


M E M O R A N D U M

March 1, 2019

TO: County Council

FROM: Gene Smith, Legislative Analyst 

SUBJECT: Discussion – Workforce development continuum¹

PURPOSE: Discussion with WorkSource Montgomery about workforce development system

Those expected for this discussion:

Ellie Giles, CEO, WorkSource Montgomery (WSM)

Ted Rose, Chair of WSM board, Rose Financial Services

Gordon Ellis, Vice Chair of WSM board, Sodexo

Dawn Weglein, Treasurer of WSM board, Educational Systems Federal Credit Union

Erin Allen, WSM board, Contemporaries, Inc.

The Council President requested that Council staff work with WSM to review and discuss the workforce development continuum in the County. Today's discussion will focus on WSM's efforts to convene and integrate the County's workforce development system as the County's designated Workforce Development Corporation.

Observations and discussion topics

- The County's workforce development system has a lot of assets available for County residents. By one measure, the FY19 public-sponsored funding for workforce development is \$139 million.
- The County is at a historically-low unemployment rate of 3.2%.

Discussion topics

- The Council should discuss with WSM how it is improving performance at the job centers and meeting compliance with the State's performance measurements. See page 8 for details.
- The Council should discuss with WSM how to expand access and mobility for individuals leaving the Montgomery County Correctional Facility (MCCF). See page 8 for details.
- The Council should discuss with WSM additional ways it and the County's workforce development system can identify and assist underemployed individuals. See page 8 for details.
- The Council should discuss with WSM what an integrated workforce development system would look like in the County. See page 9 for details.

¹ Key Words: #Workforce; workforce development; WorkSource Montgomery

- The Council should discuss with WSM how to improve data collection, data sharing, and standardizing data across the workforce development system. See page 9 for details.

I. Background

A. Defining the workforce development system

The workforce development system includes multiple entities that provide a continuum of programs and services needed for job seekers to find employment. The entities can be categorized in the basic groupings listed below.

- **Education institutions and training providers** – provide training and skill development.
- **Employers and industry** – create jobs and provide focused training, typically for current workforce.
- **Government** – implements mandated programs and funds numerous programs and services across all tiers of government (i.e., Federal, state, and local).
- **Non-profit organizations** – provide mission-specific programs and services across the workforce development continuum (i.e., from barrier support to intensive services to training to placement).

The total universe of public dollars that supports the workforce development system is difficult to determine because not all programs and services are labeled “workforce development.” **As part of an existing contract, WSM found that the County’s FY19 public-sponsored funding for workforce development is estimated at \$139 million.** The major categories of funding are detailed in the table below. For context on individual costs, the second table below details the range of costs per individual to find employment based on a national average for the Workforce Innovation and Opportunity Act (WIOA) program. The range of cost per individual is based on the number and intensity of services required.

Estimated Universe of Workforce Development Funding in the County

Source	Purpose	FY19 Funding
Council and Executive Community Grants	Barrier support and case management	\$1,837,003
County Budget (excluding community grants)	Budgeted items directly attributed to workforce development	\$31,771,532
Montgomery College and MCPS	Career Technical Education and occupation training programs	\$74,268,813
Federal and State grants	Mandated programs	\$31,339,969
	Total	\$139,217,317

Source: SkillSmart via WSM.

Cost per Individual - WIOA

	Career Services	Intensive Services
Adult/Dislocated Worker	\$2,000 - \$5,000	\$5,500 - \$8,500
Youth	\$3,500 - \$6,000	\$6,000 - \$10,000

Source: National Association of Workforce Boards; Career Services (examples): Aptitude assessment, resume assistance, interviewing skills, job search, etc.; Intensive Services (examples): Individual counseling, connections to barrier supports, connections to training, etc.

An individual can access the workforce development system any number of ways. There is no one point of access to the system, and many residents are likely unaware of the number of programs and services available because 1) they are employed; or 2) they access the workforce development system for one-off assistance (e.g., certification) and become employed without additional assistance.

An individual may need to be referred to other entities within the workforce development system before securing employment because additional assistance is required, but those programs and services are provided and funded elsewhere. For example, an individual may receive assistance from the County's Department of Health and Human Services (HHS) through the Temporary Assistance for Needy Families (TANF). TANF is a time-limited program, and once the assistance expires, an individual may need to be referred to the local job center or a non-profit for additional job training and job placement assistance before securing a job.

