

MEMORANDUM REPORT

April 7, 2000

TO: County Council

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Office of Legislative Oversight

SUBJECT: A Review of FY 2000 County-Funded Workforce Development Activities

Executive Summary

This Office of Legislative Oversight (OLO) memorandum report identifies and describes the range of workforce development activities funded with County dollars during FY 2000 across the County agencies. The federal Workforce Investment Act of 1998 defines workforce development activities as programs designed to increase employment, job retention, earnings, and occupational skill attainment. Examples of workforce development activities include career counseling, job training, and job search assistance.

Federal, State, and County tax dollars, plus tuition and fees, fund workforce development activities. As approved by the Council, FY 2000 operating budgets across the agencies fund approximately \$12.4 million in workforce development activities. These County dollars represent approximately 10% of total workforce development funding in Montgomery County, with most of the other money coming from the state and federal governments.

OLO identified workforce development activities funded by the County in the FY 2000 approved budgets for the Montgomery County Public Schools, the Housing Opportunities Commission, and six departments/offices in the County Government. Most of the County-funded workforce development activities serve specific populations with special employment needs. In sum:

- The Montgomery County Public Schools' budget includes \$6.1 million, to provide youth with career education and work experience, help special education students transition from school to work, and teach basic education to adults.
- The Department of Health and Human Services' budget includes \$3.7 million to fund activities for at-risk youth, seniors, the working poor, and individuals with disabilities and mental illness.

- The Department of Economic Development budget includes approximately \$1.7 million for a range of workforce development activities, primarily serving the general population. Examples include the one-stop employment and training center, the Montgomery Work/Life Alliance, and Workforce Development Corporation operating expenses.
- The budgets for the Urban Districts, Commission for Women, Housing Opportunities Commission, Department of Correction and Rehabilitation, and Office of Human Resources total \$898,000 for workforce development activities. The programs serve unemployed and underemployed young adults and HOC residents, women, individuals in the corrections system, and individuals with disabilities.

At the time this OLO project was requested, Councilmembers acknowledged that compiling budget and descriptive information is the first step toward a full analysis of County-funded workforce development activities. OLO concurs that the next logical step is to assess the performance (i.e., results) of specific workforce development activities.

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OLO thanks staff in the agencies and departments that provided information for this report. OLO received excellent cooperation from staff in the Commission for Women, Department of Correction and Rehabilitation, Department of Economic Development, Department of Health and Human Services, Department of Housing and Community Affairs, Housing Opportunities Commission, Montgomery College, Montgomery County Public Schools, and the Silver Spring Urban District. OLO also thanks Montgomery County Chamber-Workforce Corporation staff for their assistance.

Part I. Background

A. Federal Workforce Development Legislation

The Workforce Investment Act of 1998 replaces the Job Training Partnership Act of 1983 as the primary federal legislation governing workforce development activities in the United States. The Act was signed into law in August 1998, and takes effect in Maryland on July 1, 2000. Like the Job Training Partnership Act (JTPA), the Workforce Investment Act (WIA) mandates services designed to move jobless individuals into permanent, self-sustaining employment.

WIA requires each state to establish a “workforce investment board”. The board must develop a five-year strategic plan for employment and training, designate local workforce investment areas, develop fund allocation formulas, and create state performance measures and a statewide employment statistics system. Members of the board include the Governor, state legislators, representatives of businesses and labor organizations, and state employment officials. In Maryland, the Governor’s Workforce Investment Board fulfills this role.

The federal legislation requires each state workforce investment board to designate local workforce investment areas with corresponding “local workforce investment boards”. The role of the local workforce investment board is to coordinate local programs, establish a one-stop employment and job training center and a youth council, negotiate local performance standards, and develop a local workforce investment plan. The chief local elected official appoints the members of the local board. The Workforce Development Corporation, part of the Montgomery County Chamber-Workforce Corporation, serves as Montgomery County’s local workforce investment board.

