

MEMORANDUM

October 9, 2012

TO: Planning, Housing, and Economic Development Committee
FROM: Jacob Sesker, Senior Legislative Analyst 
SUBJECT: Briefing—Workforce Development

Introduction

The Department of Economic Development (DED) will update the Committee regarding the efforts of the Division of Workforce Services. The following individuals will be present for this briefing:

- Steve Silverman, Director, Department of Economic Development
- Elyse Kaplan, Chair, Workforce Investment Board
- Barbara Kaufmann, Director, Division of Workforce Services
- Gaye Barksdale, Senior Financial Specialist, Division of Workforce Services

Workforce Development Summary

The attached memorandum from DED Director Steve Silverman includes the following:

- A description of the relationship between the Division of Workforce Services, the Workforce Investment Act (WIA), and the Workforce Investment Board (WIB);
- A description of the WIB's strategic plan and the efforts to implement that strategic plan in part through the creation of industry alliances;
- A summary of the Workforce Services budget, including tax-supported and non-tax-supported components;
- A recent history of the performance of the WIB, including the FY11 provisional recertification and the subsequent full recertification in FY12;
- A description of two significant new grants that the County has received; and
- A discussion of current trends and funding gaps.

Recommendation

Staff recommends an annual update on the activities of the Division of Workforce Services.

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October 5, 2012

TO: Members, PHED Committee

From: Steven A. Silverman, Director, Department of Economic Development

Subject: Workforce Services



In anticipation of the Department of Economic Development's presentation to you on Workforce Services on October 11, I am pleased to send the following information to you. I will be joined by:

- Elyse Kaplan, Workforce Investment Board Chair
- Barbara Kaufmann, Director, Division of Workforce Services
- Gaye Barksdale, Senior Financial Specialist, Division of Workforce Services

Overview

The Montgomery County Division of Workforce Services (DWS) ensures that the County has a well-prepared, educated, trained, and adaptable workforce to meet the current and future needs of business, and that the County's workforce has the tools and resources to successfully compete in a global economy.

DWS is advised by a 30-member Workforce Investment Board (WIB), composed of business representatives (51 percent), community leaders, and public officials. The board is appointed by the County Executive and approved by County Council in accordance with the Workforce Investment Act of 1998 and Montgomery County Executive Order No. 159-02. The purposes of the WIB from the Executive Order are:

- Provide policy guidance and oversight to the County in the administration of the Act's funds, programs and services;
- Advise the County on workforce needs and issues in the community and assist the Division of Workforce Investment Services, Department of Economic Development, in its activities and responsibilities;
- Conduct oversight of local adult and youth workforce programs and provide general oversight to the one-stop delivery system in the County;
- Assist the County in the development of the local strategic workforce plan;

- Designate or certify one-stop operators;
- Identify local providers of adult and dislocated worker services;
- Identify and evaluate training services providers;
- Provide for a youth council to oversee youth employment and training programs;
- Negotiate and reach agreement on local performance measures with the County Executive and the Governor;
- Undertake such assignments and programs designated by the County Executive and initiate their own workforce related initiatives as members deem necessary;
- Develop a budget for the purpose of carrying out the duties of the Board subject to approval by the County Executive; and
- Perform all other functions of a local board under the Act.

A list of current Board members is found in Attachment 1. DWS staff supports the WIB and its committees. DWS staff administers the grants and formula funded programs described below.

The federal Workforce Investment Act (WIA) under which the programs and services operate requires the implementation of the One-Stop career system. This system, operated locally as MontgomeryWorks, provides an array of vocational assessment, job readiness and job training and job placement services to dislocated workers, low-income adults, older workers, disadvantaged workers and youth.

Services are provided at the MontgomeryWorks One-Stop Workforce Centers in Wheaton and Germantown, which are operated as a consortium with the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Workforce Solutions Group and with other non-profit and local agency as partners. There is also a One-Stop Center in the Montgomery County Correctional Facility (MCCF).

Youth services are provided by the Maryland Multicultural Youth Center. Services are provided both to in-school and out-of-school youth, ages 14-21 years old and include: tutoring; study skills; GED preparation; summer employment opportunities; paid and unpaid work experience; occupational skill training; leadership development; supportive services; mentoring; comprehensive guidance and counseling; and, follow-up activities.

Service numbers are found in Attachment 2.

Strategic Plan

The WIB convened a Strategic Planning Team in April of 2010 to embark on a path of strategic thinking to assess, view, and create the future for the WIB and its customers. The Strategic Planning Team, made up of WIB members and staff, was charged with developing a strategic action plan meant to take the organization into the second decade of the 21st Century. The four key issues of the WIB's Strategic Plan are:

- Ensure that our service delivery strategies and structures are *aligned to industries needs*,
- Focus on *aligning economic development, education and the system of developing talent* to increase effectiveness in each sector,
- Increase *awareness* of the workforce development system, and

- Increase our *resources* to sustain our impact.

A copy of the Strategic Plan is found in Attachment 3. The Strategic Plan covers the period from 2010 – 2013 because of the emphasis on workforce needs, nature of employment and skills information, and the requirements of the WIA. It complements the DED strategic plan which takes a longer view of the future of the County's economy and includes other goals.

The Strategic Plan did not develop the industry sectors. That work was conducted by a committee and then brought to the full WIB. The criteria for the selections were set first and then the data was examined. The committee determined it wanted industry sectors that were high demand and high growth or high wages. The three industry sectors chosen are:

- Health
- Business and Professional Services
- Food Services (part of Hospitality)

Once the industry sectors were chosen, the next step was to create one or more Industry Alliances around these sectors. An Industry Alliance is composed of representatives from the industry, and education and training providers. The purpose of the Alliance is to develop and maintain a skilled workforce to meet the projected demand for regional industry needs.

The WIB chose health as its first industry sector and then based on data and advice from health care WIB members, the Industry Alliance focused on Allied Health.

Allied Health professionals are involved with the delivery of health or related services pertaining to the identification, evaluation and prevention of diseases and disorders; dietary and nutrition services; rehabilitation and health systems management, among others. Allied health professionals, to name a few, include dental hygienists, diagnostic medical sonographers, dietitians, medical technologists, occupational therapists, physical therapists, radiographers, respiratory therapists, and speech language pathologists.

The Allied Health Industry Alliance meeting was held in February, 2012. Six industry representatives and education representatives from MCPS, Montgomery College, Universities at Shady Grove, Johns Hopkins University attended. Prior to the meeting, an Industry Brief, providing workforce data, was distributed to the participants. The participants identified the following as their workforce challenges:

- Retirements and Replacement of a Skilled Workforce
- Lack of Needed Work Experience
- Workforce Skills Needed and Often Found Lacking in New Workers
- Shortages in specific occupations
- From Inpatient to More Care in Home and Community

The Alliance members were asked at an additional meeting to identify ideas that would answer their workforce needs. They were:

- Create or promote vehicles to systematically build awareness among employers about what already exists (K-12) to build career awareness and how employees can engage with these efforts and initiatives;
- Create a clearinghouse of work-based learning opportunities and a mechanism to match students with the opportunities, for internships for those in post secondary, for career awareness type activities for those in high school;
- Create demand for occupations that are forecasted to grow/up and coming;
- Create methods, such as externships, for school counselors to understand the Allied Health industry and skill requirements to better direct students;
- Create a method to distribute company openings and information.

DWS is now working with MCPS to develop an externship program for school counselors for the summer, 2013 at various companies to learn about career opportunities and skills needed. Work is beginning on the other ideas and on developing other Industry Alliances.

Summary of workforce services budget

There are three sources of funds for workforce services

- WIA formula funds in three separate funding streams – Adult, Dislocated Workers, and Youth
- Discretionary Grants, from State and Federal
- Tax-supported budget

Attachment 4 shows the factors used in each funding stream to determine how much each of the 12 local workforce investment areas in the State will receive. The other workforce grants are mainly through the State and are discretionary. A description of existing grants is found at Attachment 5. More detail on the latest two grants is provided below.