Since an individual can access the system from multiple points and may need programs and services from multiple entities, the County's challenge is ensuring that the system allows job seekers to move efficiently and effortlessly through the continuum of services. The County recognized both the complexity of the system and the need to integrate the system, so it funded a study about the workforce development system in 2015.² To address the challenges of the County's workforce development system, the report noted several findings. Below is a selection of those findings.

- 1) Employer engagement was required. Understanding local employers' employment needs is essential so that individuals seeking assistance in the workforce development system find a job after assistance is provided.
- 2) Broader efforts to integrate and convene were required. There are many entities that provide services for workforce development in the County, but there was not one entity that oversaw the entire system to improve efficiencies. As the report stated, no one "owned" the system.
- 3) Underemployed were underserved. Most of the County's funding through Federal grants focuses on unemployed or youth services. The underemployed population, those with a job but at a wage-level below that individual's education or training, had difficulty accessing assistance to find a wage-level better aligned with their skills.
- 4) Career pathways were limited. Helping individuals secure a sustainable career pathway results in long-term benefit to that individual and their family because of advancement opportunities.
- 5) Funding and outcome data were lacking. Assessing the system is difficult when outcome data is sprinkled across multiple private and public entities with different missions and reporting requirements.

In addition, the County's demographic shifts provide context for the continuum of services required to aid residents in securing jobs. Below are highlights from recent updates to the Council.

General population changes. The Montgomery County Planning Department recently released a report about the County's population trends from 1990-2017.³ This report summarizes many of

² https://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2015/150126/20150126_PHED2.pdf

³ https://montgomeryplanning.org/wp-content/uploads/2019/01/MP_TrendsReport_final.pdf

the changes to the County's population that the Council has discussed recently – 1) it is growing; 2) it is becoming more diverse; and 3) it remains highly educated.

Uneven growth. As was discussed during the Council's January 22 budget briefing, the County's population is not experiencing growth evenly. The percent of residents at or below the poverty level has increased from FY04 to FY18 by 46% and the number of students receiving free and reduced meals increased by 48% during the same time frame.

Economic context. The County's current unemployment rate of 3.2% is (and has been) historically low in recent years. Low unemployment results in greater competition for available positions and potentially fewer residents requiring assistance to find a job.

The County's workforce development system must be adaptable and broadly accessible to address needs across a wide spectrum of job seekers because of the County's demographic shifts. The Council decided to act to address the shifting needs of the County's workforce development system by privatizing that function.

B. Workforce development before privatization

The County privatized certain economic development functions in 2015 from the County Department of Economic Development (DED). Prior to privatization, workforce development was one of several divisions of DED. **The Workforce Services Division primarily focused on contract management and administering federally-mandated funds, including operations at the American Job Centers.** DED operated two public job centers – the comprehensive center in Wheaton and a satellite center in Germantown. In addition, DED supplemented a job center in MCCF with the Department of Corrections and Rehabilitation (DOCR).

The table below details the approved appropriations for General Fund expenditures, Federal and State grant expenditures, and full-time equivalent positions (FTEs) for FY13-FY16 for the Workforce Services Division in DED.

	FY13	FY14	FY15	FY16
General Fund Expenditures	\$490,170	\$490,906	\$515,849	\$535,206
Grant Expenditures	\$2,742,854	\$2,842,854	\$2,842,854	\$3,572,312
FTEs	3.00	3.00	3.00	3.00

Source: Office of Management and Budget (OMB) operating budget publications

Implementation of Federal and State funding was DED's primary workforce development focus, and its coverage is limited to a small portion of the population that meets the Federal guidelines (i.e., unemployed/dislocated adults and youth). To supplement DED's efforts and expand coverage of the workforce development system for more residents, the Council supported and provided additional funding to other County Departments, like Health and Human Services (HHS), other County agencies, like Montgomery College, and non-profit organizations through the Council Community Grants.

C. Transferring workforce development to a public-private partnership

The Council adopted legislation in 2015 that allowed the County to transfer the implementation of the County's workforce development policies to a non-profit organization. This decision was made

because it was believed that a private organization would be positioned better to respond to changes in the local economy and workforce development system.

The Council had begun its work to expand DED's workforce development efforts prior to the legislation that created a Workforce Development Corporation. One example was the funding of Rx for Employability through the Montgomery County Business Corporation and Montgomery Moving Forward. This program aimed to create sustainable jobs in three career pathways that local employers identified.

