

MEMORANDUM

April 11, 2013

TO: Education Committee

FROM: Vivian Yao, Legislative Analyst *VY*

SUBJECT: **Worksession: FY14 Operating Budget
 Non-Departmental Account-Montgomery Coalition for Adult English
 Literacy (MCAEL)**

Those expected to attend the worksession include:

- Kathy Stevens, Executive Director
- Heather Ritchie, Program Manager
- Deborah Lambert, OMB

The Executive's recommendation for MCAEL is attached at ©1. The Council appropriates to MCAEL most of the County funding for adult literacy programs, including English for Speakers of Other Languages (ESOL) programs. MCAEL determines how much funding to allocate to organizations requesting County funding for adult literacy programs. In addition to the funding that MCAEL grants to organizations on behalf of the County, the organization also receives funding to cover some of its administrative expenses and efforts to provide technical assistance and support to literacy providers in the community.

The following chart shows the recommended FY14 funding for MCAEL along with the funding history since FY10.

	FY10 Approved	FY11 Approved	FY12 Approved	FY13 CE Approved	FY14 Rec	% Change FY13-FY14	% Change FY10-FY14
Expenditures							
General Fund	\$842,420	\$717,850	\$681,960	\$716,058	\$816,058	14.0%	-3.1%
TOTAL Expenditures	\$842,420	\$717,850	\$681,960	\$716,058	\$816,058	14.0%	-3.1%

For FY14, the Executive has recommended funding of \$816,058 for MCAEL, a \$100,000 increase from the FY13 level. While this amount is 14% more than the FY13 level, it is still 3.1% less than the FY10 funded amount. The County supports MCAEL in the form of a grant. The organization's request to the County Executive is included at ©2-4.

MCAEL proposes that the \$100,000 increase¹ recommended by the County Executive would be allocated as follows:

- \$50,000 to increase grants to coalition ESOL providers: MCAEL estimates that the additional funding would support services to 347 individuals. Included in that number would be 278 residents of working age (ages 17-49) and 191 primary caregivers.
- \$50,000 to support the infrastructure of the organization: This funding will support the hiring of a part-time staff person and operating budget items. The staff person will coordinate instructor workshops; disseminate information to instructors, ESOL providers, and non-ESOL service organizations; manage scholarships to ESOL providers; write grants; and provide advocacy and communication support. Operating funds will be used to print additional provider directories; increase instructor training; provide additional technical assistance for providers; and support board and organizational planning efforts.

The organization has quantified the "Return on Investment" or ROI impact from the increased funding at ©5.

The following table shows MCAEL's proposed FY14 budget reflecting County and non-County funding sources. Council staff notes that FY14 budget information was provided to the Council in draft form and has not yet been approved by MCAEL's Board of Directors. See also ©6-7. The organization has made substantial progress increasing non-County sources of funding, increasing it four-fold since FY12.

	FY12 Approved	FY13 Approved	FY14 CE Rec	FY13-FY14 Change
Grants	500,000	525,000	575,000	9.5%
Other Costs	181,960	191,058	241,058	26.2%
Total County Funding	681,960	716,058	816,058	14.0%
Non-County Funding	31,800	105,086	127,800	21.6%
Total Organization Budget	713,760	821,144	943,858	14.9%

Council President Navarro requested information regarding wait list information for MCAEL and the funding required to eliminate or reduce the wait list. The most current information compiled by MCAEL shows 2,500 adults waiting to access classes. This information is point-in-time data provided by grantees, programs listed in the provider directory, and Montgomery College. MCAEL staff notes that the wait list data does not provide a comprehensive picture of need. For example, it does not track individuals that need additional supports to access ESOL services nor does it describe those individuals that need more intense programming than they are currently able to access.

¹ Council staff notes that the County Executive proposed increases to MCAEL NDA as follows: \$76,001 for additional capacity building and \$23,999 for MCAEL FY14 Community Grant Request.

If the Council is interested in increasing support for adult English literacy, it may want to explore additional funding both to MCAEL and major adult English literacy providers including Montgomery College. Council staff recommends taking a measured approach to expansion of services that builds realistically on the capacity of providers to ramp up their services; supports the whole system of English literacy services delivery; regularly assesses changes in demand and need; and commits increased funding for services over a period of time.

Annual Committee Review

The Committee met with MCAEL in the fall to review their progress. The most recent review was on November 21, 2012. At that meeting, the Committee discussed the role that adult literacy programs play in closing the achievement gap, the growth in need for adult literacy services in the County, particularly in the upcounty area, and the progress being made to help literacy programs in the County track outcomes and demonstrate program accomplishments. Committee members expressed continued appreciation for MCAEL's work.

Additional information about MCAEL activities and accomplishments can be found in MCAEL's Mid-Year Report (©8-18) and FY13 Community Grant Outcomes Report (©19).

Council staff recommendation: Approve the Executive proposed FY14 funding for MCAEL.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	23,650,520	0.00
Enhance: Family Justice Center Expansion	132,054	0.00
Decrease Cost: Lease Savings	-470,170	0.00
FY14 CE Recommended	23,312,404	0.00

Legislative Branch Communications Outreach

This NDA provides funds to strengthen the capacity of five Legislative Branch offices (the Council Office, the Office of Legislative Oversight, the Board of Appeals, the Office of Zoning and Administrative Hearings, and the Office of the Inspector General) to inform constituent communities of issues that directly affect them and to ensure that these communities' concerns are effectively taken into account. Communications efforts supported by this NDA include expanded outreach in Spanish and other languages, greater use of web and social media resources, Open Government initiatives, and improved management of constituent requests.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	580,000	0.00
Increase Cost: Operating expenses	15,592	0.00
Increase Cost: FY14 Compensation Adjustment	4,408	0.00
Shift: Funding shifted between operating and personnel costs for chargeback to this NDA	0	2.00
Decrease Cost: Elimination of One-Time Items Approved in FY13	-200,000	0.00
FY14 CE Recommended	400,000	2.00