For FY 13, the following funds are available; the WIA formula funds are available for two years, with the requirement that 80% is expended in the first year.

WIA FY13 Formula

Allocation

Adult	\$876,491
Dislocated Worker	\$875,747
WIA Youth	\$833,441
	\$2,585,679

FY13 County Funding

DWS Personnel	\$347,410
DWS Operations	\$18,500
County Summer Youth	\$ 50,000
County Workforce	\$ 50,000
	\$465,910

Other Workforce Act Grants

Early Intervention	\$ 216,720
ARRA State Energy - MESP	\$ 65,445
BRAC	\$ 238,277
DORS Youth	\$ 94,760
State Nursing Grant	\$ 103,000
Summer Youth Connection	\$ 10,164
	\$728,366

Total	\$3,779,955
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Service providers are:

	Annual Amount	Expiration Date
Workforce Solutions Group, Inc	\$ 3,000,000	June 30, 2013
Latin American Youth Centers	\$ 650,000	June 30, 2014
TransCen	\$ 250,000	June 30, 2014

Attachment 6 is a chart showing formula funded allocations over the past ten years and the variations. The formula funded allocation can only be used for those programs, services and individuals as defined by the Workforce Investment Act:

- Youth are between the ages of 14-21 who are economically disadvantaged and have a barrier to employment;
- Adults is anyone over the age of 18; and
- Dislocated workers are those who have been terminated or laid off.

Any adult or dislocated worker can use the general services such as the resource room but the amount of the WIA formula funds limits those who can access more intensive services including occupational training.

Performance (Decertification/recertification)

Each local workforce investment area must achieve certain performance in key areas. Those performance measures and the standards that must be reached are:

Entered Employment Rate for Adults	84%
Entered Employment Rate for Dislocated Workers	89%
Retention Rate for Adults	84%
Retention Rate for Dislocated Workers	91%
Average Earnings for Adults	\$33,970 (annual)
Average Earnings for Dislocated Workers	\$39,358
Youth Attainment of a Degree or Certificate	66.0%
Youth Placement in Employment or Education	63%
Youth Gains in Literacy/Numeracy	65%

Attachment 7 shows how the calculations are made.

According to the Workforce Investment Act, the Governor every two years certifies the local WIB (LWIB) based on:

- The LWIB is meeting the membership criteria. The law specifies who must be on the WIB;
- The LWIB has satisfactorily performed WIA board functions outlined in WIA;
- The LWIB has established a Youth Council;
- The LWIB has maintained fiscal integrity; and
- The LWIB is assessed on its ability to achieve at least seven of the nine performance measures.

When the FY 2011 recertification occurred, the Governor only provisionally recertified the Montgomery County WIB because it was failing more than two of the nine performance measures. Even before the recertification process, the WIB had been aware for some time that it was not meeting a number of the state's performance measures. The following actions were taken:

- Visits with other local workforce areas to learn from them;
- Held training for staff on performance;
- Received assistance received from DLLR; and
- Hired a performance consultant to work on regular basis with service provider staff

When Fiscal Year 11 ended, Montgomery County exceeded six, met two and failed one. Montgomery County ended FY 12 exceeding eight performance measures and meeting one and the provisionally recertification was removed by the Governor. Attachment 8 shows the performance over a number of years.

New grants

The Base Realignment and Closure (BRAC) grant provides funding to assist individuals affected by BRAC actions or who can benefit from BRAC moves into Montgomery County. The grant is from the U.S. Department of Labor to the Maryland Department of Labor, Licensing, and Regulation and also includes the District of Columbia and Virginia.

Since the County will see increased employment because of BRAC, training and support is being given to dislocated workers in searching for federal jobs or jobs with government contractors. A workshop on how to find federal jobs was upgraded to reflect changes in the federal job hiring process, staff assisted job clubs support individuals through the federal job application process; training and assistance in gaining security clearances is provided; and limited occupational training is available. Montgomery County received \$273,436. The grant is due to expire December 31, 2012, but the State has indicated that they are asking the federal government for an extension.

Accelerating Connections to Work (ACE) is one of 26 grants awarded by the US Department of Labor's Workforce Innovation Fund. The US Department of Labor awarded a total of \$147 million. Baltimore County has been awarded \$11.8 million for three years to launch a training program for low-skilled job seekers, including individuals with limited English proficiency and

individuals with low reading, writing and math skills. Baltimore County's Department of Economic Development Workforce Development Division will administer the Accelerating Connections to Employment (ACE) Initiative in nine Maryland counties, Baltimore City, and cities in three other states. The Maryland locations are: Baltimore, Anne Arundel, Caroline, Dorchester, Kent, Montgomery, Prince George's, Queen Anne's, and Talbot counties and Baltimore City. The other locations are: Austin, Texas; Atlanta, Georgia; and, New Haven, Connecticut.

The ACE Initiative has two major innovation strategies.

- Introduce or scale up programs modeled on Washington State's highly-regarded Integrated Basic Education and Skills Training (I-BEST) program; and
- Implement systems innovations.

The Future: Implications

1. The industry focus is likely to continue. The industry focus asks employers – do you have workforce needs, what are they and how can we help? The solutions do not easily fit existing funding programs. For example, the externship program described earlier could be expanded in succeeding years to a longer period of time for counselors which may require a stipend or wages to the school personnel. Funds are needed that provide staffing and flexibility. In previous years, a Sales and Service Learning Center to focus on retail and hospitality training was funded through a County funded budget.
2. The ability to survey employers on their hiring needs would assist County to respond more quickly to employers and help in the retention of businesses. In past years through funds from the State, local areas were able to partially fund training by employers of their incumbent workers to upgrade skills that would make the business more competitive. That funding has disappeared and as a result employers have lost a tool to add to their competitive edge.
3. The ever increasing skills requirements mean more individuals seen at the One-Stop Centers need training and longer training. Because of the limited federal funds for training, we are only serving a limited number of individuals who could benefit from training. Adzo B. of Takoma Park Maryland was registered as a WIA customer at MontgomeryWorks in December of 2011 after she lost her job as a pharmacy technician earlier in the year. She searched for work on her own without success and then sought assistance from the career transition specialists at MontgomeryWorks. Her job readiness was assessed her job readiness which helped to build upon her transferable healthcare skills and prior training. Together, the Career Transition Specialist and Adzo worked to improve her resume and to access WIA funding for training as a medication technician. In March of 2012, she was hired as a certified nursing assistant at a major area teaching hospital. She is making over \$4.00 more per hour than she was in her previous position. Based on her healthcare training she has been offered the opportunity to advance to working as a medical assistant within six months of employment.

4. WIA funding limits the number of the youth that can be served. All youth can benefit from work experience and from job shadowing to summer internships. These kinds of activities help youth better understand the world of work and its relationship to their education. Other County efforts are also limited. A more robust offering to greater number of youth would also help keep youth in the County as they learn about employment opportunities in the County. Sandy Spring Bank has hired youth who started as an intern through the summer internship program.
5. While there is discussion at the federal level of more virtual services, it requires a skill level that not all job seekers have. Given the size of the County and the individuals, there is a need for additional service locations. For example, Anne Arundel County has four centers. Anne Arundel, Howard, and Prince George's Counties just opened a regional One-Stop Center in Laurel to serve customers from all those counties. Montgomery County residents can use the facility and discussion is underway for Montgomery County to have a more formal role which may require additional resources. In some cases, there is value in having separate locations for certain populations. For example, in Vermont, they have established created Mature Worker Resource Centers. Among other things, these Centers are intended to facilitate effective communication among employers, older workers and training providers.
6. Montgomery County was one of the first Counties to have a One-Stop Center in its correctional facility. Over the years, dozens of delegations from other jurisdictions have come to see how we do it. The One-Stop Center was first supported by a state grant which expired. It was then supported by ARRA funds and when there were no longer funds, the Department of Corrections and the one-stop service provide, Workforce Solutions Group, obtained a state grant. That too will expire. The MCCF One-Stop Center helps inmates have a plan for employment before they leave the facility. It should be on steady funding.