WSM became operational early-2016, and the County's funding began July 2016 during the FY17 budget. Even with the creation of WSM, the Council continues to support and fund for elements of the workforce development system through education, intensive services, and community grant funding in the operating budget.

II. The County's Workforce Development Corporation

A. Funding

The table below details County funding and grant funding, which includes Federal, State, and private sources, for WSM for FY17-FY19. WSM, as a private organization, is governed by a board that hires leadership and approves a budget for the organization. The Council reviews and considers an annual appropriation each year, but it does not establish an operational budget for the organization.

WSM Annual Funding			
	FY17	FY18	FY19
County funding	\$982,344	\$1,337,384	\$1,489,634
Grant funding	\$5,033,157	\$4,088,727	\$4,362,366
Total	\$6,015,501	\$5,426,111	\$5,852,000

Source: WSM, public 990s, OMB operating budget publications

Below is FY19 funding data for certain counties in Maryland to provide additional context to WSM's budget. While this attempts to provide an apples-to-apples comparison, there are some caveats: 1) different structures (e.g., public or public-private) result in different missions, and therefore, different funding allocations; and 2) it is difficult to parse grant funding into separate programs (e.g., WIOA or other State grants).

FY19 Funding Levels for other Maryland Counties				
Jurisdiction	Type	Direct Funding	Grant Funding	Total Funding
Anne Arundel	Public-Private	\$429,000	\$2,400,000	\$2,828,200
Baltimore Co.	Public	\$0	\$6,077,586	\$6,077,586
Frederick	Public	\$586,091	\$2,222,769	\$2,808,860
Howard	Public	\$248,791	\$2,847,157	\$3,095,948
Montgomery	Public-Private	\$1,489,634	\$4,362,366	\$5,852,000
Prince George's	Public-Private	\$760,100	--	--

Source: Respective County/organization budget publications

B. Outcomes

See outcomes highlighted by WSM for this discussion on ©1. Council staff categorizes these outcomes into various themes below. **Several of these outcomes directly respond to the 2015 report that highlighted certain deficiencies in the County's workforce development system.**

Established the organization's infrastructure. As a new organization, WSM focused on governance, staffing, and operations to meet the requirements for Federally-mandated funding and to become the County's Workforce Development Corporation.

Assumed management of the American Job Centers/WIOA. Most of WSM's budget is the Federally-mandated funding for the WIOA program. **This includes managing a contract with a provider to operate the American Job Center, including issues related to case management, compliance, and customer-flow at the job center.** Below are several data points collected by WSM, including years prior to its oversight of the centers when DED managed the centers. Also, see the State's publication for WIOA performance for all Maryland counties for Performance Year 2017 (PY17) on ©2 (the image is poor quality).⁴ **The County was out of compliance for several negotiated performance metrics for this report for data collected from June 2016 – July 2017.** Council staff discusses this issue more on page 8.

Performance at the County's Job Centers

	FY14	FY15	FY16	FY17	FY18
Total Individual Services	148,997	109,956	97,417	98,245	137,923
Distinct Individuals Receiving Services	19,332	16,471	14,195	14,315	15,237
Entered Employment	698	678	657	656	666

Source: WSM

Engaged employers. WSM expanded the number of services offered to employers to fill vacant positions. These services include outreach, hiring events, candidate placement, incumbent training, work-based learning programs, and connections to supportive services. The table below details the County's efforts providing employer services.

Employer Engagement and Services

	FY14	FY15	FY16	FY17	FY18
Number of Employer Services	1,044	1,023	3,341	7,640	7,742

Source: WSM via the Maryland Workforce Exchange Database

Expand entry points to the workforce development system. Workforce development as implemented by DED was only available to individuals that qualified through WIOA. **WSM has created additional entry points through several initiatives** (see ©3). As under DED, individuals are still able to access the workforce development system through numerous means outside of WSM's purview, such as Montgomery College or assistance through HHS.