One-Stop Employment and Training Center – WIA requires each local workforce investment board to establish a one-stop employment and training center. The center serves as the primary access point for core employment and training services. Each local workforce investment area must operate at least one physical “full service center.”

The local workforce investment board designates an entity to operate the one-stop center. WIA requires that most agencies operating federally-funded workforce development and job training programs within the workforce investment area serve as partners. These partners work with the entity operating the one-stop center to assure that residents receive the services that they need. Other agencies offering workforce development and related services may serve as voluntary partners. Each one-stop partner must enter into a Memorandum of Understanding with the local workforce investment board regarding the services it will provide, how services and operating costs will be funded, and methods of referral between the one-stop operator and partner.

The Workforce Development Corporation oversees development of Montgomery County’s one-stop employment and training center called Montgomery Works. WDC is working with a variety of partners who will provide services through the one-stop. Appendix B (©18) contains additional information about Montgomery Works.

Youth Council – WIA also requires each local workforce investment board to establish a Youth Council to:

- Develop youth employment and training policies,
- Develop the youth portions of the local workforce investment plan,
- Recommend providers of youth activities for the purpose of contract or grant awards, and
- Ensure that youth program activities are connected to the one-stop delivery system.

Montgomery Youth Works serves as the local youth council in Montgomery County.

B. State Workforce Development Structure

In Maryland, the Governor’s Workforce Investment Board reviews, coordinates, and monitors the provision of employment and training services within the state. For example, the Board analyzes and reports on proposed state and federal workforce development legislative initiatives, produces the state’s strategic plan for workforce development, and monitors and evaluates the programs and services that comprise the state’s workforce development system.

The State Department of Labor, Licensing, and Regulation coordinates Maryland public and private resources for employment and job training, and administers local offices of employment and training in each county and Baltimore City. The Department’s Office of Employment Services, also known as the Maryland Job Service, provides a statewide public labor exchange to match employers with job seekers through local job service offices. It also carries out programs for America’s Job Bank, Alien Registration, Statewide Disabled Veterans Outreach, Local Veterans Employment Representative, and other programs.

The Department's Office of Employment Training administers programs authorized by the federal Job Training Partnership Act, including employment and training for economically disadvantaged adults and youth, and dislocated workers. Administered by local workforce investment boards, these programs encompass vocational training, counseling, on-the-job training, and summer employment and training for youth.

C. Montgomery County's Workforce Development Structure

1. Workforce Development Corporation, Montgomery County Chamber-Workforce Corporation

Montgomery County is one of 12 local workforce investment areas established by the Governor. The County contracts with the Workforce Development Corporation (WDC), part of the Montgomery County Chamber-Workforce Corporation, to serve as its local workforce investment board. According to the WDC, the mission of the organization is:

“To create a Montgomery County workforce development system that produces a first class workforce, making the County a prosperous and attractive place for business enterprise. The workforce will be highly literate, motivated, and technologically competent. The workforce development system will offer all citizens pathways for professional growth and advancement. All citizens, from early childhood through senior citizenship will be motivated, productive, and competitive in the global economy, with skills that meet the needs of the Montgomery County business community.”¹

WDC is the designated recipient of federal Job Training Partnership Act (JTPA) and Workforce Investment Act (WIA) funds, and administers all federal and state mandated employment and training programs. WDC works with County Government departments, County agencies, non-profit organizations, and local employers to provide workforce development services in the County. Specific activities include:

- Establishment and oversight of Montgomery Works, the County's one-stop employment and training center,
- Oversight of Montgomery Youth Works, the County's youth employment and training provider,
- Oversight of the Montgomery County Career Transition Center, which provides job assessment and training services to dislocated workers,²
- Research and analysis of publicly financed employment and job training programs,
- Commissioning of a survey of local employers to identify job vacancies and unmet occupational demands, and
- Long-term assessment of the outcomes of citizens who have used the WDC's employment and job training programs.

¹ Source: A Strategic Vision for Montgomery County - Local Unified Plan, Workforce Development Corporation, 2000.