Attachment 1
Members of the Workforce Investment Board

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**Attachment 2
Services Numbers**

**Montgomery County Division of Workforce Services (DWS)
July 1, 2011 – June 30, 2012)**

Business Services⁴ [Services delivered to businesses to assist their workforce needs]

	FY 2012 (7/1/2011-6/30/2012)	FY 2011 (7/1/2010-6/30/2011)	FY 2010 (7/1/2009-6/30/2010)
Total employer contacts [cold calls]	2052 (increase)	1444 (decrease)	2225
Employer Forums [business events that explain to job seekers about their industry]	42 (increase)	24 (increase)	20
Employer Recruitments [small/medium one business event that targets hiring a specific position(s)]	72 (increase)	59 (increase)	27
# of unique businesses served [non-duplicate businesses served]	592 (decrease)	696 (decrease)	1178
# of employer prospect meetings [actual meetings with a business to determine needs]	153 (decrease)	340 (decrease)	728
Job Fairs	4 (decrease)	14 (no difference)	14

Recruitments⁵ [Small/medium one business event that targets hiring a specific position (s)]

	FY 2012 (7/1/2011-6/30/2012)	FY 2011 (7/1/2010-6/30/2011)	FY 2010 (7/1/2009-6/30/2010)
# of Recruitments	72 (increase)	59 (increase)	27
# Job seekers attended	1377 (increase)	1359	Not recorded
# Of job offers	287 (not always reported to the BST) - increase	170 (many businesses don't provide this information)	Not recorded

Career Services [Services targeted to job seekers]

	FY 2012 (7/1/2011-6/30/2012)	FY 2011 (7/1/2010-6/30/2011)	FY 2010 (7/1/2009-6/30/2010)
Total number of unique job seekers ¹² [non-duplicate job seekers served]	11,409 (decrease)	13,714 (decrease)	14,109
Total that attended training programs ¹³ [total jobseekers that attended WIA occupational skills training]	207 (increase)	69 (decrease)	92
Maryland Energy Sector	128	N/A	N/A

Program (MESP) Grant Customers ¹⁴ [job seekers that received green training]			
Base ReAlignment and Closure Commission (BRAC) Customers ¹⁵ [job seekers that received specialized training for Federal job openings]	68	N/A	N/A
Total receiving Early Intervention (EI) Workshops ¹⁶ [Unemployment Compensation recipients that received job search workshop]	1,769 (increase)	1694 (decrease)	1810
# of Early Intervention Workshops offered	71 (increase)	68 (decrease)	72
Total receiving computer literacy training ¹⁷ [CORE customers that received basic software skills training – Word, Excel, etc.]	335 (decrease) *Computers needed to be replaced	922 (decrease)	928
Total # of computer literacy training workshops	56 (decrease) *Computers needed to be replaced	153 (decrease)	154
Job Search Workshops ¹⁸ (non-computer) [CORE customers that received job search workshops – resume writing, interviewing skills, internet job search, etc.]	4,354 (increase)	4,054 (increase)	3,211
Total # of Job Search Workshops (non-computer) offered	476 (increase)	450 (increase)	355

Outcomes for Career Services²⁰

	FY 2012 (7/1/2011-6/30/2012)	FY 2011 (7/1/2010-6/30/2011)	FY 2010 (7/1/2009-6/30/2010)
Total # on WIA Caseload ²¹	578 (decrease)	645	N/A
Adults and Dislocated Workers exited positively in Entered Employment	90 (increase)	89	N/A
Adults and Dislocated Workers served in Entered Employment	96 (decrease)	130	N/A
Entered Employment Rate (PY 2011 Goal = 89.5%)	93.56% (Exceeded Measure)	92.15% (Exceeded Measure)	67.70% (Failed Measure)
Adults and Dislocated	88 (decrease)	180	N/A

Workers exited positively in this measure			
Adults and Dislocated Workers served Retained Employment	94 (decrease)	188	N/A
Retained Employment (PY 2011 Goal = 87.5%)	92.3% (Exceeded Measure)	95.70% (Exceeded Measure)	93.75% (Exceeded Measure)

Youth Services²² [Services targeted to youth ages 14 – 21 years old]

	FY 2012 (7/1/2011-6/30/2012)	FY 2011 (7/1/2010-6/30/2011)	FY 2010 (7/1/2009-6/30/2010)
#of Youth Served [Two youth vendors providing services to at-risk youth and youth with disabilities]	204	161	N/A
# in summer employment ²³ [Youth program that runs for 5 weeks in the summer months]	105 Total (decrease)	150 Total (increase)	140 Total
# trained in certificated programs ²⁴ [Number of youth that received occupational skills training through WIA]	2 (decrease) in EKG Training and CNA Training	5 (increase) in CISCO 9 (increase) in National Retail Federation	0
Youth Job Fair (held once)			
# youth attended	738	853	
# employers	36	45	
# job offers	47	58	

Outcomes for Youth Services²⁵

#received high school diploma or GED	51 (increase)	48	N/A
#Youth Served in Attainment of a Degree or Certificate	62 (decrease)	73	N/A
Youth Attainment of a Degree or Certificate (PY 2011 Goal = 66%)	82.3% (Exceeded Measure)	65.8% (Met measure)	57.9% (Met measure)
# found employment or went to college	61 (increase)	51	N/A
#Youth Served in Placement in Employment or Education	71 (decrease)	84	N/A
Youth Placement in Employment or Education (PY 2011 Goal = 63%)	85.9% (Exceeded Measure)	60.7% (Met measure)	46.5% (Failed measure)
#Youth that increased their Literacy/Numeracy scores	10 (decrease)	13	N/A

#Youth Served in Literacy/Numeracy	17 (decrease)	29	N/A
Youth Literacy/Numeracy (PY 2011 Goal = 65%)	58.8% (Met Measure)	44.8% (Failed measure)	21.4% (Failed measure)

PY 2011 Annual Report (July 1, 2011 to June 30, 2012) – End Notes

1. www.dllr.state.md.us/lmi
2. PY 2011 DLLR WIA & WP Participants Report
3. PY 2010 DLLR WIA & WP Participants Report
4. PY 2011 Workforce Solutions Group Report & 2011-2012 Job Fairs, Recruitments and Forums Report
5. 2011-2012 Job Fairs, Recruitments and Forums Report
6. 2011-2012 Job Fairs, Recruitments and Forums Report & PY 2011 MontgomeryWorks Job Fair Report
7. 2011-2012 Job Fairs, Recruitments and Forums Report
8. 2010 & 2011 DLLR Work Adjustment and Retraining Notifications (WARN) Reports
9. MWE Job Order Report – July 1, 2011 to June 30, 2012
10. MWE Job Order Report – July 1, 2011 to June 30, 2012
11. MWE Job Order Report – July 1, 2011 to June 30, 2012
12. PY 2010 DLLR WIA & WP Participants Report
13. PY 2011 ITA Report
14. MWE MESP Enrollment Report – July 1, 2011 to June 30, 2012
15. MWE BRAC Enrollment Report – July 1, 2011 to June 30, 2012
16. PY 2011 Workforce Solutions Group Report
17. PY 2011 Workforce Solutions Group Report
18. PY 2011 Workforce Solutions Group Report
19. PY 2011 ITA Report
20. PY 2011 DLLR Annual Performance Report
21. PY 2011 DLLR WIA & WP Participants Report
22. PY 2011 DLLR Annual Performance Report
23. PY 2011 LAYC Monthly Report & Transcen Monthly Report
24. PY 2011 LAYC Monthly Report
25. PY 2011 DLLR Annual Performance Report

**Attachment 3
WIB Strategic Plan**



Montgomery County Workforce Investment Board

**STRATEGIC ACTION PLAN
July 2010 through June 2013**

*Developed by the Montgomery County Workforce Investment Board's Strategic Planning Team
Prepared by Strumpf Associates: Center for Strategic Change*

Approved: September 29, 2010

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ACKNOWLEDGEMENTS

The Montgomery County Workforce Investment Board and its staff would like to thank the participating members of the Strategic Planning Team for all of the time, energy and commitment each individual brought to the effort. We further thank the many individuals who participated in focus groups to help us gather insightful descriptive information. We pledge to implement this plan to the fullest to reach our collective vision.