⁴ <http://www.dlhr.maryland.gov/wdplan/mdpy2017wiaannrep.pdf>

WSM has developed Memorandums of Understanding (MOU) with its Tier 1 partners and mapped the assets available from these partners across the workforce development continuum (see ©4-7). **In addition, WSM is working with its partners to develop a standard referral form to ensure that individuals are uniformly assessed and referred between different entities within the workforce development system.**

Included with expanding access to the workforce development system is WSM's efforts with the broader East County Opportunity Zone program. Below are the results from FY18 and the first six months of FY19. This program provided a template for WSM to create "pop-up" job centers throughout the County. **WSM plans to expand these "pop-up" centers to several libraries later in FY19 and FY20.**

Workforce Development in the East County

	FY18 (Oct. – Jun.)	FY19 (Jul. – Dec.)
Individuals engaged	1,094	--
Individuals served	--	221
Individuals attending training	284	105
Employed	13	15
Average wage	\$15.28	\$24.02

Source: WSM

Note: The contract for FY18 did not begin until October 2017, and some of the outcomes measured changed from FY18 to FY19. Items not measured that FY are noted with a --.

Established career pathways. **WSM, through industry partnerships and private funding, has created ten career pathways.** These pathways provided additional entry points for County residents to enter the workforce development system. See a list of the pathways and WSM partners on ©8 and results below.

Career Pathway Programs

	FY17	FY18	FY19 (Jul. – Feb.)
Individuals served	22	51	76

Source: WSM

Expanded youth services. Some WIOA funding is mandated for certain youth participants. In addition, the Summer RISE Program was created to provide a work-based learning experience for juniors and seniors in Montgomery County Public Schools (MCPS). **WSM managed the program in FY17 where 362 students completed the program and FY18 where 308 students completed the program.** It is expected that Montgomery County Public Schools will manage the program moving forward.

III. Next Steps

The Council decided to privatize the County's workforce development functions because it believed that certain efforts and challenges could not be overcome as a County department. While progress has been made, it is clear additional capacity is required to achieve the vision of an integrated workforce development system that allows County residents to move efficiently and effortlessly through

the continuum of services to find a job. Below are areas identified by Council staff as potential discussion topics.

Job Centers/WIOA. The State's performance metrics for WIOA are negotiated between the County and the State and are calculated on a rolling basis. Montgomery County's performance was out of compliance for PY17. **The data is from July 2016 – June 2017, more than a two-year lag and during the transition to privatization.** WSM hires a contractor to manage the job centers, and it changed vendors in May 2018 as a response to these issues.

The Council should discuss with WSM how it is improving performance at the job centers and meeting compliance with the State's performance measurements.

Access and mobility. WSM has expanded access to the workforce development system through career pathways and additional "pop-up" job centers, but most of WSM's funding to assist individuals is still limited to WIOA-eligibility. Additional capacity is needed to expand opportunities for individuals to enter the system and for individuals to move efficiently through the system. As detailed below, individuals utilizing the MCCF job center are a good illustration of areas where expanding capacity within the workforce development system is required.

- 1) Capacity is required inside the MCCF to meet with individuals and provide support and training for employment;
- 2) Capacity is required when an individual is released from MCCF to support transition in accessing the available programs and services outside MCCF (i.e., a warm hand-off);
- 3) Capacity is required to determine appropriate next steps if additional programs and services are required before an individual can secure employment; and
- 4) Capacity is required to connect an individual with the employment opportunities available locally.

DED provided funding for a job center inside the MCCF, and WSM has secured one-time State funding to continue operation of the job center within the facility. **The Council needs to consider what funding is required for continued operation within MCCF if not included in the Executive's proposed budget and evaluate other areas for capacity building.**

The Council should discuss with WSM how to expand access and mobility for individuals leaving MCCF.

Underemployed. It is unclear if the County has made progress on assisting the underemployed. This may persist because this population is already employed, so there are limited funding vehicles to serve them (i.e., not WIOA) and/or the individual is not looking for assistance. However, assisting these individuals to secure a wage-level commensurate their skill-level yields benefits for the individual and local economy.

The Council should discuss with WSM additional ways it and the County's workforce development system can identify and assist underemployed individuals.

Integration. WSM has partnered to develop MOUs and a standard referral form to improve linkages across the workforce development system, but integration of the workforce development system is still a work in progress. In fact, full integration may be impossible because of the number of entities, missions, and funding sources within the workforce development system. There are some factors outside of the Council's control, such as time for WSM to develop credibility, relationships, and trust with other entities in the system.

The Council should discuss with WSM what an integrated workforce development system would look like in the County.

In addition, Council staff recommends that community grants designated for workforce development should include a clause in the County contract requiring a connection to WSM, whether via an MOU, using the standard referral form, or some other mean. This clause would ensure all non-profits receiving County funding are connected to and working together with the larger system.