Montgomery Coalition for Adult English Literacy (MCAEL)

This NDA provides funding for the Montgomery Coalition for Adult English Literacy (MCAEL). MCAEL's mission is to strengthen the countywide adult English literacy community of providers' network with resources, training, collaborations, and advocacy to support a thriving community and an optimal workforce. Funding for MCAEL supports program grants to organizations that provide adult English literacy services; technical assistance, training, and networking opportunities that improve program quality and coordination; information resources for the community; and operating expenses to administer the grants and provide the support services. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	716,058	0.00
Enhance: Additional Capacity Building for MCAEL	76,001	0.00
Enhance: MCAEL FY14 Community Grant Request	23,999	0.00
FY14 CE Recommended	816,058	0.00

Montgomery County Employee Retirement Plans

The mission of this NDA is to manage prudent investment programs for the members of the Employee Retirement Plans and their beneficiaries. Expenditures associated with this program are funded from the Employees' Retirement System (ERS), Retirement Savings Plan (RSP), and the General Fund on behalf of the Montgomery County Deferred Compensation Plan (DCP) trust funds and are, therefore, not appropriated here. This NDA manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy and investment guidelines. The Board also administers the investment programs for the RSP and DCP. The Board consists of 13 trustees including the Directors of Human Resources, Finance, Management and Budget, and the Council Staff; one member recommended by each employee organization; one active employee not represented by an employee organization; one retired employee; two members of the public recommended by the County Council; and two members of the general public.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
ERS - Rate of return - used to compare to the 7.5% Actuarial Assumed Return ¹	21.77%	5.30%	13.07%	N/A	N/A
ERS - Return in excess of the total fund benchmark (passive indices) ²	1.81%	(.08)%	2.19%	2.00%	2.00%
RSP & DCP - Percentage of funds offered that are ranked at or above over a market cycle	81%	80%	N/A	N/A	N/A
RCP & DCP - Fees for fund offerings are at or below the median fees charged	97%	98%	N/A	N/A	N/A

¹The FY13 estimated figure is as of 1/31/13.

²The FY13 estimated figure is as of 1/31/13.



MCAEL

Montgomery Coalition for

Adult English Literacy

February 15, 2013

Chuck Short
Special Assistant
Office of the County Executive
101 Monroe Ave.
Rockville, MD 20850

Dear Chuck:

Thank you for the opportunity to update you and the County Executive about MCAEL's work. The coalition is excited about our vision for the future and the opportunities that exist to enhance our work to create more profound impact for adult ESOL learners and Montgomery County.

Brief History – Organizational and Funding¹

As you requested, the following table outlines a 5 year history of county funding for MCAEL. In short, MCAEL's county funding is \$125,000 (not adjusted for inflation) less than it was 4 years ago. This has resulted in fewer seats available for English language learners when the County waitlists average over 2,000 and over 137,000 individuals in the county are identified as Limited English Proficient (LEP). The coalition currently serves approximately 20,000 learners per year.

MCAEL's goals:

- Strengthen the County ESOL network with resources, training, collaborations and advocacy to support a thriving community and optimal workforce;
- Provide English language classes to empower individuals to better achieve their financial goals and economic independence, fostering economic development (jobs, taxes, etc.).

Funding from County to MCAEL	MCAEL Operating	% Change	Grants to ESOL Providers	% Change	Total Funding
FY 08	\$215,400		\$300,000		\$515,400
FY 09	\$225,000	4%	\$520,000	73%	\$745,000
FY 10	\$225,000	0%	\$617,420	19%	\$842,420
FY 11	\$191,850	-15%	\$526,000	-15%	\$717,850
FY 12	\$181,960	-5%	\$500,000	-5%	\$681,960
FY 13	\$191,058	6%	\$525,000	5%	\$716,058

The budget challenges have not kept pace with the increasing scope of MCAEL's work (60+ programs and 1500+ program and instructional staff), an increasing number of LEP community members and additional grant monitoring responsibilities. County funding

MCAEL Board of Directors & Staff:

Tiffany Lynn Heath, Co-President
National Coalition Organizer
AFL-CIO

Joshua Jeffries, Co-President
Principal
Arkin Youngentob Associates LLC

Farrah Jolly, Vice President
Associate
Booz Allen Hamilton

Howard Covin, Treasurer
Deputy Director
Johns Hopkins University
Montgomery County Campus

Caralyn Bushey
ESL Instructor/Student Services Coordinator
University of Maryland

Matt Chan
Vice President, Global Marketing, Institutions
Rosetta Stone

Emily Heard
Director, Affiliate Governance Consulting
PPFA

Emma Muñoz, Ph. D.
CEO
Language Matters

Cecilia Rojas
Director
Latino Outreach Program
Community Ministries of Rockville

Jeff Waldstreicher
Delegate
Maryland General Assembly

Martin Yescas
Asst. Vice President, Retail Banking
M & T Bank

Kathryn E. Stevens
Executive Director
MCAEL

¹ MCAEL was incorporated in 2006 and moved from Montgomery College in 2007, becoming fiscally independent and hiring 2 full-time staff. In 2008, County Council designated an additional role for MCAEL to review and award all adult English literacy grants in the county. Additionally, the organization received tax-exempt 501(c)(3) status in 2008.

available for provider grants has dropped by 15% limiting capacity and growth in quality. MCAEL hopes any funding increases can be made annually for at least 3 years.