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Facilitated by Lori Strumpf, **Strumpf Associates: *Center for Strategic Change***

INTRODUCTION

The significant problems we face cannot be solved at the same level of thinking we were at when we created them. Albert Einstein

The Montgomery County Workforce Investment Board (WIB) convened a Strategic Planning Team in April of 2010 to embark on a path of strategic thinking to assess, view and create the future for the WIB and our customers. We wanted to position ourselves to be proactive, not reactive to the challenges of the new economy now and into the future. The process was designed to push the WIB to think about creating a better future for our customers and our community and adding value. We are committed to implementing the changes required as we imagine the results we can achieve in the future.

The Strategic Planning Team, made up of WIB members and staff, was charged with developing a strategic action plan meant to take the organization into the second decade of the 21st Century. The team engaged in a deliberate and thoughtful process to develop the goals and strategies presented in this plan. The WIB held a strategic planning retreat to help guide the team in its deliberations. The team conducted a comprehensive environmental scan, talking to customers and partners about where the WIB should be going over the next three years and beyond. We analyzed data related to the workforce and economic reform efforts as well as data regarding the state of the economy and the demographics of Montgomery County. The conversations within the team, the conversations with the community, and the data led us to conclude that it was a strategic imperative for the organization to address four key issues over the next three years:

- Ensure that our service delivery strategies and structures are *aligned to industries needs*,
- Focus on *aligning economic development, education and the system of developing talent* to increase effectiveness in each sector,
- Increase *awareness* of the workforce development system, and
- Increase our *resources* to sustain our impact.

With a diversified economy made up of industries from agriculture to high-tech businesses, Maryland is rated as one of the top states in the country best prepared to thrive in the 21st century economy. However, there are gaps in the workforce and in training and education policies that threaten to undermine its strengths. Middle-skill jobs represent the largest share of jobs in Maryland—some 47 percent—and the largest share of future job openings¹.

The skills gap - the inability of employers to find a fully qualified workforce -- has serious consequences for employers and employees. Thousands of companies fail to achieve the levels of productivity that would make them profitable. Millions of workers, lacking needed training, never reach their full potential. It is critical to ensure that all workers receive the education and training that will allow them full and continuing participation in a thriving economy.

Through this plan, we envision a time when economic development, education and the system of talent development are aligned both locally and regionally to sustain a vibrant economy in the County. We are positioned to provide the leadership required to transform the system of workforce development in ways that ensure businesses succeed through a quality, innovative, and knowledgeable workforce system.

We are committed to making this investment in our collective future.

¹ From Maryland's Forgotten Middle-Skill Jobs: Meeting the Demands of a 21st-Century Economy, by the National Skills Coalition, March 2010

LOCAL DATA SNAPSHOTS

The Workforce Investment Board's Strategic Planning Team conducted an environmental scan by analyzing strategic challenges through the lens of the current state of demographics, education and economic issues. From these challenges evolved the strategic goals that set our direction over the next three years. Below are data "snapshots" from the data sets the team used to identify trends and challenges.

About the Area: Quick Facts – Montgomery County Maryland

- Area of the County 497 square miles
- Water area: 11.6 square miles
- Population Density (2008) 1,912/square mile
- Number of residents in the County 971,600²
- Per capita income \$46,947

Montgomery County contains 19 incorporated municipalities: three cities, twelve towns, and four villages.

Cities and Towns³

<u>Barnesville</u>	<u>Friendship Heights</u>	<u>Montgomery Village</u>
<u>Bethesda</u>	<u>Gaithersburg</u>	<u>Poolesville</u>
<u>Brookeville</u>	<u>Garrett Park</u>	<u>Rockville</u>
<u>Chevy Chase</u>	<u>Germantown</u>	<u>Silver Spring</u>
<u>Chevy Chase Village</u>	<u>Glen Echo</u>	<u>Somerset</u>
<u>North Chevy Chase</u>	<u>Hyattstown</u>	<u>Town of Oakmont</u>
<u>Damascus</u>	<u>Kensington</u>	<u>Takoma Park</u>
<u>Village of Drummond</u>	<u>Laytonsville</u>	<u>Washington Grove</u>

Municipalities⁴

<u>Barnesville</u>	<u>Gaithersburg</u>	<u>Poolesville</u>
<u>Brookeville</u>	<u>Garrett Park</u>	<u>Rockville</u>
<u>Town of Chevy Chase</u>	<u>Glen Echo</u>	<u>Somerset</u>
<u>Chevy Chase View</u>	<u>Kensington</u>	<u>Takoma Park</u>
<u>Village of Chevy Chase</u>	<u>Laytonsville</u>	<u>Washington Grove</u>
<u>Village of Chevy Chase, Sect. 3</u>	<u>Martin's Additions</u>	
<u>Village of Chevy Chase, Sect. 5</u>	<u>North Chevy Chase</u>	

RACE/ETHNIC BREAKDOWN: In 2008⁵, for people reporting one race alone:

- 54 percent White – not Hispanic
- 17 percent Black
- .4 percent American Indian and Alaska Native
- 13 percent Asian
- .1 percent Native Hawaiian and Other Pacific Islander
- 15 percent Hispanic or Latin origin
- 2 percent two or more races

² 1/ Census Estimates Base for 2000 Source: Population Division, U.S. Census Bureau, release date March 23, 2010
Prepared by the Maryland Department of Planning, Planning Data Services, March 2010.

³ Montgomery County Government :
<http://www.montgomerycountymd.gov/cittmpl.asp?url=/content/citizen/community.asp#cities>

⁴ Montgomery County Government :
<http://www.montgomerycountymd.gov/cittmpl.asp?url=/content/citizen/community.asp#cities>

⁵ Quick Facts; US Census Bureau.

NATIVITY AND LANGUAGE: Thirty percent of the people living in Montgomery County in 2006-2008 were foreign born. Seventy percent was native, including 23 percent who were born in Maryland. Among people at least five years old living in Montgomery County in 2006-2008, 36 percent spoke a language other than English at home. Of those speaking a language other than English at home, 37 percent spoke Spanish and 63 percent spoke some other language; 41 percent reported that they did not speak English "very well."

Number of households in Montgomery County in 2008⁶

	Total	Family	Non-Family
Number of households	347,982	234,521	107,461
Median household income	93,999	112,564	58,937

POVERTY AND PARTICIPATION IN GOVERNMENT PROGRAMS: In 2006-2008, 5 percent of people were in poverty. Six percent of related children under 18 were below the poverty level, compared with 6 percent of people 65 years old and over. Three percent of all families and 11 percent of families with a female householder and no husband present had incomes below the poverty level.