Data. There is still not one place or organization collecting data and/or outcomes about the County's workforce development system. Council staff does not believe this is entirely WSM's role and that a single data clearinghouse is likely cost prohibitive. **The absence of standard data from all entities within the system will continue to create challenges when trying to determine where and how to improve efficiencies within the system.**

The Council should discuss with WSM how to improve data collection, data sharing, and standardizing data across the workforce development system.

This packet contains:

	<u>Circle #</u>
WSM outcomes	1
Excerpt from State WIOA PY2017 Report	2
WSM access to workforce development system	3
WSM workforce development system asset mapping	4
WSM career pathways	8

Historical Progress

Since the creation of WorkSource Montgomery, July 2016, the organization has set three critical focuses:

- Establish a strong infrastructure,
- Obtain for the appropriate resources and
- Establish credibility.

2016 WSM established tighter accountability systems to ensure compliance of the Federal regulations and built the organizational infrastructure such as building a team, getting office space, enhancing resources, established a brand etc.

Accomplishment included:

- ✓ Increased resources (direct and indirect) - \$376,000
- ✓ Enhanced case management
- ✓ Created website and communication strategy
- ✓ Engaged Industry-based focus groups
- ✓ Enhanced workshops and recruiting events
- ✓ Updated all policies and local plan per statute

2017 WSM created new career pathway programs, engaged the employers through innovative programs, formalized partnerships with training entities including Montgomery College, MCPS and Universities at Shady Grove.

Accomplishments included:

- ✓ Created business solutions program and technology tools (MARCI)
- ✓ Enhanced customer-focused services – center renovations, staggered hours, enhanced assistive technology.
- ✓ Expanded youth services – Summer RISE program
- ✓ Enhanced training connections through formal partnerships
- ✓ Created 5 grant funded career pathway programs
- ✓ Increased resources (direct and indirect) - \$478,000

2018 WSM enhanced internal governance by uniting the boards, established a strategic priorities and metrics, established apprenticeship and work learn programs, convened community-based partnerships and enhanced access to services by establishing the Helping Individuals Reach Employment (HIRE) program.

Accomplishments included:

- ✓ Enhanced Governance
- ✓ Expanded career pathway programs
- ✓ Established work/learn and customized training programs
- ✓ Expanded access – HIRE program
- ✓ CBO asset mapping – enhanced engagement
- ✓ Metric development
- ✓ Shared referral form – holistic job seeker

Local Workforce Development Area Performance and Their Negotiated Goals for PY2016/PY2017