² A \$1.8 million JTPA grant funds the Career Transition Center in FY 2000.

2. Other Workforce Development Service Providers

Other public, private, and non-profit organizations also fund and/or provide workforce development services in Montgomery County. Examples of public sector organizations include the Montgomery County Public Schools and the Commission for Women. A variety of private and non-profit organizations also provide workforce development services in Montgomery County through several funding sources. In some cases, county departments contract with other organizations to provide workforce development services. For example, the Department of Health and Human Services contracts with Jewish Vocational Services to provide job placement and training for individuals with disabilities.

Part II. FY 2000 County-Funded Workforce Development Activities

Part II of this memorandum report identifies and describes the FY2000 County-funded workforce development activities. The report presents the information by department/office/agency and by the population served. It also reviews data on federal and state funding for workforce development, to put the County dollars invested in perspective. Part II is organized into the following sections:

- Definitions and Assumptions,
- Overview of Funding Sources,
- Workforce Development Activities by Department/Office/Agency, and
- Workforce Development Activities by Population Served.

A. Definitions and Assumptions

1. Definitions

The term workforce development encompasses a wide variety of services aimed at educating, training, and employing the County's workforce. Examples of workforce development activities include skill and aptitude assessment and testing, job search assistance, on-the-job training, and internships. For purposes of this report, OLO defines workforce development as education, training, and support services that:

- Prepare individuals for the workplace,
- Assist individuals to find and retain employment, and
- Help individuals currently working to increase their skills, earnings, and opportunities for advancement.

OLO excluded some workforce development related activities from this memorandum report. For example, some definitions of workforce development include all education from childhood through adulthood. OLO included only education services that focus specifically on preparing youth and adults for careers.

This report describes the formal internship programs available to MCPS students through the Division of Career and Technology Education, but excludes other internship programs available in Montgomery County. Many departments/offices/agencies employ high school and college student interns for pay, school credit, or community service hours. Due to the low cost associated with the internship programs and the complexity of describing the multiple programs, OLO did not include them in this memorandum report.

2. Assumptions

OLO made a few budget-related assumptions throughout this memorandum report. First, the term budget refers to the Council approved FY 2000 Operating Budget. OLO presents all dollars rounded to the nearest thousands (\$000s).

When workforce development activities represent a portion of a unit or office's responsibilities, OLO only reports the dollars budgeted for the relevant activity. When workforce development activities are the total or primary function of an office or unit, OLO reports all personnel and operating costs of the relevant unit. For example, the primary function of MCPS' Division of Career and Technology Education is to prepare students for the workforce. Almost all of the Division's activities fall under OLO's definition of workforce development. Therefore, OLO includes the Division's total personnel and operating costs in the amount budgeted for workforce development in FY 2000.

Often the department, office, or agency receiving the appropriation contracts with another organization to provide the workforce development services. In these cases, OLO includes the dollars budgeted for the contract. OLO does not include the cost to oversee the contract because it represents a small portion of employee salaries that is difficult to break out.

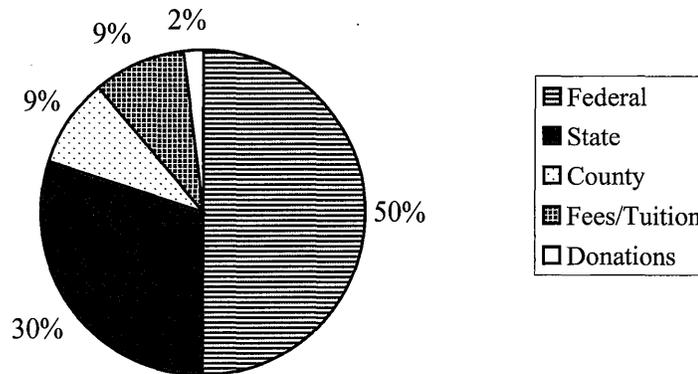
B. Overview of Funding Sources

In addition to County funds, departments and agencies use federal and state dollars, and revenue from fees and tuition to fund workforce development activities. For example, OLO found that Montgomery College and the Department of Housing and Community Affairs provide workforce development services with non-County funds. Appendix D (©25) includes additional information about workforce development activities at Montgomery College and the Department of Housing and Community Affairs.