Poverty rate.5 percent

PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL

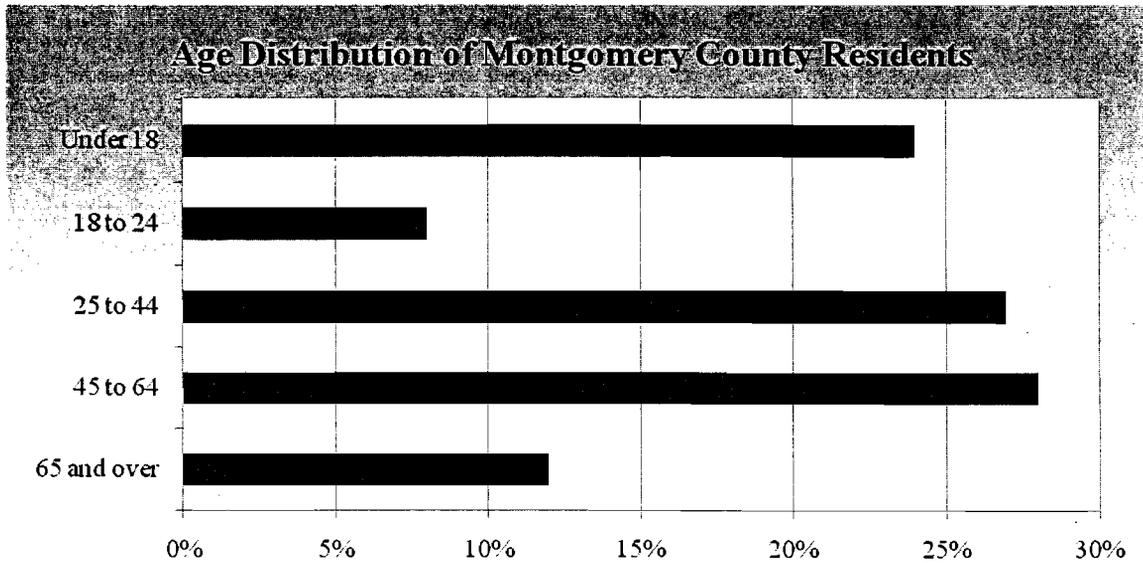
Source: U.S. Census Bureau, 2006-2008 American Community Survey

All families	3.1%
With related children under 18 years	4.5%
With related children under 5 years only	5.0%
Married couple families	1.6%
With related children under 18 years	1.8%
With related children under 5 years only	2.4%
Families with female householder, no husband present	10.3%
With related children under 18 years	14.4%
With related children under 5 years only	17.2%
All people	5.2%
Under 18 years	5.8%
Related children under 18 years	5.5%
Related children under 5 years	6.7%
Related children 5 to 17 years	5.0%
18 years and over	5.0%
18 to 64 years	4.8%
65 years and over	5.9%
People in families	3.4%
Unrelated individuals 15 years and over	13.6%

⁶ Source: American Community Survey, 2006-2008

AGE DISTRIBUTION:

Population's age distribution ⁷ .	Estimate	Percent
SEX AND AGE		
Total population	942,747	
Male	453,845	48
Female	488,902	52
Under 5 years	66,138	7
5 to 9 years	62,541	7
10 to 14 years	60,754	6
15 to 19 years	61,803	7
20 to 24 years	56,166	6
25 to 34 years	106,495	11
35 to 44 years	145,799	15
45 to 54 years	155,030	16
55 to 59 years	64,599	7
60 to 64 years	48,145	5
65 to 74 years	59,643	6
75 to 84 years	37,801	4
85 years and over	17,833	2
Median Age	39	



Source: American Community Survey, 2006-2008

⁷ U.S. Census Bureau, 2006-2008 American Community Survey

INDUSTRIES: In 2006-2008, for the employed population 16 years and older, the leading industries in Montgomery County were Professional, scientific, and management, and administrative and waste management services, 22 percent, and Educational services, and health care, and social assistance, 20 percent.

OCCUPATIONS AND TYPE OF EMPLOYER: Among the most common occupations were: Management, professional, and related occupations, 55 percent; Sales and office occupations, 20 percent; Service occupations, 14 percent; Construction, extraction, maintenance and repair occupations, 6 percent; and Production, transportation, and material moving occupations, 4 percent. Seventy-two percent of the people employed were Private wage and salary workers; 21 percent was Federal, state, or local government workers; and 7 percent was Self-employed in own not incorporated business workers.

Number of people in the Civilian Workforce.530, 531

OCCUPATION Source: U.S. Census Bureau, 2006-2008 American Community Survey		
Civilian employed population 16 years and over	507,383	507,383
Management, professional, and related occupations	281,467	55.5%
Service occupations	72,878	14.4%
Sales and office occupations	100,834	19.9%
Farming, fishing, and forestry occupations	502	0.1%
Construction, extraction, maintenance and repair occupations	30,624	6.0%
Production, transportation, and material moving occupations	21,078	4.2%
INDUSTRY Source: U.S. Census Bureau, 2006-2008 American Community Survey		
Civilian employed population 16 years and over	507,383	507,383
Agriculture, forestry, fishing and hunting, and mining	799	0.2%
Construction	29,988	5.9%
Manufacturing	16,049	3.2%
Wholesale trade	7,118	1.4%
Retail trade	39,546	7.8%
Transportation and warehousing, and utilities	10,929	2.2%
Information	20,847	4.1%
Finance and insurance, and real estate and rental and leasing	39,009	7.7%
Professional, scientific, and management, and administrative and waste management services	111,146	21.9%
Educational services, and health care and social assistance	101,231	20.0%
Arts, entertainment, and recreation, and accommodation, and food services	40,405	8.0%
Other services, except public administration	36,280	7.2%
Public administration	54,036	10.6%
CLASS OF WORKER Source: U.S. Census Bureau, 2006-2008 American Community Survey		
Civilian employed population 16 years and over	507,383	507,383
Private wage and salary workers	364,209	71.8%
Government workers	107,575	21.2%
Self-employed workers in own not incorporated business	34,834	6.9%
Unpaid family workers	765	0.2%

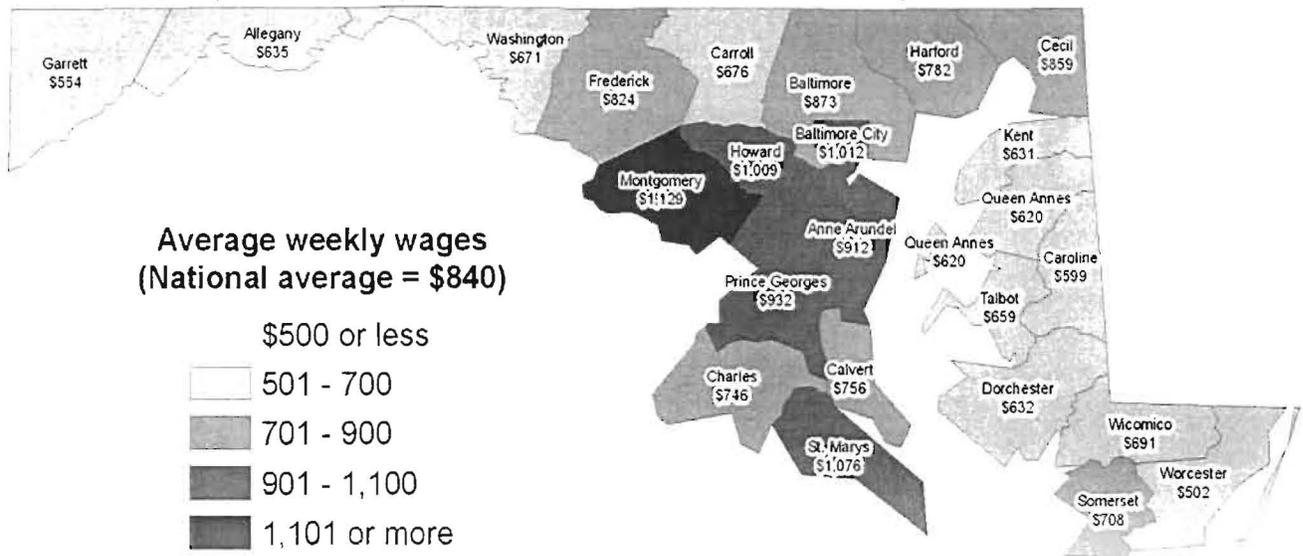
EMPLOYMENT: Employment declined in all eight large counties in Maryland from June 2008 to June 2009, according to the U.S. Bureau of Labor Statistics. However, Montgomery County recorded the smallest decline, down 2.4 percent. Montgomery County ranked highest in employment, at 449,400, in June 2009, among the eight largest counties in Maryland. Montgomery County also had the highest average weekly wage among the eight largest counties in the State at \$1,129. This figure ranked the county in the top 50 of counties having the largest weekly earning nationwide.