Looking Forward

With the passage of the Dream Act, changes in the GED test that will take effect in 2014, and possible immigration reform, there are many opportunities for game-changing work by MCAEL, its providers and partners outside of the coalition to bring meaningful impact to our community. Here are some ideas that will be refined with additional input and discussion with the MCAEL coalition members, board, and other stakeholders in order to confirm shared goals and to plan and pilot possible new partnerships/opportunities if funding allows.

Priority Areas and Potential Impact:

1. Grants to Coalition ESOL Providers

An increase of \$125,000 would allow MCAEL to increase grants to front-line English literacy providers by about \$75,000-\$80,000 which could be used by programs for instructor stipends, additional classes, and basic resources to enhance the learning environment (technology, books). This would provide opportunities for increased implementation of best practices (assessment, student goals) in the classroom and retention of learners.

An increase of \$250,000 would allow MCAEL to increase grants to providers by \$150,000 - \$175,000. In addition to staffing/instructor support, 1-2 programs could expand to different locations and/or offer additional class levels. Programs could build internal program capacity and rebuild infrastructure by utilizing best practices.

An increase of \$500,000 would allow MCAEL to increase grants to providers by \$350,000 resulting in significant program growth, different class times and settings, and new program sites (identified needs exist in basic literacy and GED preparation).

Annual investments at any of these levels would result in 500-3000 additional learners served per year, in addition to sustainability for the coalition members.

2. MCAEL Infrastructure

An increase of \$125,000 would allow MCAEL to increase staffing by 1 part-time program staff to focus on program support (professional development, grants monitoring).

An increase of \$250,000 would allow MCAEL to increase staffing by 1 FTE. Additional staffing could be used in communications, outreach, and building connections with a variety of potential program partners. Individual mentoring and program support and more instructor workshops could be provided. Tools and training for better run and effective programs (ESL standards and non-profit standards) would be offered. Individual mentoring, program support and more instructor workshops could be provided. Tools and training for better run and effective programs (ESL standards and non-profit standards) would be offered.

An increase of \$500,000 would allow MCAEL to increase staffing by 2 FTE with additional program/communications staff for the items listed above and staffing to leverage the county's investment by connecting to potential new funding streams and partners as well as broaden advocacy efforts.

Annual investments at any of these levels would result in training for 100-300 program/instructor staff and 3000-9000 additional learners would be impacted annually.

3. **New Opportunities – A short wish list to achieve a vision of a model literacy coalition**

- Literacy Hotline for Montgomery County
- Partnership programs with local businesses to provide MCAEL training/support for workplace ESOL classes (possible fee for service)
- Collaboration with Montgomery County Public Schools to assess feasibility of enhancing/expanding adult class offerings in collaboration with in-school student programs
- Detailed assessment of barriers to education (transportation and childcare) to identify range of challenges and incentives
- Increased class offerings for basic literacy classes (particularly for those learners who lack basic literacy in their native language)
- Increased offerings for GED preparation classes

The items in section three would only be realized with the largest annual investment of \$500,000. Since these would be new programs, MCAEL would develop matrices to measure outcomes.

MCAEL stands ready to continue its work and to leverage the county's investment in our work. Please let me know if you have any additional questions.

Sincerely,

Kathryn E. Stevens
Executive Director

MCAEL ROI FY 2014

MCAEL Funding Levels	\$716,058	\$816,058	Comments
For Grants	\$525,000	\$575,000	\$50,000 increase
Additional revenue to Montgomery County	\$ 1,653,750.00	\$1,811,250	Every \$1 invested in adult education yields a return of \$3.15 to Maryland economy in increased earnings within 18 months. (U.S. Dept. of Commerce)
2,500 adults waiting to access classes/Increase in those able to access English classes (approx.)	# served via grant-funded organizations in FY13 (est.) 3,164	approximate increase in # served via grant funded organizations 347	Waitlist is not comprehensive. More learners are interested in English classes that have not made it on to waitlists (e.g. parents that are not near a program that offers childcare). Also does not include those that could be considered underserved as their program does not offer 100-120 hrs./year (It takes 100-120 hours to increase 1 level in English.)
Economic			
160,753 total LEP residents & 128,602 residents of working age with limited English ability (approx.)	# of residents of working age served in FY13 (est.) 2,148	# of additional residents of working age served 278	Working age defined based on data collected by MCAEL with the age range of 17-49. Programs serving individuals in Montgomery County zip codes identified with the highest poverty levels 20901, 20904, 20906, 20910, 20950, 20877, 20874 (Community Foundation)
Family/School Connection			
18,965 children with at least one limited English proficient parent	# of primary caregiver's currently served FY13 (est.) 1,316	# of additional primary caregivers expected to be served 191	Number determined through MCPS elementary and middle school data. Each child would have at least one limited English parent. (A mother's reading skill is the greatest determinant of her children's future academic success, outweighing other factors such as neighborhood and family income (NIH, 2010))
MCAEL Operating/Program:	\$191,058	\$241,058	\$50,000 increase
Increase in English classes and programs	16 organizations; 125 classes/ session	1 - 2 more organizations; 13 to 14 classes	Programs can offer more levels /supports to assist learners in getting a job, transitioning to Montgomery College etc.
Increased ability to address barriers learners face in attending classes	15 programs childcare	1 more childcare	More childcare and transportation support = Ability of new learners to access classes
	6 programs w/transportation support	2 more programs w/transportation support	
Increase to MCAEL capacity building programs, incl. training and tech assistance	137 instructors/staff served	40 more instructors/ staff served; 1,000 learners will have access to higher-quality instruction	More programs supported to maintain/improve services, more instructors trained, more volunteers leveraged = More learners moving through the system at a faster rate.
Increased distribution of provider directory, county's only comprehensive listing of English classes	10,000 directories distributed to 200 organizations	5000 more directories; distributed to 20 more locations/ meetings (touch 20-40 people each time)	Adult learners, social workers and community members are able to be referred to programs, to register for classes, and to advance the educational pipeline /network of services
Increased reporting, outreach and advocacy	20 hrs./wk. across 3 staff	5 hrs. more per week	MCAEL better able to promote literacy and connect/attract new resources and volunteers
Increased fundraising	currently approximately \$91,926	increase in funding \$40,000	MCAEL continues to leverage County funding through foundation support as well as individual and corporate giving