This report identifies the FY 2000 County funds for workforce development activities. To put the County funding in perspective, OLO pursued information about the total funding for workforce development activities. The best summary data on total funding for workforce development activities is found in an April 1999 Workforce Development Corporation report titled "Mapping the County's Workforce Investment Resources". That document reports the FY 1998 federal, state, county, and other dollars for workforce development.

The chart below summarizes the FY 1998 funding data. WDC's report estimated that \$32 million was spent on workforce development activities in FY 1998. The largest contribution, approximately 50%, came from the State of Maryland. The majority of those funds pass through the State from federally mandated programs, such as the Job Training and Partnership Act. Approximately 30% came directly from the Federal government, primarily in the form of community block grants. WDC reported that approximately 9% of total funding came from the County in FY 1998.³

**Workforce Development Funding in
Montgomery County
FY 1998**



Source: "Mapping the County's Workforce Investment Resources", Workforce Development Corporation, Apr '99.

C. Workforce Development Activities by Department/Office/Agency

This part of the memorandum report presents workforce development information by department, office, or agency. The FY 2000 Approved Operating Budget includes funds for workforce development activities in five County Government departments/offices, the Housing Opportunities Commission, and Montgomery County Public Schools. The recipients use the County funds for a variety of workforce development programs and activities. Table 2, beginning on page 9, includes:

- A description of each County-funded workforce development activity or program,
- The dollars in the FY 2000 budget for each activity or program, and
- The service provider of each activity or program.

Appendix A (©1-©17) describes each workforce development activity in more detail.

³ The total County dollars budgeted for workforce development activities identified in OLO's report differ from the total County dollars reported in the Workforce Development Corporation's report. Changes in funding between FY 1998 and FY 2000 and differences in the activities included in the definition of workforce development account for this difference.

Overview - Table 1 lists the departments and agencies and the amount of County dollars budgeted for workforce development. The County funding totals approximately \$12.4 million in FY 2000. The Montgomery County Public Schools budget includes the most funds for workforce development, with \$6.1 million or 49% of the total. Those dollars fund career education and preparation programs in the Division of Career and Technology Education, Adult Basic Education, the Departments of Special Education and Human Resources.

Table 1: FY 2000 County Funding for Workforce Development Activities

Department/Agency	FY 2000 Budget (\$000)	Percent of Total
Montgomery County Public Schools	6,112	49
Department of Health and Human Services	3,678	30
Department of Economic Development	1,723	14
Urban Districts	576	5
Commission for Women	200	1.6
Housing Opportunities Commission	53	< 1
Department of Correction and Rehabilitation	43	< 1
Office of Human Resources	26	< 1
Total	\$12,411	100%

The Department of Health and Human Services' budget includes \$3.7 million, or 30% of the total FY 2000 County dollars budgeted for workforce development. DHHS provides workforce development services for at-risk youth, the working poor, and individuals with developmental disabilities, and mental illness.

The Department of Economic Development's FY 2000 budget includes approximately \$1.7 million for workforce development activities. DED contracts approximately 96% of that total to the Workforce Development Corporation. The County dollars support WDC's operating and administrative tasks, as well as specific projects, including Rewarding Work Initiatives, Montgomery Works, Montgomery Work/Life Alliance, and Montgomery Youth Works.

The Silver Spring Urban District and the Commission for Women budgets include approximately \$576,000 and \$200,000 respectively for workforce development activities in FY 2000. The Commission for Women provides counseling, education, and training that help women enter or re-enter the workforce and enhance their career mobility. The Silver Spring Urban District provides work experience in security and maintenance positions for underemployed individuals between 18 and 25 years of age.