Area	Employment			Average Weekly Wage ⁽³⁾			
	June 2009 (thousands)	Percent change, June 2008-09 ⁽⁴⁾	National ranking by percent change ⁽⁵⁾	Average weekly wage	National ranking by level ⁽⁵⁾	Percent change, second quarter 2008-09 ⁽⁴⁾	National ranking by percent change ⁽⁵⁾
United States ⁽⁶⁾	129,674.8	-5.1	--	\$840	--	-0.1	--
Maryland	2,500.8	-3.0	--	935	7	1.6	6
Montgomery, Md.	449.4	-2.4	32	1,129	15	1.5	69

Footnotes:

- (1) Includes workers covered by Unemployment Insurance (UI) and Unemployment Compensation for Federal Employees (UCFE) programs.
- (2) Data are preliminary.
- (3) Average weekly wages were calculated using unrounded data.
- (4) Percent changes were computed from quarterly employment and pay data adjusted for noneconomic county reclassifications.
- (5) Ranking does not include the county of San Juan, Puerto Rico.
- (6) Totals for the United States do not include data for Puerto Rico or the Virgin Islands.

Chart 1. Average weekly wages by county in Maryland, second quarter 2009¹



¹ Data are preliminary.

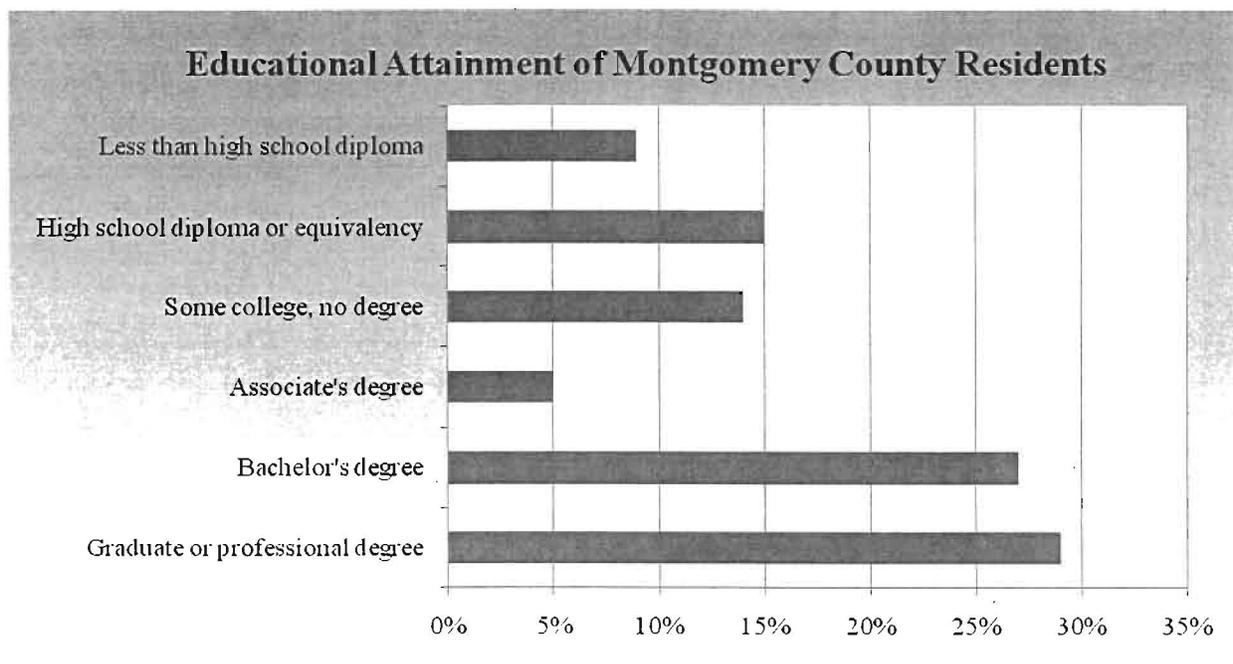
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Unemployment Source of Data: U.S. Department of Labor, Bureau of Labor Statistics (BLS). The BLS defines unemployed as persons aged 16 years and older who had no employment, were available for work (except for temporary illness), and had made specific efforts to find employment sometime during the previous four-week period. The 1999-2008 data rates are the annual (12-month) averages. The 2009 data are a 10-month average through October 2009. The unemployment rates are not seasonally adjusted.

Employment by Place of Residence, 2008-2009 Montgomery County		
	2008	2009
Employed	497,249	484,364
Change from Previous Year	--	(12,885)
Unemployed	16,400	26,481
Change from Previous Year	--	10,081
Unemployment Rate	3.2%	5.2%

EDUCATIONAL ATTAINMENT:

- 91% percent of the people 25 years and over have at least a high school diploma
- 56% percent have a bachelor’s degree or higher
- 9% percent were dropouts; were not enrolled in school and had not graduated high school



INDICATOR⁸	DATA YEAR	Montgomery County Public Schools
Total Public School Enrollment	2009-10	141,777
Cost Per Pupil	2009-10	\$14,294
% Students Receiving Special Services	2008-09	12%
% Students in ESOL Programs	2008-09	12%
% Students Eligible for Free/Reduced Meals	2008-09	27%

⁸ Montgomery County Public Schools,

Mobility Rate, Dropout Rate, and SAT Scores, FY07-FY08	FY 2007	FY 2008
Student Mobility Rate	16%	14%
Dropout Rate	2.7%	2.9%
Average SAT Score	1,624	1,616

Number of school districts in the county. 1

TRAVEL TO WORK: Sixty-six percent of Montgomery County workers drove to work alone in 2006-2008, 10 percent carpooled, 15 percent took public transportation, and 3 percent used other means. The remaining 5 percent worked at home.

Mean commute time. 33 minutes

HEALTH: Health of residents in Montgomery County based on 1865 CDC Behavioral Risk Factor Surveillance System Survey Questionnaires from 2002 to 2004:

General health status score of residents in this county from 1 (poor) to 5 (excellent) is 3.9. This is significantly better than average.

- 83.1% of residents exercised in the past month. This is more than average.
- 29.3% of residents had a sunburn in the past 12 months. This is about average.
- 38.3% of residents smoked 100+ cigarettes in their lives. This is less than average.
- 68.8% of residents drank alcohol in the past 30 days. This is more than average.
- 81.4% of residents visited a dentist within the past year. This is more than average.
- Average weight of males is 185 pounds. This is less than average.
- Average weight of females is 147 pounds. This is less than average.
- 12.0% of residents keep firearms around their homes. This is less than average

Source: Citidata.com: http://www.city-data.com/county/Montgomery_County-MD.html#ixzz0oVpH2iMg

HOUSING CHARACTERISTICS: In 2006-2008, Montgomery County had a total of 362,000 housing units, 6 percent of which were vacant. Of the total housing units, 69 percent was in single-unit structures, 31 percent was in multi-unit structures, and less than 0.5 percent was mobile homes. Twenty-two percent of the housing units were built since 1990.

OCCUPIED HOUSING UNIT CHARACTERISTICS: In 2006-2008, Montgomery County had 342,000 occupied housing units - 244,000 (71 percent) owner occupied and 98,000 (29 percent) renter occupied. Two percent of the households did not have telephone service and 7 percent of the households did not have access to a car, truck, or van for private use. Multi Vehicle households were not rare. Forty percent had two vehicles and another 19 percent had three or more.