MCAEL FY 13 & 14 Budget	<i>prepared April 9, 2013</i>		
	FY 13	FY14	Notes
REVENUE			
Foundations	\$ 53,750.00	\$ 67,250	
Corporate	\$ -	\$ 30,000	
Individual Contributors	\$ 7,500.00	\$ 11,000	
Annual Literacy Event:	\$ 15,000.00	\$ 15,000	
MoCo Operating Support	\$ 191,058.00	\$ 241,058	1
MoCo Cap. Bldg. Grants	\$ 525,000.00	\$ 575,000	2
Interest	\$ 200.00	\$ 200	
Prior Year Reserves used	\$ 26,111.00	\$ -	
Other Fundraising Evt's	\$ -	\$ 3,350	
Memorial Fund	\$ 2,525.00	\$ 1,000	
TOTAL REVENUE	\$ 821,144.00	\$ 943,858	

NOTES

1 Baseline op budget=\$225,000 in 2010

2 Baseline cap bldg =\$617,420 in 2010

3 New Bookkeeper hired

4 Planning and consultation for database and tech plan, no impl.

5 Includes event refreshments

6 responding to increased need for provider directories

7 Strategic PIng for MCAEL

8 Web improvements for coalition use per feedback (ie, search functions, communication)

9 Discontinued use of service

10 moved to printing line

FY 14 budget is draft, not board approved

MCAEL FY 13 & 14 Budget		<i>prepared April 9, 2013</i>	
EXPENSES	FY 13	FY 14	
Salaries	\$ 169,123.00	\$ 199,687	
Benefits	\$ 29,459.00	\$ 34,862	
Capacity Building Grants			
Capacity Building Grants	\$ 525,000.00	\$ 575,000	
Instructor Fees	\$ 4,000.00	\$ 5,450	
Instructor Materials	\$ 3,000.00	\$ 3,600	
Outcomes Project	\$ 1,200.00	\$ 7,200	
Scholarships/Stipends	\$ 2,550.00	\$ 3,000	
Technical Support	\$ 1,530.00	\$ 2,630	
Supplies	\$ 1,087.00	\$ 2,500	
Operational Expenses			
Rent	\$ 18,145.00	\$ 20,000	
Bookkeeper	\$ 3,900.00	\$ 4,675	3
Grant Writer	\$ 5,000.00	\$ 5,000	
Tech Plan/Database	\$ 2,000.00	\$ 7,000	4
Graphic Design	\$ 1,700.00	\$ 2,300	
Meeting Expense	\$ 3,600.00	\$ 4,900	5
Postage	\$ 1,300.00	\$ 1,750	
Printing & Copying	\$ 8,500.00	\$ 10,990	6
Board PD	\$ 1,500.00	\$ 7,000	7
Staff PD	\$ 2,500.00	\$ 2,850	
Local	\$ 800.00	\$ 800	
Out of Town	\$ 2,000.00	\$ 2,600	
Photography/Video	\$ 2,000.00	\$ 2,750	
Ask Event - Space	\$ 3,050.00	\$ 3,000	
Subs, Pubs and Dues	\$ 1,155.00	\$ 1,305	
Professional Services			
Payroll Service	\$ 1,015.00	\$ 1,199	
Legal	\$ 1,000.00	\$ 1,000	
Auditor/Accounting	\$ 6,990.00	\$ 7,000	
Computer	\$ 400.00	\$ 3,100	
Repairs & Maintenance	\$ 500.00	\$ 750	
Bank / Processing Fees	\$ 150.00	\$ 150	
Communications	\$ 5,220.00	\$ 10,720	8
Insurance	\$ 1,790.00	\$ 1,790	
Depreciation	\$ 2,300.00	\$ 2,300	
Reserves	\$ 5,000.00	\$ 5,000	
Other Expenses			
Board Effect	\$ 2,280.00	\$ -	9
Staff/Vol Apprec.	\$ 400.00	\$ -	
TOTAL EXPENSES	\$ 821,144.00	\$ 943,858	10
NET REVENUE/LOSS	\$ -	\$ -	

FY 14 budget is draft, not yet board approved

MCAEL

Montgomery Coalition for

Adult English Literacy

Montgomery Coalition for Adult English Literacy

FY13 Midyear Report

Contract #9711000042-AA

January 11, 2013

8

INTRODUCTION

MCAEL is a community coalition of public, nonprofit, and business partners that support more than 70 adult ESOL (English for Speakers of Other Languages) and literacy service programs, 1,500 instructors and staff, and over 20,000 adult learners. Together, the Coalition works to strengthen the community by helping adults gain the English literacy skills needed to reach their potential as parents, workers and community members.

In July 2012, the Montgomery Coalition for Adult English Literacy (MCAEL) was awarded an extension of Contract #9711000042 to continue to promote English literacy, leverage private and public dollars for Adult English as a Second Language (ESL) services, and assist ESL providers in building their capacity to increase the quality of ESL services they provide. Under this contract, MCAEL allocates and manages grant funding to support direct services, through special authorization by the Montgomery County Council. In addition to providing direct financial resources, MCAEL is dedicated to strengthening the county-wide adult English literacy network with resources, training, collaborations and advocacy to support a thriving community and an optimal workforce.