WIOA and Labor Exchange Title I Performance - Maryland and Local Workforce Development Areas - PY 2017																
ROLLING 4 QUARTERS																
	Standard	State Perform.	AA	BCO	BCI	FR	LS	MG	MM	PG	SM	SQ	US	WM	State Standard	
Performance Measure			Perf.	Perf.	Perf.	Perf.	Perf.	Perf.	Perf.	Perf.	Perf.	Perf.	Perf.	Perf.		
Employment Rate QTR2	Local Adjusted Employment Rate QTR2 Adult	72%	75%	74.1%	73.9%	75.9%	74.0%	74.2%	59.1%	75.5%	78.8%	78.1%	81.4%	94.1%	89.0%	72%
	Adults	72%	75.9%	74.1%	73.9%	75.9%	74.0%	74.2%	59.1%	75.5%	78.8%	78.1%	81.4%	94.1%	89.0%	72%
	Local Adjusted Employment Rate QTR2 DW	79%	80%	68%	80%	80%	80%	85%	80%	80%	85%	80%	80%	81%		
	Dislocated Workers	80%	82.6%	77.6%	83.7%	77.7%	77.1%	75.0%	86.7%	86.4%	84.0%	88.2%	85.7%	85.7%	81.1%	80%
	Local Adjusted Employment Rate QTR2 LX	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%		
Labor Exchange	55%	83.6%	82.9%	83.9%	83.9%	86.3%	70.7%	87.9%	85.9%	81.5%	81.8%	84.9%	88.0%	83.7%	55%	
Employment Rate QTR4	Local Adjusted Employment Rate QTR4 Adult	70%	73%	70%	72%	70%	70%	70%	70%	70%	82%	70%	70%	75%		
	Adults	70%	76.7%	73.7%	77.3%	78.5%	69.2%	78.9%	83.3%	72.1%	86.8%	87.5%	76.9%	100.0%	77.4%	70%
	Local Adjusted Employment Rate QTR4 DW	75%	75%	68%	75%	75%	75%	80%	75%	75%	75%	75%	75%	78%		
	Dislocated Workers	75%	80.5%	79.5%	83.0%	78.9%	67.7%	100.0%	89.8%	83.3%	83.8%	82.8%	80.3%	87.5%	86.0%	75%
	Local Adjusted Employment Rate QTR4 LX	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%		
Labor Exchange	55%	84.7%	85.0%	85.7%	84.9%	65.8%	69.9%	59.7%	63.9%	63.3%	63.9%	63.3%	67.7%	64.8%	55%	
Median Earnings	Local Adjusted Earnings Standard Adult	\$7,000	\$9,000	\$5,000	\$6,800	\$5,000	\$8,000	\$5,000	\$5,000	\$6,500	\$6,000	\$7,200	\$5,000	\$6,500		
	Adults	\$6,500	\$5,994	\$6,538	\$6,305	\$4,184	\$6,344	\$5,823	\$8,207	\$8,545	\$7,508	\$4,465	\$8,223	\$5,441	\$6,827	\$6,500
	Local Adjusted Earnings Standard DW	\$8,100	\$8,000	\$6,500	\$8,000	\$5,000	\$10,000	\$8,500	\$9,000	\$6,000	\$7,800	\$6,500	\$7,500			
	Dislocated Workers	\$7,800	\$8,125	\$8,754	\$8,829	\$6,343	\$9,537	\$7,299	\$9,804	\$8,634	\$11,710	\$4,571	\$9,318	\$6,599	\$6,797	\$7,800
	Local Adjusted Earnings Standard LX	\$5,800	\$5,000	\$4,000	\$6,000	\$4,500	\$6,500	\$6,400	\$5,500	\$5,100	\$5,000	\$4,300	\$4,500			
	Labor Exchange	\$5,000	\$5,505	\$6,882	\$6,839	\$4,678	\$6,451	\$4,552	\$7,165	\$7,146	\$6,837	\$4,933	\$5,945	\$4,665	\$4,564	\$5,000
	Local Adjusted Earnings Standard Youth															
Youth		\$3,363	\$2,068	\$2,862	\$2,744	\$3,982	\$3,000	\$2,990	\$2,862	\$3,560	\$3,774	\$4,095	\$3,914	\$2,688		
Local Adjusted Employment Rate QTR2 Youth	60%	60%	65%	60%	60%	60%	60%	60%	60%	60%	60%	60%	62%	68%		
Youth Education and Employment Rate QTR2	60%	73.5%	88.3%	70.2%	65.8%	76.9%	65.5%	58.5%	74.7%	74.1%	72.9%	94.6%	85.7%	67.8%	60%	
Local Adjusted Employment Rate QTR4 Youth	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	64%		
Youth Education and Employment Rate QTR4	60%	76.6%	82.8%	89.0%	65.0%	57.9%	100.0%	68.4%	70.9%	74.1%	86.8%	85.7%	94.4%	71.8%	60%	
Credential Attainment	Local Adjusted Credential Attainment Adult	57%	57%	55%	57%	57%	72%	60%	57%	57%	53%	57%	73%			
	Adults	57%	73.8%	75.8%	92.7%	89.5%	55.2%	78.9%	75.0%	87.5%	88.9%	88.0%	45.3%	85.0%	80.9%	57%
	Local Adjusted Credential Attainment DW	55%	55%	55%	55%	55%	55%	71%	60%	55%	55%	55%	55%	63%		
	Dislocated Workers	55%	70.5%	57.0%	92.9%	87.0%	50.0%	66.7%	90.9%	86.2%	55.3%	50.0%	40.5%	75.0%	87.1%	55%
	Local Adjusted Credential Attainment Youth	70%	60%	67%	65%	60%	60%	60%	60%	70%	60%	57%	60%	70%		
Youth	60%	76.5%	59.0%	60.0%	81.0%	70.9%	93.3%	16.7%	70.8%	92.9%	54.5%	100.0%	88.9%	78.3%	60%	

Local Workforce Development Areas:

Codes for LWDA LWDA

Anne Arundel	AA
Baltimore County	BA
Baltimore City	BM
Frederick	FR
Lower Shore	LS
Montgomery	MG
Mid Maryland	MM
Prince George's	PG
Southern Maryland	SM
Susquehanna	SQ
Upper Shore	US
Western Maryland	WM

Activities provided with the funds reserved by the governor, which can be up to 15 percent of the state's allotment. In this section of the narrative, states may describe activities undertaken in whole or in part with their Governor's Reserve and how those activities have directly or indirectly impacted performance.