HOUSING COSTS: The median monthly housing costs for mortgaged owners was \$2,472, non-mortgaged owners \$689, and renters \$1,383. Of 244,089 owner occupied units, 80% had a mortgage. Thirty-seven percent of owners with mortgages, 13 percent of owners without mortgages, and 51 percent of renters in Montgomery County spent 30 percent or more of household income on housing

Housing Cost: 39% of Montgomery County housing units were built before 1970. (Source: Comparative Data, Montgomery County and Fairfax County, Office of Legislative Oversight, Report Number 2010-5; released January 26, 2010)

Total Housing Units	2008	365,083 units
Median Housing Value	2008	\$489,400
Median Housing Sales Price	2008	\$395,000
Households Spending 30% + of Monthly Income on Housing Cost	2008	38% Owners
Households Spending 30% + of Monthly Income on Housing Cost	2008	52% Renters
Foreclosure Rate	December 2008 – November 2009	2.4% (8,711 events)
Homeless Persons (per 100,000 population)	2006	124 persons (1,164 total)
Homeless Persons (per 100,000 population)	2007	121 persons (1,139 total)
Homeless Persons (per 100,000 population)	2008	121 persons (1,150 total)

Housing:

(Source: U.S. Census Bureau, 2006-2008 American Community Survey)

Occupied Housing Units	2006-2008	341,982
Owner – Occupied Units	2006-2008	244,089 (71%)
Renter – Occupied Units	2006-2008	97,893 (29%)
Median Rent	2006-2008	\$1,383
Average household size of owner-occupied unit	2006-2008	3
Average household size of renter-occupied unit	2006-2008	2

Homes for sale – Average days on Market, 206-2008

(Source of Data: Metropolitan Regional Information Systems, Inc. MLS Resale Data)

Total Units Sold	2006-	2007	2008
Average Days on Market	57	84	103

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

VISION: Economic development, education, and the system of talent development are aligned both locally and regionally to sustain a vibrant economy in the County.

MISSION: The Montgomery County WIB helps businesses succeed through workforce services.

VALUE PROPOSITION: We are consultative in meeting businesses needs and enhancing the customer experience thru innovation, knowledge, quality, professionalism, and being forward looking and anticipatory in meeting your needs.

CUSTOMERS: Our *primary external customers* are business and industry.

Our *secondary external customers* are job seekers (emerging, transitional, and incumbent)

Our workforce partners and staff are our *internal customers*.

ROLE: The WIB will play several roles in furtherance of our vision and mission:

- We will be a catalyst for **change** in the community to build an effective workforce development system.
- We will be a **community facilitator and convener** to identify issues and act collectively with partners to address them.
- We will act as an **intermediary/broker** between the supply and demand sides of the workforce system about current and future skill needs to ensure mutually beneficial relationships and outcomes.
- We will be an **advocate** and take political action on workforce development issues at the local, state and national level.

**ORGANIZATIONAL
CORE VALUES**

Our Common Values:

We believe in the following shared principles, beliefs and priorities....

LEADERSHIP. We will have the courage to lead from the front and shape the future. We believe in our role as stewards of the public trust and the future of the people we serve.

CHANGE. We believe in bringing to bear all of our talents and resources to provide opportunities for our customers to succeed and thrive, one person and one business at a time.

SERVICE EXCELLENCE. We will give the best and world class service and achieve excellence each passing day.

INTEGRITY. We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments.

STRATEGIC GOALS

Goal One: Align all service delivery to industry needs.

Key Strategies:

- 1.1 Identify a definitive number of industries to target that define the WIB's industry sector approach.
- 1.2 Create industry alliances, e.g., an alliance between the workforce system, education, and industry in the identified targeted industry sectors.
- 1.3 Conduct an inventory of current education and industry linkages, evaluate their effectiveness and join with those that are deemed as having an impact and meeting the WIB's objectives.
- 1.4 Identify projected skills needed by the future workforce regularly.
- 1.5 Forecast jobs and skills necessary over the next three years and communicate that information to the entire workforce system.
- 1.6 Create methods in partnership with education to examine current curriculum and evaluate whether curriculum and skills are aligned to businesses' skill needs.
- 1.7 Continuously build the knowledge of educational institutions (K-16) and the one stop system on the skills gap, research based best practice programs that link skills development with workforce learning and key workforce trends.

Goal Two: Reduce redundancies, ensure integration, and increase efficiency and effectiveness in service delivery through aligning the workforce development sectors⁹ and resources.

Key Strategies:

- 2.1 Become known as the convener for economic development, workforce development; and education when the "intersect" is at play.
- 2.2 Position the WIB as an intermediary between business and industry and education.
- 2.3 Increase connections to academic institutions that provide education and training to ensure alignment to current and future knowledge and skill needs through the development of career pathways.
- 2.4 Enhance the system of career awareness, career exploration and career choice to assist students and adults gain knowledge of labor market options.
- 2.5 Develop integration methods, strategies, and templates to ensure that businesses benefit from a one stop workforce delivery system.
- 2.6 Use technology to its fullest extent to reduce redundancies and to increase efficiency.

Goal Three: Increase awareness of the workforce development system on the part of industry.

Key Strategies:

- 3.1 Define brand equity and create a brand to foster a public image and to increase public awareness.
- 3.2 Create a strategic marketing and communication plan to raise awareness of the usefulness and quality of the existing network of workforce services.
- 3.3 Define the core products and services of the workforce development system and create a system for continuous improvement based on customer expectations.
- 3.4 Raise awareness of the workforce development system as the premier source of data on workforce development in the region by utilizing the data to showcase best practices and innovation.
- 3.5 Build awareness of the WIB and the workforce system's contribution to economic development with key economic development community "players".

⁹ The WIB defines workforce development where economic development, education, and talent (supply of workers) overlaps and intersects.

- 3.6 Evaluate results of the branding campaign.
- 3.7 Hire outside expertise to assist with creating the branding campaign.

Goal Four: Increase resources to carry out strategic initiatives

Key Strategies:

- 4.1 Create a resource development plan with financial targets.
- 4.2 Align and maximize all current and ongoing resources required to carry out strategic initiatives.
- 4.3 Solicit funds from foundations, corporations and government based on the planned approach.
- 4.4 Explore incorporation as either a foundation as the fundraising arm of the WIB or as an entity for both fundraising and administrative purposes (501c3 or c4).

OPERATING PRINCIPLES

The following principles define the way the WIB operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- We will continuously ensure that our strategies meet changing needs and expectations of our customers and the marketplace.
- We will ensure access for all and attend to the diverse needs of our customers in all aspects of our service delivery.
- Our perspective in problem-solving and decision-making is regional as well as local.
- The principle of data-driven and fact-based decision-making is used in the operational end of all systems and processes.
- Ongoing evaluation will provide data to access continuously the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
- We seek to ensure relevancy of the board by stretching our reach through strategic alliances built within the three key sectors of the workforce development system.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

As a result of Goals 1, 2, 3, and 4 at the end of three years the WIB will:

MEASURE: Increase and sustain customer satisfaction.

Indicator: X% of each customer group reports being satisfied with the WIBs services.

Data Collection

Method: Annual customer satisfaction survey with each customer group

MEASURE: Increase recognition of the WIB's leadership role around workforce issues.

Indicator: The WIB is recognized for providing leadership around workforce issues

Data Collection

Method: Survey of various community groups

MEASURE: Increase the supply of workers for each of the X targeted industries

Indicator: The number of individuals being trained for each industry increases by X%.

Data Collection

Method: Tracking system of # of individuals by industry in training

MEASURE: Enhanced linkages with workforce and economic development partners and initiatives and participation in various policy and advocacy committees related to workforce and economic development. Demonstrate effectiveness in contributing to the community's economic development initiatives.

Indicator: Economic development partners rate the WIB's contribution to economic development in the area as significant.

Data Collection

Method: Survey of economic development partners regarding the WIB's effectiveness in contributing to economic development initiatives

MEASURE: Increase the number of new businesses (in all industries) provided a service.

Indicator: The number of new businesses using the services increases by **X%**.

Data Collection

Method: Track the number of businesses provided any service¹⁰ through the WIBs delivery system, one-stop centers.

¹⁰ Business services are defined through the common definitions developed as part of strategy 3.3.