MCAEL hired a new full time Executive Director, Kathy Stevens, who began full-time at the end of May 2012. Additionally, MCAEL hired a permanent Administrative Assistant (P/T) in July of 2012. As MCAEL transitioned from FY12 to FY13, MCAEL continued to maintain the services MCAEL provides through the dedicated work of staff, board members, and volunteers.

MCAEL PROGRAM ACTIVITIES AND ACCOMPLISHMENTS

Throughout the first half of FY13, MCAEL undertook the following activities in line with the Scope of Services identified in Section II of the contract, with the following results:

1. Maintain a database of ESL providers, teachers, advocates and advocacy groups that serve the residents in Montgomery County or could be of benefit to ESL providers that serve Montgomery County residents.

- Conducted annual revision of provider programs database via survey, emails and individual follow-up calls - **contacted over 80 ESOL programs/sent emails to 300 provider staff. Collected information through 34 data points** (e.g. name, location, # of volunteer instructors, assessment tools). Several programs closed over the past year, so current program number totals 70.
- Staff and board continued to build a network of advocates, providers and instructors by promoting literacy through various public fora, individual meetings and local media appearances:
 - Attended events around Montgomery County and Greater DC area:
 - Committee for Montgomery Legislative Breakfast,
 - WATESOL Fall Conference,
 - 13th Annual Schools & Community
 - United in Partnership Conference Resource Fair,
 - Montgomery County Chamber of Commerce Event,
 - Community Foundation Funders Roundtable,
 - MCPS Back to School Fair,
 - Montgomery College AELG fair,
 - MCPL Snapshot Day (Guest Reader),
 - County Executive's Ball,
 - 9th Annual Immigration Law & Policy Conference,
 - 2012 Help Wanted conference: Addressing the skills gap.
 - Participated in wrapping for literacy at 3 Montgomery County **Barnes and Nobles** – recruited 48 volunteers and connected with 200+ community members (12/2012);
 - Presented at **The National Immigrant Integration Conference** on Advocacy Strategies in Immigrant Adult Education (9/2012);
 - Continued to build a new MCAEL Salesforce database (for nonprofits a no-cost database).

- Met with and continue to partner with other nonprofits/organizations in area including:
 - Mont. County Public Libraries;
 - Regional Services Center Directors – Silver Spring and East County;
 - Interfaith Works;
 - Manna;
 - Montgomery College Foundation (MCAEL staff and a provider member attended Nonprofit Bootcamp on best practices through generosity of Foundation);
 - and Collaboration Council.

2. Provide notice of funding and grants opportunities, national and state policy issues, best practices and professional development by e-mail alerts to County ESL providers.

- **Circulated 35 electronic announcements** (July-June) to 300+ provider staff and 475+ instructors.
- Announcements contained information on resources & opportunities including but not limited to:
 - professional development trainings;
 - MCAEL & other community meetings;
 - conferences (local & national);
 - awards and stipends;
 - additional funding opportunities;
 - membership organizations (local & national);
 - ESOL best practices & teaching tools; and
 - advocacy (local and national).
- Communicated with an additional 1,200+ individuals through the MCAEL community e-list. **Total individuals touched by e-mail equals approximately 2,000 individuals.**
- Supported grantees and other providers with access to data to use in their fundraising grants. Created MCAEL and program dashboards for MCAEL and providers to utilize for advocacy and fundraising purposes. *See Addendum 1.*
- Engaged providers and community members to participate in national and statewide advocacy: (1) NCL campaign at the federal and state level and (2) MAACCE postcard campaign to governor.

3. Administer grants to providers of adult English literacy services, with the purpose of supporting existing activities, expanding activities, and improving the capacity of providers to deliver high-quality services.

- For FY13, MCAEL received applications from 16 organizations for 20 programs totaling \$600,000 in requests. **MCAEL awarded \$525,000 in County grants.** The funding supported **13 applicants and 16 programs** – 3 are pilot micro grants for smaller/emerging programs. (Note: Originally, 15 applicants were awarded funding; however, two organizations declined. One declined because the national office changed priorities and the other declined because the amount of funds awarded was not the full amount requested.) *A revised list of awards is at the end of the report.*
- Grants Management FY13: MCAEL publicized County support for literacy; worked with grantees to develop Letters of Agreement; collected and collated reports from grantees at midyear; provided technical assistance to grantees on a one-on-one basis; submitted invoices and reports to County. *See Addendum 2 for Grantee Program Highlights.*
- **Approximately 1,500 learners were provided ESOL instruction through programs funded by MCAEL.** Thousands of additional learners were supported in non-funded programs through the larger coalition network & supported by MCAEL's services (trainings and technical assistance etc.).
- Capacity Building FY13: 19 grantee program staff participated in a half-day orientation that centered on networking and improving program quality and quantity. Also, MCAEL staff created

binders developed from the TESOL standards for grantees to use in managing and sharing information on best practices and tools (Note: Table of Contents available at end of report.). **100% of grantees are working toward improving the quality of the programs.**

- MCAEL staff provided individual capacity building technical assistance by meeting with program managers for Linkages to Learning, Spanish Catholic Center, Literacy Council of Montgomery County, CASA de Maryland, and Rockville Senior Center.
- MCAEL's Executive Director served as a guest speaker and attended several ESOL graduations in the fall including those for Spanish Catholic, IMPACT Silver Spring, and CASA de Maryland.
- FY14 grants process (January – June 2013) has begun as of January 2013.

4. Conduct an **Outcomes Project** that measures the quality and effectiveness of ESL service delivery. Grantees/Providers receiving funds from MCAEL must submit demographic and performance data to MCAEL as a condition of their funding. MCAEL must ensure that grantees/providers comply with the established reporting requirements and all reporting deadlines.

