor force participation and the seasonal nature of the Worcester County economy. The Lower and Upper Shore have been involved in promoting summer jobs in the coastal resort area and promoting the Ocean City summer job fair. A joint understanding of the economic impact of tourism and the impact of seasonal jobs is mutually beneficial for the region. Work Visas are a tool that employers use to meet the seasonal demand in some sectors in the region. A joint effort by the Lower and Upper Shore region to understand the sectors that use Work Visas and the nuances of Work Visas will be discussed by the Boards to determine if there is a significant regional impact.

A real time comparison of employers posting jobs who have Lower Shore and Upper Shore presence is detailed below.

Employers by Number of Job Openings

The table below shows the employers with the highest number of job openings advertised online in Lower Shore Workforce Region, Maryland compared with Upper Shore Workforce Region, Maryland on February 20, 2017 (Jobs De-duplication Level 1).

Employer Name	Job Openings for Lower Shore Workforce Region, Maryland	Job Openings for Upper Shore Workforce Region, Maryland
Perdue Farms, Inc.	73	2
Food Lion	46	30
Ruby Tuesday, Inc.	30	10
Lowe's	30	7
CR England Inc	30	19
PNC Financial Services Group, Inc.	28	9
Family Dollar Stores, Inc.	27	20

Source: Online advertised jobs data

Downloaded: 02/21/2017 10:42 AM

The data in the chart above points to the nature of the shared Shore economy.

- Retail is a dominant and growing sector
- Hospitality is a dominant sector
- Material moving- truck driving is in demand

The data doesn't include the health care sector because the health care providers in the Lower and Upper Shore are unique to the region.

The education and skill level of job seekers in the region are detailed in the chart below. Using the Maryland Workforce Exchange as the "backbone" for the American Job Center system, we are assuming that job seekers with barriers to employment are registered and are included in the data below.

Education Level of Available Candidates

The table below shows the education levels of potential candidates in Lower Shore Workforce Region, Maryland compared with Upper Shore Workforce Region, Maryland on February 20, 2017.

Minimum Education Level	Percentages for Lower Shore Workforce Region, Maryland	Percentages for Upper Shore Workforce Region, Maryland
Less than High School	2.44%	2.39%
High School Diploma or Equivalent	29.28%	28.45%
1 to 3 Years at College or a Technical or Vocational School	17.77%	17.38%
Vocational School Certificate	10.49%	10.06%
Associate's Degree	8.28%	8.06%
Bachelor's Degree	20.10%	20.96%
Master's Degree	9.20%	10.18%
Doctorate Degree	1.68%	1.76%
Specialized Degree (e.g. MD, DDS)	0.76%	0.76%

Source: Individuals with active resumes in the workforce system

Downloaded: 02/21/2017 10:43 AM

The data for both areas indicates that the largest percentage of job seekers possess a high school diploma. This group may be ideal candidates for Career Pathways as we work together to identify how to move job seekers into in demand jobs with opportunities for advancement.

(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 Workforce Innovation and Opportunity Act Eligible Training Provider List includes three training providers for the Shore region.

Chesapeake College: 25 trainings on the Eligible Training Provider List

Delmarva Beauty Academy: 1 training on the Eligible Training Provider List

Wor-Wic Community College: 28 trainings on the Eligible Training Provider List

Chesapeake College and Wor-Wic offer several training options in allied health, hospitality, criminal justice, skilled trades and material moving. Delmarva Beauty Academy offers Nail Technology.

A role for regional planning is to connect the training providers to regional efforts in sectoral formation, career services and Career Pathways. As the Shore Workforce Development Boards identify regional efforts, the training providers will be encouraged to collaborate regionally.

Career and training services are offered throughout the 8 Shore counties. A strength of the service delivery is the collaboration and cooperation that takes place in each area so that services are available in each county. A challenge to the delivery of services is the circuit riding nature of the service delivery model. A regional topic for discussion will be the exploration of technology solutions for service delivery and how the region may be able to work together to procure and implement technology. An additional topic of discussion will sharing best practices related to serving a small population spread over a large geographic area.