Attachment 4
WIA Allocation Formula Factors

The WIA allocation formula for Adult and Youth consists of three (3) data factors:

1. The number of unemployed in Areas of Substantial Unemployment (ASUs).
2. The number of excess unemployed individuals, or ASU excess individuals, whichever is higher.
3. The number of economically disadvantaged individuals

One-third (1/3) of the available funding is allocated on the basis of the relative number of unemployed persons residing in areas of substantial unemployment. An Area of Substantial Unemployment (ASU) is an area that has experienced an average unemployment rate of 6.5% for the most recent 12 month period.

One-third (1/3) of the available funding is allocated on the basis of the relative number of excess unemployed. Excess unemployed is defined as the number of unemployed in excess of 4.5% of the Civilian Labor Force, or the ASU Labor Force, whichever is higher.

One-third (1/3) of the available funding is based on the relative number of economically disadvantaged individuals as indicated by the most recent Census data.

The Dislocated Worker allocation is based on eight (8) weighted factors:

1. UI Exhausted
2. Insured Unemployed
3. # Unemployed
4. Declining Industry
5. Lay-Offs, Closings
6. Enrolled Prior Year
7. Placed Prior Year
8. In Training Prior Year

All data is from the prior fiscal year at the time of calculation. For example, data for PY11 allocations are from the fiscal year ending June 30, 2010.

**Attachment 5
FY 13 Workforce Grant Descriptions**

EARLY INTERVENTION

These funds are used to support two full-time trainers that provide State approved Early Intervention workshops to 250 customers receiving unemployment compensation every six months. The trainers also provides other workshops such as resume writing, computer skills workshops and other job readiness workshops as time and needs requires.

ARRA STATE ENERGY

The Maryland Energy Sector Partnership and Training (MESP) project offers a variety of training opportunities and training costs may be for individual training accounts or classroom training and training costs may include tuition, scholarships, faculty/instructors, including salaries and fringe benefits; in-house training staff; support staff such as lab or teaching assistants; classroom space, including laboratories, mock-ups or other facilities used for training purposes; classroom-supported internship programs; and books, materials, and supplies used in the training course, including specialized equipment.

NURSING TRAINING STATEWIDE

This state funded program addresses the shortage of health care professionals by assisting foreign-trained health professionals become employed in health care in the United States through guidance and support for gaining credentials and other support services, academic training including ESL, and on-the job practical exposure in hospital setting.

BRAC

The Base Realignment and Closure (BRAC) grant provides funding to assist individuals affected by BRAC actions or who can benefit from BRAC moves into Montgomery County. Since the County will see increased employment because of BRAC, training and support will be given to dislocated workers in searching for federal jobs or jobs with government contractors. A workshop on how to find federal jobs will be upgraded to reflect changes in the federal job hiring process, staff assisted job clubs will be formed to support individuals through the federal job application process; training and assistance in gaining security clearances will be provided; and limited occupational training will be provided.

SUMMER YOUTH CONNECTION

The Maryland Summer Youth Connection Program primarily serves youth who are 14 and 15 years olds who are low-income, have a disability or a special need. The funds are used to develop, match, monitor and evaluate job placement of eligible youth. Additionally, these funds may be used as an incentive or match to encourage the private sector to hire eligible youth during the summer months.

Allowable program costs include wages paid to participants, supervision and training, materials and supplies related to the work provided, reasonable transportation costs and other administrative costs. Participating youth must not be paid less than the state minimum wage of \$7.25 per hour.

Attachment 6
Formula Funded Allocation across the Years

Year	Admin.	Adult	Youth	Dislocated Worker	TOTAL	Change (\$)	Change (%)
FY02	\$248,421	\$263,124	\$304,528	\$1,668,136	\$2,484,209		
FY03	\$257,481	\$266,567	\$289,865	\$1,760,900	\$2,574,813	\$90,604	3.65%
FY04	\$170,971	\$247,601	\$256,567	\$1,034,572	\$1,709,711	\$-865,102	-33.60%
FY05	\$159,199	\$272,613	\$203,961	\$956,215	\$1,591,988	\$-117,723	-6.89%
FY06	\$136,923	\$259,026	\$197,597	\$775,683	\$1,369,229	\$-222,759	-13.99%
FY07	\$170,243	\$409,006	\$360,093	\$763,088	\$1,702,430	\$333,201	24.33%
FY08	176,474	\$315,628	\$265,702	\$1,006,932	\$1,764,736	\$62,306	3.66%
FY09		\$403,340	\$335,917	\$787,055	\$1,526,312	\$-238,424	-13.51%
FY10		\$321,630	\$267,485	\$739,783	\$1,328,898	\$-197,414	-12.93%
FY11		\$605,181	\$558,284	\$973,568	\$2,137,033	\$808,135	60.81%
FY12		\$816,500	\$717,470	\$969,268	\$2,503,238	\$366,205	17.14%
FY13		\$876,491	\$833,441	875,747	\$2,585,679	\$82,441	3.29%

**Attachment 7
MEASURES AT-A-GLANCE**

ADULT MEASURES

Entered Employment

*Of those who are not employed
at the date of participation:*

of adult participants who are employed
in the first quarter after the exit quarter

#of adult participants who exit during the
quarter

Employment Retention

*Of those who are employed in the
first quarter after the exit quarter:*

of adult participants who are employed in
both the second and third quarters
after the exit quarter

of adult participants who exit during the
quarter

Average Earnings

*Of those adult participants who are employed in
the first, second, and third quarters after the exit
quarter:*

Total earnings in the second plus the total
earnings in the third quarters after the exit
quarter

#of adult participants who exit during the
quarter

YOUTH MEASURES

Placement in Employment or Education

*Of those who are not in post-secondary education or
employment (including the military) at the date of
participation:*

of youth participants who are in
employment (including the military) or
enrolled in post-secondary education and/or
advanced training/occupational skills training
in the first quarter after the exit quarter

of youth participants who exit during the
quarter

Attainment of a Degree or Certificate

*Of those enrolled in education (at the date of
participation or at any point during the program):*

of youth participants who attain a diploma,
GED, or certificate by the end of the third
quarter after the exit quarter

#of youth participants who exit during the
quarter

Literacy and Numeracy Gains

*Of those out-of-school youth who are basic skills
deficient:*

of youth participants who increase one or
more educational functioning levels

of youth participants who have completed a
year in the program (i.e., one year from the
date of first youth program service) plus the#
of youth participants who exit before
completing a year in the youth program

Attachment 8
Montgomery County Performance across years

	PY06/FY07		PY 07/FY 08		PY 08/FY 09		PY 09/FY 10		PY 10/FY 11		PY11/FY12	
	Standard	MC%			Standard	MC%	Standard	MC %	Standard	MC %	Standard	MC YR %
Entered Employment Adult	91%	76.7%	89%	66.1%	86%	66.7	84%		84%		84.0%	
Entered Employment Dislocated Workers	94%	88.6%	94%	84.1%	91%	79.7%	91%	73.3%	91%		89.0%	
Retention Rate Adult	87		87%	83.7%	88%	94.6%	84%		84%		84.0%	
Retention Rate Dislocated Workers	91		91%	90.9%	92%	91.50%	89%		89%		91.0%	
Average Earnings Adult	\$18,962		\$18,496	\$15,094	\$18,217	\$13,873	\$13,100	\$13,050	\$16,535	\$20,828	\$16,985	
Average Earnings Dislocated Workers	\$20,223		\$19,323	\$20,138	\$20,650	\$20,122	\$16,585	\$16,488	\$19,922	\$25,189	\$19,679	
Youth												
Attainment of Degree or Certificate	45%	27.3%	52%	45.2%	52%		66%	57.9%	66%	65.8%	66.0%	
Employment or Education	64%	38.1%	64%	68%	67%		63%		63%	60.7%	63.0%	
Literacy Numeracy	51%		51%		51%		65%	21.4%	65%	44.8%	65.0%	58.8%
Performance												
	= Exceeded Standard											
	= Meeting Standard (at least 80% of standard)											
	= Failing Standard (Performed below 80% of standard)											
	= No Participants in Measure											