The Housing Opportunities Commission, the Department of Correction and Rehabilitation, and the Office of Human Resources' FY 2000 budgets each include less than \$100,000 for workforce development activities. HOC's budget includes approximately \$53,000 for workforce development services for HOC residents. The Department of Correction and Rehabilitation includes approximately \$43,000 for workforce development services for individuals in the corrections system. The Office of Human Resources' budget includes approximately \$26,000 to serve individuals with disabilities.

Table 2: FY 2000 County Funding for Workforce Development Activities by Department/Office/Agency

Recipient	Program/Activity	FY 2000 County Dollars	Service Provider		
<p>Montgomery County Public Schools</p> <p>Additional information in Appendix A ©2</p>	<p>Career and Technology Education</p> <p>Funds instructional programs that prepare students for careers, including:</p> <ul style="list-style-type: none"> • 23 career development programs at the Edison High School of Technology, • 35 career development programs in other County high schools, • Internship and on-the-job work experience. 	<p>\$3,728,000</p>	<p>Montgomery County Public Schools – Division of Career and Technology Education</p>		
	<p>Special Education Transition Services</p> <p>Funds professional and supporting services staff that assist students with disabilities in their transition from high school to the work-force and/or post-secondary education through transition planning, career education/guidance, in-school and community internships, and job placement assistance.</p>			<p>\$2,064,000</p>	<p>Montgomery County Public Schools – Department of Special Education</p>
	<p>Internship Program for Students with Disabilities</p> <p>Funds employment within MCPS for 12th grade students with disabilities. Students work for 20 hours per week for pay and school credit and become eligible to compete for entry level MCPS positions upon completion.</p>			<p>\$15,000</p>	<p>Montgomery County Public Schools – Department of Human Resources</p>

Recipient	Program/Activity	FY 2000 County Dollars	Service Provider
Montgomery County Public Schools Additional information in Appendix A ©2	Adult Basic Education Funds ESOL and GED instruction for individuals at least 16 years old who are not enrolled in a day school program. The instruction enables adults to speak, read, and write the English language and perform at levels necessary to function on the job and in society.	\$305,000	Montgomery County Public Schools – Department of Alternative Programs
Montgomery County Public Schools Total		\$6,112,000	
Department of Health and Human Services – Aging and Disability Services Additional information in Appendix A ©5	Group Residential and Vocational Services Funds a County supplement to state dollars for vocational services. DHHS contracts with organizations that provide employment and other services for individuals with developmental disabilities. The majority of the county dollars fund staff support within those organizations.	1,700,000	Centers for the Handicapped, Rehabilitation Opportunities Inc., Supported Employment Enterprise Corporation
	Persons with Disabilities Outreach Services Funds employment opportunities for individuals with developmental disabilities. DHHS executes and monitors contracts between employers and organizations that place individuals with disabilities in jobs.	\$606,000	Center for the Handicapped, Community Services for Autistic Adults and Children, Rock Creek Foundation, ARC of Montgomery County
	Bridges Funds a contract with TransCen, Inc. to support transition from school to work. TransCen conducts outreach to encourage employers to hire individuals with disabilities and identifies appropriate jobs in the community for individuals with disabilities.	\$132,000	TransCen, Inc., Department of Health and Human Services, and Montgomery County Public Schools

Recipient	Program/Activity	FY 2000 County Dollars	Service Provider
Department of Health and Human Services – Aging and Disability Services Additional information in Appendix A ©5	Supported Employment Programs Funds placement of individuals with developmental disabilities in jobs and provides limited supports such as extra job skills training and assistance with social skills needed at the workplace.	\$40,000 \$46,000	Jewish Vocational Services Kennedy Institute
	Senior Aide Program Funds a 10% local match of federal funds from the Older Americans Act. Employs low income seniors with few job skills for 2 years, usually with a non-profit organization.	\$35,000	Jewish Council on Aging
	Subtotal, Aging & Disability Services	\$2,559,000	
Department of Health & Human Services – Children, Youth and Family Services Additional information in Appendix A ©7	Conservation Corps Funds hands-on training and work experience for at-risk 17 to 24 year olds in conservation, carpentry, and landscaping positions. Program also includes GED education and life skills instruction.	\$813,000	Department of Health & Human Services
	Subtotal, Children, Youth and Family Services	\$813,000	
Department of Health & Human Services – Crisis, Income, and Victim Services Additional information in Appendix A ©7	Employment and Training Center Funds job skills training, legal advice on employment issues, and linkages to day labor for the low income Latino community.	\$129,000	CASA of Maryland