Summary Section 1 Regional Analysis

The regional collaboration between the Lower Shore and Upper Shore will be characterized by:

- Discussion about jointly using BEACON at Salisbury University to facilitate the discussion between the Lower and Upper Shore Workforce Development Boards around the topics:
 - a. The Graying of the Shore
 - b. Commuting Patterns
 - c. Growth Sectors
 - d. Career Pathways
 - e. Limited English Proficient role in the Shore economy
- Discussion about best practices for serving a small population large geographic area
- Discussion about technology solutions and possibilities for shared procurement, implementation and evaluation
- Discussion with training providers when regional collaboration indicates that training collaboration will be effective and efficient

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 Lower Shore and Upper Shore Workforce Development Boards share in-demand industry sectors. The shared in-demand industry sectors, based upon the Quarterly Census of Employment and Wages, 2nd Quarter 2016 and a crosswalk with Eligible Training Provider List are listed below:

- Accommodation and Food Services
- Health Care and Social Assistance
- Manufacturing
- Transportation and Warehousing

The service to these industries is being driven by Title I expenditures on training.

The Lower and Upper Shore areas are focused on these sectors because of the Areas' focus on training workers for in demand sectors that will lead to a positive return on investment for the Workforce Innovation and Opportunity Act funds.

The Lower and Upper Shore will work with BEACON to determine the impact on these sectors and the shared impact on the region.

(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 Lower and Upper Shore have collaborated on several closings and layoffs that have impacted the region, due to the commuting patterns. The areas have collaborated on business expansions, promoting hiring events and job fairs, and sharing job listings. The areas collaborated on an effort to share the cost, enrollment and performance of Dislocated Workers.

The Lower and Upper Shore will begin discussions of the data and implications contained in Section 1 of this Regional Plan in the fall of 2017. The basis of the discussion will be the desire of the areas to co-fund a role for BEACON in assisting the region in determining the priorities for regional collaboration and developing a timeline for reacting to the priorities and developing action steps for reacting to the identified priorities.

Summary Section 2 Regional Sector Strategies

Similarities in the sectors supported by Lower and Upper Shore Areas' efforts and past collaboration will provide a basis for formalizing regional efforts.

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.

Past regional collaboration is the basis for the Lower and Upper Shore creating a protocol for Title I services that will allow the region to react quickly when a regional approach is beneficial.

The discussion of protocols will include:

- Common Eligibility Definitions: use the same definition for Adults, Dislocated Workers and Youth for regional efforts
- Common Enrollment: determine if one area or both areas will enroll participants for regional efforts
- Common Supportive Services: determine a common supportive services policy for regional efforts
- Common Performance Accountability: determine the impact on each area for performance outcomes for regional efforts
- Cost Allocation Between Areas: determine a protocol for funding decisions for regional efforts

The region anticipates developing the regional protocols by September 30, 2018.

Summary Section 3 Regional Service Strategies

The Lower and Upper Shore areas will use past collaborative experiences as a basis for creating protocols for future regional efforts.

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. Please complete the framework in Attachment C to describe the current state of coordination with economic development and the anticipated next steps during the four year plan period.

The Lower and Upper Shore region parallels the geographic-political area served by three Regional Councils.

- Lower Shore Regional Council: Somerset, Worcester, Wicomico Counties
- Mid Shore Regional Council: Caroline, Dorchester, Talbot Counties
- Upper Shore Regional Council: Cecil, Kent, Queen Anne's Counties

The Regional Councils are planning and economic development entities that foster physical, economic and social development. The Regional Councils through their economic development work often intersect with workforce development. The Upper Shore Executive Director serves on the Comprehensive Economic Development Strategy for the Mid Shore Regional Council. The Lower Shore Workforce Alliance is a division of the Lower Shore Regional Council. The Upper Shore Workforce Investment board has been included on the strategic planning around the Upper Shore Regional Council's Comprehensive Economic Development Strategy.

The Lower and Upper Shore region parallels the geographic area served by three Maryland Department of Commerce regions.

- Lower Shore: Somerset, Wicomico, Worcester Counties
- Mid Shore: Caroline, Dorchester, Queen Anne's, Talbot Counties
- Upper Shore: Cecil, Harford, Kent Counties.