- Collected demographic and enrollment data from 100% of FY13 grantees. Data in process of being analyzed.
- **Sent out Provider Satisfaction Survey (conducted every other year) to over 300 program staff. Tracking 34 data points** (e.g. how staff have participated in coalition, benefits of coalition, how programs have used knowledge or skills gained in the programs, suggestions for future of coalition). Results in process of being analyzed.
- MCAEL staff continues to work with new and previous providers to build evaluation/data tracking systems. Grantees and other providers finalized a list of indicators of success for learners and have begun implementation. Results on first round of implementation will be shared in final report for FY13.
- **Continued to support strategies to help programs and learners in transitioning from community-based programs to Montgomery College, workforce programs and/or the workforce.** (See section 5)
- Held Instructor Advisory Group and Provider Advisory Group meetings – one for each in August/September. Advisory groups assist MCAEL staff with reviewing compiled data to ensure programming remains useful, relevant, and a productive use of time for attendees. Groups also work to determine how to best support programs in achieving quality programming and measurable outcomes.
 - **The Instructor Advisory Group** - includes instructor trainers from Montgomery College and LCMC, along with instructors who have attended MCAEL trainings (novice and experienced) - focused on providing better quality classes for the learners & ROI indicators for professional development.
 - **The Provider Advisory Group** - comprised of a diverse group of provider representatives, including large and small nonprofits and a Montgomery College representative - focused on the most strategic approaches for MCAEL to support staff within organizations and identify results of programs. **In FY13, the group continued to focus on (1) identifying programming needs that will best assist programs with providing quality outcomes; (2) how to help programs with implementation of measuring indicators/outcomes (3) working on a process with the MCAEL board for having provider staff continue to sit on the MCAEL board.**

5. Offer 10 meetings per year for the 50 active ESL providers (non-profit and for-profit, large and small, secular and faith-based) already in the Coalition and others as they are identified. These meetings are required for grantees/providers receiving funds from MCAEL. Meetings will offer all MCAEL grantees/providers the opportunity to share information; work collectively on issues facing the teaching and funding of ESL; leverage their combined resources for increased funding and more effective delivery of ESL services, as well as better purchasing power

- Hosted 4 daytime meetings/workshops and 3 evening/weekend meetings/workshops (open to all program staff and instructors) in order to help instructors and providers to network, collaborate and share resources and best practices. MCAEL provided a total of 32 hours of comprehensive professional development (facilitated space for provider staff and instructors to learn from one another and experts in the field). Offered 130 seats, which were all filled. Topics included:
 - Indicators, and Goals, and Learning Gains, Oh My!
 - Leveling the field and defining Pathways (Part 1)
 - Leveling the field and defining Pathways (Part 2)
 - BEST Assessment Workshop/Certification
 - More Learning, Less Teaching
 - Ready, Set...Read! – Utilizing Reading Strategies to Enhance the ESOL Classroom
 - Working in Pairs and Groups: Modeling Success in the ESOL classroom
- Through these workshops and meetings, MCAEL served/connected 75 instructors and provider staff throughout the year within 26 organizations. Workshops/meetings scored an overall 92% rating for being a good use of time and a good source of useful information. Data is being analyzed as to the outcomes/use of the professional development.
- Leveraged connections to course instructors including national and local teaching staff and experts from Montgomery College, University of Maryland, Literacy Council of Montgomery College, Anne Arundel College and the Center for Applied Linguistics in order to conduct relevant, timely and quality professional development.

6. Provide information to the community and students seeking ESL and information resources through an electronically available Provider Directory listing ESL Providers in Montgomery County and their services, available on MCAEL's website. This website must also contain MCAEL's grant Requests for Proposals (RFPs) and links to other adult ESOL resources, such as advocacy, training, and other professional development and capacity building resources.

- Published revised searchable online version of Provider Directory, listing local adult English literacy service providers and enabling searches by organization, level and location.
- Continued to update new website. From July 1 – December 31, 2012, 2,848 unique individuals visited the website with 52% new and 48% returning. The "directory", "find a job/volunteer" and the "training & events" pages were the most visited.
- Served as a "hotline" for ESOL questions in the County. Answered calls/emails from individuals interested in literacy services for themselves or acquaintances as well as calls from volunteers interested in the field of ESOL (ave. 2 per week). Additionally, continued to connect individuals to services through partnerships with the PTAs, employers, and other civic organizations.

1. Additional programs and support services offered through funding leveraged by MCAEL:

- Staff provided mentoring to the Gilchrist Center and assisted in developing a syllabus for the ESOL program, which incorporates real-life material from Montgomery County into the classes.
- Served as a consultant for organizations interested in starting new ESOL programs including HOC and Wheaton High School.
- **MCAEL printed 5,000 copies of the Provider Directory and is in the process of distributing** them across the County through ESOL providers, other nonprofit organizations, businesses and MCAEL's community list. Print directories continue to assist individuals with finding initial classes and transitioning to other programs.
- **Provided funds for 4 instructors/program staff to attend local conferences** via the Dr. Deborah Bhattacharya Fund, (launched in memory of MCAEL's former Program Manager).
- Distributed **MCAEL's Teacher Toolkit**, which was released in FY11 through support from the County. MCAEL continues to work on developing a **Program Management Toolkit**.
- MCAEL continues to develop its **in-house library**. The library enables instructors and providers to access books and other multimedia materials that can be used in their classes. MCAEL is also working on building an online library for instructors and provider staff.
- Expanded MCAEL's role as a communication hub by utilizing Facebook and Twitter to disseminate information & connect community. Currently have 111 Facebook likes & 110 Twitter followers.