- Maryland invested \$1 million of its WIOA Governor's set-aside funding to local workforce entities for Career Pathway initiatives that are developed in strong partnership with Title II Adult Education providers.

(2)

WSM Entrance Ramps to the System

Customers gain access to services through a variety of opportunities:

- **Outreach:** WSM has a robust social media and communication program with daily outreach messaging. In addition, our website provides resources and tools for the job seeker and the employer. WSM produces two newsletters – one targeting the community at large and one targeting community-based organizations in order to reach them most vulnerable in the county.
- **Community Events:** WSM staff attend community events across the county and frequently conduct presentations (average twice per month) to inform county residents about our services. This personalized approach is very successful.
- **Workshops and hiring recruitment events:** WSM provides daily workshops addressing the job search and obtainment process. We also provide support workshops such as benefit analysis, financial literacy, understanding county resources, and labor market data. WSM averages three employer focused hiring events per month. All events and workshops are at various locations across the county and are at staggered times for ease of access.
- **Career Pathway and Work/Learn programs:** WSM has applied and been awarded several grants to expand the capacity of our pipeline development. Current pathway programs include HealthCare, IT/Coding, Project Management/SRUM, Hospitality, Construction, Administrative Services and Entrepreneurship.
- **Community Referral and AJC walk-in:** Customers also access our services through the Job Center or HIRE programs. These are currently located in Germantown, Rockville, Wheaton, White Oak, and Burtonsville. Two new HIE programs will be opening in Gaithersburg and Olney Summer 2019.

Employment Supports and Resources

Resource Key X Directly Provided Service

\$ Funded Service

S Services limited to Demographic

Tier I Partners/Community Based Organizations

Resource Services	DLLR	DORS	Grant - Title I	Grant-YAOP	HHS	HOC	SCSEP	Job Corps	CAA	LCMC	MC-AEL	MC-EOC	WSM-DEI	WO	Total
Population Served															0
Young Adults (18-25)	X	X	X	S	X	X		S	X	X	X	X	X	X	13
Older Adults (55+)	X	X	X		X	X	S		X	X	X	X	X	X	12
Adults	X	X	X		X	X			X	X	X	X	X	X	11
Low Income	X	X	X	X	X	X	S	X	X	X	X	X	X	X	14
College Students	X	X	X		X	X			X			S	X	X	9
Individuals with Disabilities	X	S	X		X	X	X	X	X	X	X	X	S	S	13
Ex-Offenders	X	X	X	X	X	X	X	X	X	X	X	X	X	X	14
English Language Learners/ESL	X	X			X	X	X	X	X	X	X	X	X	X	12
Refugees/Asylees	X	X		X	X	X		X	X	X	X	X	X	X	12
Veterans	X	X	X		X	X	X	X	X	X	X	X	X	X	13
Homeless	X	X	X	X	X	X	X	X	X	X	X	X	X	X	14
Other Specific Populations						*									
															0
Employment Services															0
Career Counseling/Planning	X	X	X	X	X	X	X	X		X		X	X		11
Job Information (listings/postings)	X	X	X	X		X	X			X		X			8
Job Development/Placement		X	X	X		X	X	X						X	7
Job Search Techniques	X	X	X	X	X	X	X	X		X		X	X	X	12

Tier I Partners/Community Based Organizations

Resource Services	DLLR	DORS	Grant - Title I	Grant-YAOP	HHS	HOC	SCSEP	Job Corps	CAA	LCMC	MC-AEL	MC-EOC	WSM-DEI	WO	Total
Resume Preparation Assistance	x	x	x	x		x	x	x		x		x		x	10
Career Exploration/ Informational Interviews		x	x	x		x	x	x				x	x	x	9
Job Interview Training	x	x	x	x		x	x	x		x				x	9
Career/Vocational Assessment	x	x	x	x	x	x	x	x							8
Job Retraining/Work Skills (Prevocational training for individuals with disabilities)		x	x			x	x	x							5
Vocational Rehabilitation Services		x	x			x	x								4
Job Readiness (Professionalism)		x	x	x	x	x	x	x		x				x	9
On-the-Job Training		x	x	x		x	x						\$	x	7
Job Training/Training Expense Assistance		x	x			x	x	x					\$		6
Experiential Work Opportunities		x	x	x		x	x	x	x	x			\$	x	10
Job Training Resource Lists	x	x	x			x	x								5
Computer/Internet Access	x	x	x	x		x	x			x					7
Job Clubs/Job Seeker Support Groups		x	x			x	x								4
Online Resume Posting Service			x			x	x								3
Supported Employment Services (individuals with disabilities)		x	x			x	x							x	5
Assistive Technology	x	x	x			x	x						\$		6
Summer Youth Employment Program		x	x			x								x	4
Unemployment Insurance Assistance	x		x			x	x								4
Other Supports															0
Self-Employment Assistance		x	x			x	x								4