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
Department of Health & Human Services – Crisis, Income, and Victim Services Additional information in Appendix A ©7	Technology Training Fund Funds grants for use at Montgomery College to help low-wage earners upgrade their skills and pursue careers in high demand technology fields. Targets former Temporary Cash Assistance recipients.	\$105,000	Department of Health and Human Services and Montgomery College
	Subtotal, Crisis, Income and Victim Services		\$234,000
Department of Health and Human Services – Adult Mental Health and Substance Abuse Services Additional information in Appendix A ©8	Career Transition Project Funds training, job preparation, and connection to employment for transitioning students age 16 to 22 with emotional and behavioral disabilities.	\$42,000	St. Luke's House
	The Upscale Resale Thrift Shop Funds operation of a non-profit shop that employs individuals with mental illnesses in positions such as cashier, customer service, inventory, and pick-up/delivery.	\$30,000	Jobs Unlimited, Inc.
	Subtotal, Adult Mental Health and Substance Abuse Services		\$72,000
Department of Health and Human Services Total		\$3,678,000	

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
<p>Department of Economic Development</p> <p>Additional information in Appendix A ©8</p>	<p>Rewarding Work Initiative</p>		
	<p>Career Advancement Fund – Funds individual career assessment, counseling and planning, plus language and basic job readiness skills to help low wage earners advance into higher wage positions.</p>	<p>\$400,000</p>	<p>Workforce Development Corporation</p>
	<p>Technology Training Fund – Funds grants for use at Montgomery College to help low-wage earners upgrade their skills and pursue careers in high demand technology fields.</p>	<p>\$250,000</p>	<p>Workforce Development Corporation</p>
	<p>Montgomery Skills Alliance – Funds employer reimbursement for 50% of eligible on-the-job training costs to encourage employers to provide training for their low-wage employees.</p>	<p>\$75,000</p>	<p>Department of Economic Development</p>
<p>Montgomery Works</p> <p>Funds a one-stop employment and training center that connects individuals to employment and employers to job candidates, refers County residents to employment and training services, and serves as a labor market and employment information resource.</p>	<p>\$500,000</p>	<p>Workforce Development Corporation</p>	

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
<p>Department of Economic Development</p> <p>Additional information in Appendix A ©8</p>	<p>Workforce Development Corporation Operating Activities</p> <p>Funds Workforce Development Corporation operating and administrative expenses, including the following deliverables:</p> <ul style="list-style-type: none"> • Annual work plan and budget, • Administration of all JTPA/WIA programs, • Evaluation report of publicly-funded employment and training programs in Montgomery County, • Survey of Montgomery County employers, • Development of customized training endeavors with private sector employers, • Report identifying job skills in high demand by Montgomery County's main industries, and • Supported employment for income eligible people with hearing impairments. 	\$383,000	Workforce Development Corporation
	<p>Montgomery Work/Life Alliance</p> <p>Funds activities to encourage employee friendly workplace practices, such as awarding 'Great Place to Work' seals to employers, increasing awareness among employers about the importance of employee friendly policies, and finding and disseminating information about best employment practices.</p>		

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
Department of Economic Development Additional information in Appendix A ©8	Montgomery Youth Works Funds summer youth training and employment (\$20,000) and office space (\$20,000) for Montgomery Youth Works.	\$40,000	Workforce Development Corporation
	Department of Economic Development Total	\$1,723,000	
Urban Districts Additional information in Appendix A ©11	Silver Spring Urban Corps Funds employment and related services such as GED classes, on-the-job training, and job search skills. Participants provide maintenance services in downtown Silver Spring.	\$289,000	Silver Spring Urban District
	Silver Spring Service Corps Funds employment and related services such as on-the-job training, basic job skills training, and mentoring from supervisors. Participants provide enhanced security and protection in Silver Spring and help to reduce the perception of crime.	\$287,000	Silver Spring Urban District
	Urban Districts Total	\$576,000	