2. MCAEL's adherence to general nonprofit best practices activities:

- **Hosted "Leaders for Literacy: Transforming People, Families and Communities"** in fall of 2012. **The event was a fundraiser for MCAEL and also a process by which to build the fundraising capacity of the entire literacy community.** Thomas Perez was the keynote speaker. Through publicity for the event many people re-connected and/or connected for the first time to MCAEL and the need for English literacy in Montgomery County. 147 people registered for the event. Funds raised went to MCAEL operating, MCAEL grants and directly to some providers. A dedicated team of MCAEL staff, provider staff and instructors and community volunteers made the event happen. Additionally, because of the event being connected to the Benevon model, the Literacy Council of Montgomery County became aware of the model and adopted it.
- Sent out press releases to 55 media contacts and all constituents to promote the new Executive Director at MCAEL and the Leaders for Literacy Event.
- As of FY13, MCAEL has been leveraging funds through the Morris and Gwendolyn Cafritz Foundation, the Montgomery College Foundation, corporate donors (Adventist, Darcars) and an increasing base of individual donors.
- Held an annual fundraising campaign in December. 100% of the board donated to MCAEL in 2012.
- **Two new board members joined MCAEL's board** at the start of FY13.

- Board determined to reserve three seats on the MCAEL board for providers (providers will be recused during discussions of allocation of grant funding). Board, in collaboration with provider advisory group, created a process for nomination/selection.
- Staff and Board at MCAEL have been utilizing new evaluation tools to review MCAEL's work as the organization moves into the process of creating MCAEL's 2nd strategic plan.
- Executive Director connected with several key people at the Montgomery County Government and will continue to do so in the coming year. Meetings conducted with County Council Education Committee (Presentation), and meetings with County Executive Leggett, Chuck Short, and County Councilmember Valerie Ervin.
- Continued to explore a number of grant and corporate opportunities. Have submitted a number of grants for operating and program support.
- Hosted fourth annual, "Wrap for Literacy" event in partnership with Barnes and Noble at three sites (Bethesda, Gaithersburg and Rockville).
- Continued to leverage resources and expand partnership with local, regional and national nonprofits and businesses including:
 - Non Profit Village,
 - M&T Bank,
 - Discovery Communications,
 - Hughes Network Systems,
 - Marriott Foundation,
 - FDA White Oak for UW Campaign,
 - Washington Gas,
 - Rosetta Stone,
 - Maryland Association of Nonprofit Organizations,
 - COABE,
 - MAACCE,
 - ProLiteracy, and
 - The National Coalition for Literacy.



MCAEL FY13 Adult English Literacy & Micro Literacy Grant Awards

PURPOSE

In partnership with Montgomery County Government, MCAEL offers grant resources to support adult English literacy programs. The objective of MCAEL's grants program is to increase the availability of adult English literacy services offered to diverse populations, and to improve the quality of those services. MCAEL thanks the Montgomery County Government for supporting literacy.

For FY2013, funding was made available to support Adult English Literacy Programs in Montgomery County in order to increase the availability of adult ESOL and literacy services that support identified community needs and diverse populations while also supporting the improvement of quality of services. In addition, MCAEL offered Micro Literacy Access Grants to support a class or conversation club in order to: (1) access and leverage new partnerships and new resources; (2) create access to English classes for underserved populations; and (3) develop access points to link individuals to the larger ESOL system that exists in Montgomery County. Eligible organizations must be or partner with a non-profit, 501(c) (3) or have a similar designation from the U.S. Internal Revenue Service organization.

CASA de Maryland, Inc. - Evening ESOL Program

To support an evening ESOL program focused on improving participants' listening, speaking, reading, and writing skills, so the learners may become more financially independent, increase their employability, better integrate into American society, and achieve their personal goals

\$125,000

CASA de Maryland, Inc. - Welcome Center/Workforce ESOL Program

To support the operation of drop-in English classes at the Welcome Centers in Wheaton, Shady Grove and Silver Spring, so adult learners can learn English and improve their employment prospects and increase their earnings

\$22,000

Community Ministries of Rockville - Latino Outreach Program - ESOL Component

To support a family based ESOL and literacy program for adult non-English speaking low-income residents of Rockville and Montgomery County with the goal of helping immigrants assimilate into American culture and improve the quality of their lives

\$68,101

IMPACT Silver Spring – Adult ESL Empowerment Program

To support access to English literacy classes focused on empowering diverse low-income individuals and families of immigrant background while creating sustainable place-based support networks in order to improve their quality of life

\$9,480

Korean-American Senior Citizens Association, Inc. - Korean Senior ESOL Program

To assist Korean seniors with learning to read, listen, speak, write and understand basic English, so learners can gain confidence & communicate in English in the community

\$9,480

TIMELINE: FY13 GRANT PROCESS

February 22 nd	MCAEL issues RFP
March 2 nd	MCAEL grant preparation workshop
March	Optional staff reviews available
April 8 th	Final submissions due
May/June	Panel convenes: Reviews grants and Makes recommendations
June	MCAEL Board makes final approval
June 11 th	Final decisions announced to grantees; staff available for debriefings

OUTREACH

MCAEL conducted targeted outreach to ensure a wide circulation to all Montgomery County adult literacy and ESOL providers, through MCAEL’s provider list and local non-profit and government networks.