Tier I Partners/Community Based Organizations

Resource Services	DLLR	DORS	Grant - Title I	Grant-YAOP	HHS	HOC	SCSEP	Job Corps	CAA	LCMC	MC-AEL	MC-EOC	WSM-DEI	WO	Total
Educational Services															0
Adult Basic Education						x	\$			x	x				4
GED/High School Diploma Programs						x	\$	x		x	x	x	\$		7
Student Career Counseling		x				x		x			x	x			5
Subject Tutoring						x									1
Classroom Training				x		x		x		x	x				5
Vocational Education						x		x		x	x				4
English Language Acquisition						x		x	x	x	x				5
Contextualized Language Learning										x	x				2
Literacy Programs						x		x	x	x	x				5
Continuing Education						x					x				2
Internship Programs						x	x								2
Apprenticeship Training Programs			x			x									2
Student Financial Aid/FAFSA Assistance						x					\$	x			3
Self-Advocacy Skills Training		x					x		x						3
Post-Secondary Educational Opportunities						x					\$	x	\$		4
															0
Other Supports															0
Referral to community resources	x		x	x	x	x	x				x		x		8
Public Transportation Costs/Gas Cards		x			x						x		x		4
Individual Case Management		x	x		x		x	x					x		6
Work Clothing		x			x	x		x					x		5

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Tier I Partners/Community Based Organizations

Resource Services	DLLR	DORS	Grant - Title I	Grant-YAOP	HHS	HOC	SCSEP	Job Corps	CAA	LCMC	MC-AEL	MC-EOC	WSM-DEI	WO	Total
Childcare Assistance		x			x			x					x		4
Assistance applying to TANF, SSI, SSDI					x	x			x						3
Financial Literacy/Financial Management Workshops			x	x	x	x		x	x	x		x			8
Rental/Housing Assistance					x	x									2
Credit Counseling					x	x									2
Tax Preparation Assistance					x	x			x						3
Mental Health Assistance					x										1
Substance Abuse Assistance					x										1
Job Coaching		x	x			x					x				4
Total	22	39	37		27	56	35	29		26	24	21		21	399

* Specific Populations Defined

HOC

HOC Employment, Education, and Support Services are limited to HOC customers. Financial Lit and Fatherhood Initiative are available to HOC Waitlist customers

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Career Pathways

- **Health Care**

- Nursing Bridge Program – WSM is working with strategic partners to accelerate the training and placement of qualified nurses (BSN). This program increases the talent pipeline by 120 qualified nurses per year.



- **Hospitality**

- Hotel Management “Earn & Learn” Career pathway – WSM is working with the American Hotel and Lodging Association (AHLA) and BF Saul to launch a hotel management program that will move participants from an entry level role to a certified hotel administrator.



- **IT/Cyber**

- Code Partners – In strategic partnership with a consortium of IT companies, WSM offers pathway training and placement in advance coding including Cloud Interface technologies
- The American Promise and Tech Hire grants, in conjunction with Montgomery College, are helping to expand the pipeline of skilled IT workers.



- **Construction**

- Green Infrastructure Certification Program – WSM is partnering on a national program to obtain the National Green Infrastructure Certification to address the high-demand infrastructure opportunities within our county.
- Industry-recognized certifications across construction occupations



- **Bio-Science**

- WSM is teaming with Bio Health Capital on a program to enhance pipeline development by preparing post-doctoral job-seekers for in-demand private sector opportunities, through industry-led bridge training in commercialization practices and private-sector professionalism skills



- **Entrepreneurship**

- Launch Montgomery, in partnership with USG, implements a mentor-led, peer-based experiential learning approach designed to discover, equip, and activate the next-generation of entrepreneurs.