The Maryland Department of Commerce Regional Growth and Retention Team works directly with county economic development entities to help companies to expand markets, workforce or physical locations. The Mid Shore Regional Growth and Retention Specialist convenes a Business Resource Network meeting quarterly to share information related to business services, business expansions and business contractions. The Lower Shore Regional Growth and Retention Specialist participates in the Business Services roundtable convened by the Lower Shore Workforce Alliance.

A goal of this regional plan will be to share information from the three Regional Growth and Retention Specialists with the Lower and Upper Shore Boards and staff. Of particular interest will be activity related to the sectors that are targeted by the Lower and Upper Shore Boards. The region will work toward a mechanism to share and react to information coming from the Department of Commerce during year two of this plan.

Summary Section 4 Coordination with Regional Economic Development Organizations

The Lower and Upper Shore Areas will work to create a mechanism to share information from the regional economic development entities.

Section 5. Coordination of Transportation and/or Other Support Services, as Appropriate

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.

There are three public transit providers that serve the Lower and Upper Shore region.

Maryland Upper Shore Transit: Caroline, Dorchester, Kent, Queen Anne's, Talbot Counties
Shore Transit: Somerset, Wicomico, Worcester Counties

Efforts by the Upper Shore Workforce Investment Board resulted in the transit coordination in the Upper Shore area. The Maryland Upper Shore Transit coordination is the manifestation of the transit coordination envisioned by the Maryland Transit Authority, Upper Shore Workforce Investment Board, the Mid Shore Regional Council, Delmarva Community Transit and Queen Anne's County Ride.

Efforts by the Tri County Council for the Lower Eastern Shore of Maryland resulted in transit coordination in the Lower Shore area. Shore transit is the manifestation of the transit coordination envisioned by the Maryland Transit Authority, Lower Shore Workforce Alliance and the Tri County Council for the Lower Eastern Shore of Maryland.

The Lower and Upper Shore Boards will work with Must and Shore Transit to learn the history of transit service that links the Lower and Upper Shore. The history of Lower and Upper Shore transit linkage will provide a backdrop for the region determining if regional transit is viable in terms of funding and ridership.

Title I support services will be coordinated in the case where the Lower and Upper Shore areas are implementing shared workforce services. As an initial activity in year one of this plan, the areas will share Title I supportive services policies and implementation tools and discuss the rationale for the policies. The goal of these discussions is to understand the areas of commonality and areas of compromise for a regional Title I Supportive Service plan if such a plan is necessary.

Summary Section 5 Coordination of Transportation and/or other Support Services

The Lower and Upper Shore will determine if the transportation systems that serve the areas are linked.

Section 6. Regional Cost Arrangements, *as Appropriate*

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

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

In the event that the Lower and Upper Shore region determines that a shared procurement, project or program is mutually beneficial, the staff will meet to discuss how costs will be shared and which costs will be absorbed by each area. In year one of this plan, if the areas agree that BEACON will provide value, the areas will determine how to procure BEACON's services and the share of the costs that will be borne by each area.

The first joint procurement, project or program implemented under this plan will become the template and protocol for how costs are shared throughout the duration of the plan.

Summary Section 6 Regional Cost Arrangements

The Lower and Upper Shore Region will create a cost sharing arrangement for each project or program.

Section 7 – Regional Performance Negotiation

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

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

In the event that the Lower and Upper Shore region design and implement a Workforce Innovation and Opportunity Act Title I project or program or design and implement a Workforce Innovation and Opportunity Act Discretionary Grant project or program, the region will negotiate a performance mechanism with the Governor's Workforce Development Board or its designee. The performance negotiation will be based upon the impact of the project or program on each area and the determination of whether each area's negotiated performance is appropriate or if a new, stand-alone set of performance measures should be negotiated. The Lower and Upper Shore region envision using the same data that was used for area performance negotiation, pro-rated for the relative impact of the regional effort on each area. The pro-rating will be based on participants from each area served in the regional effort.

Summary Section 7 Regional Performance Negotiation

The Lower and Upper Shore Region will negotiate performance on a project or program basis.

Conclusion

The Lower and Upper Shore Region will work to create protocols for collaboration, inventory support service resources and evaluate engaging BEACON to assist in identifying the economic similarities among the eight counties in the region.