TOTAL REQUESTS RECEIVED

16 organizations, 20 programs and over \$600,000 in requests

TOTAL AWARDS

\$525,000 in grants awarded to support 13 organizations and 16 programs

Literacy Council of Montgomery County, Maryland, Inc. - ESL Class Program

To support ESL classes offered throughout the county for adults who live or work in Montgomery County, so that language learners have the opportunity to improve their skills (reading, writing, speaking and listening) and then get/retain jobs, secure better jobs, assist their children’s education, become educated consumers, become more active members of their community, and improve overall quality of their lives
\$60,867

Literacy Council of Montgomery County, Maryland, Inc. – Family Literacy

A pilot program that will be conducted in conjunction with LCMC’s “English for Daily Living Program”. The program works with English Language learning parents in elementary schools and will add a component where parents and child read together in English to help improve their English reading skills.
\$1,500

Mental Health Association (MHA) - Families Foremost – Adult English Literacy Classes

To support ESOL classes for low-income parents with small children (birth-4) to enable parents to learn English, complete their educational goals and strengthen parent-child bonds, so the parents can become more self-sufficient and better support their children
\$22,500

Montgomery County Muslim Foundation - ESOL Program (Micro Literacy Access Grant)

To support an ESOL program that enables seniors and women, Muslim and non-Muslim, to learn English and gain enough US cultural knowledge and confidence so that they can transition to mainstream county services and live more self-sufficiently and independently
\$3,150

Montgomery County Education Foundation/Montgomery County Public Schools Foundation – Linkages to Learning Adult English Literacy Program

To support an ESOL program, offered during school hours at local schools, for parents in order to improve the well-being of children and their families by assisting families to learn English so they can increase their support of their children’s academic success
\$59,100

Rockville Seniors, Inc. - Rockville Senior Center English Program

To support an English program developed to help immigrants over age 60 learn practical speaking, listening, reading, and writing English skills that will enable learners to function more independently in the community

\$19,564

Seneca Creek Community Church – Seneca Creek ESOL Conversation Classes

(Micro Literacy Access Grant)

To support English conversation classes dedicated to improving English literacy and language proficiency as part of the Seneca Creek Community Church community outreach efforts in the Gaithersburg area

\$3,700

Spanish Catholic Center, Inc. - English for Speakers of Other Languages (ESOL) Program and Family Literacy Component

To support an ESOL program with a family literacy component, located in Gaithersburg and Germantown, focused on increasing the language and literacy skills for low-income, limited English proficient members of the growing immigrant and Hispanic communities in Montgomery County

\$70,000

Workforce Solutions Group of Montgomery County, Inc. – English for Employment

To implement an ESOL program that provides English language instruction focusing on employment vocabulary, job searches and resume-building in order to support to Montgomery County language learners in finding employment opportunities and applying to jobs

\$24,408

Workforce Solutions Group of Montgomery County, Inc. - Workplace English for Hospitality

To support an ESL program targeting intermediate level English jobseekers who wish to pursue career opportunities and/or advance in the hotel and lodging industry and want to further develop their English-speaking/comprehension skills in order to find a job or get a better job

\$19,050

MCAEL FY13 Grantee
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FY13 Community Grant Outcomes Report

Organization Name	Montgomery Coalition for Adult English Literacy
Program/Project Name	Capacity Building Project
Program/Project Contact Name	Kathy Stevens, Executive Director
Phone number	301-881-1136
Email Address	execdir@mcael.org
Organization Address	12320 Parklawn Drive, Rockville MD 20852
MCG Administering Department	Montgomery County Public Libraries
Community Grant Amount	\$716,058
Project Start Date	7/1/2012

OUTCOMES/RESULTS ACHIEVED HIGHLIGHTS

MCAEL promotes English literacy, leverages private & public monies for Adult English as a Second Language services, and assists ESOL providers in building capacity. These efforts contribute to the broader outcome of *Vital Living for All of Our Residents*, by ensuring that adults in Montgomery County have ready access to high-quality ESOL services. At mid-year FY13, MCAEL achieved the following outcomes:

1) Increased/Maintained the availability of adult ESOL services for County residents and workers

Awarded and administered 13 grants totaling \$525,000 to 16 programs to support Adult ESOL programs and capacity building. Approximately 1,500 learners were served in the programs funded by MCAEL. Thousands of additional learners were supported in non-funded programs through the larger coalition network and supported by MCAEL's services including trainings and technical assistance.

2) Strengthened the capacity of adult English literacy service providers to deliver high quality, effective programs that meet the needs of learners.

MCAEL offers and supports the grantees and all providers with professional development based on national TESOL (Teachers of English to Speakers of Other Languages) Program Standards as well as nonprofit management best practices. This is done through a series of meetings and workshops, individual technical assistance, and print/online resources. Through this work, MCAEL assists the programs in achieving their objectives and improving the quality of the programs.

Hosted 4 daytime meetings/workshops and 3 evening/weekend meetings/workshops (open to all program staff & instructors) in order to help instructors and providers network, collaborate and share resources and best practices. MCAEL provided a total of 32 hours of comprehensive professional development (facilitated space for all provider staff and instructors to learn from one another and experts in the field) and offered 108 seats. Worked on how to transition learners and show indicators/outcomes for learners in classes. **MCAEL served/connected 75 instructors and provider staff within 26 organizations.** Overall workshops/meetings scored an overall 92% rating for being a good use of time and a good source of useful information.

Served as a communication and knowledge hub for literacy in Montgomery County, and circulated **35 electronic announcements** (July-Dec) to approximately **300 provider and 475 instructor contacts** on resources and opportunities. Topics included information on professional development trainings; MCAEL and other community meetings; local, regional and national conferences; scholarships; additional funding opportunities; local and national membership organizations; ESOL best practices; online teaching tools; advocacy and grant funding. Also, communicated with an **additional 1,100 general community members via e-list. Began building social media presence & have 111 Facebook likes and 110 Twitter followers.**

3) Increased public awareness, and served as a community knowledge resource on adult ESOL.

Hosted website with searchable ESOL directory. Shared 33 news, jobs and data postings to the website (July-Dec) Published revised Provider Directory of over 70+ programs, which provides the county's only comprehensive listing of adult English literacy programs.

Hosted Leaders for Literacy Event (147 registered) that built public awareness of ESOL in Mont. County and served as a fundraiser for MCAEL and providers. Funds raised went to MCAEL operating, MCAEL grants and directly to a few providers. Promoted literacy through press releases to media outlets, through a partnership with Barnes & Noble and continued building partnerships.