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
Commission for Women Additional information in Appendix A ©11	Counseling and Career Center Funds career counseling and workshops for women, including: <ul style="list-style-type: none"> • Personality and career interest testing, • One-on-one, short term career counseling, • Workshops and seminars on topics such as job search strategies and resume writing, • Professional training seminars for counselors, social workers, and other professionals regarding information technology careers, and • Information and referral services. 	\$196,000	Commission for Women
	Work & Women Project Funds development of a “Great Place to Work” web site for the Montgomery Work/Life Alliance.	\$4,000	Commission for Women
	Commission for Women Total	\$200,000	
Housing Opportunities Commission Additional information in Appendix A ©12	Family Self-Sufficiency Program Funds vocational, educational, and other comprehensive services that help HOC residents reach economic self-sufficiency. Case managers provide guidance in career planning, connect participants to the HOC Employment Initiative Program, and refer participants to other employment and support services in the County.	\$40,000 ⁴	Housing Opportunities Commission

⁴ Family Self-Sufficiency Program participants use the workforce development services offered through the Employment Initiative Program (see page 18). A portion of the \$40,000 budgeted for the Family Self-Sufficiency Program supplements the \$8,000 budgeted for the Employment Initiative Program.

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
Housing Opportunities Commission Additional information in Appendix A ©12	Employment Initiative Program Funds employment support groups, training, and placement in volunteer work experience for unemployed and underemployed HOC residents.	\$8,000	Housing Opportunities Commission
	Teen Employment Program Funds a portion of a Montgomery Youth Works staff person to conduct career and academic oriented sessions for HOC residents, place youth in jobs at HOC sites, and help youth register for summer work programs.	\$5,000	Montgomery Youth Works
	Housing Opportunities Commission Total	\$53,000	
Department of Correction and Rehabilitation Additional information in Appendix A ©14	Offender Labor Projects <ul style="list-style-type: none"> • Community Service Work Crew – Funds placement of offenders in community service assignments as a condition of probation and as a trial diversion program. • Detention Center Workforce Program – Funds a program to use volunteer jail inmates to perform work inside the jail for the County Government, County agencies, and non-profit organizations. 	\$38,000	Department of Correction and Rehabilitation

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
<p>Department of Correction and Rehabilitation</p> <p>Additional information in Appendix A ©14</p>	<p>Services to Prepare Offenders for Re-Entry to the Workforce</p> <ul style="list-style-type: none"> • Model Learning Center Life Skills Program (Detention Center) – Funds a required 12 week program for Detention Center inmates focusing on community re-entry skills, such as interviewing and job retention skills. • Community Release/Job Retention Class (Detention Center) – Funds training in work ethics and values, effective job search techniques, and interview techniques to the general Detention Center population on a voluntary basis. • Job Readiness and Retention Workshop and Job Placement Services (Pre-Release Center) – Funds workshops that encourage Pre-Release Center participants to develop the skills needed to secure and maintain long-term employment such as resume writing, problem solving, interviewing, and job search techniques. Also funds offender assessment, job placement, and employment monitoring and evaluation. 	<p>\$5,000</p> <p>Not Available⁵</p> <p>Not Available⁶</p>	<p>Department of Correction and Rehabilitation</p>
Department of Correction and Rehabilitation Total		\$43,000	

⁵ A portion of a Correctional Specialist's time is spent on this program. DOCR could not break out the cost associated with that portion of the Correctional Specialist's time.

⁶ Two Work Release Coordinators dedicate approximately one third of their time to implementing this program. DOCR could not break out the cost associated with these workforce development tasks.

Recipient	Program/Activity	FY 2000 County Dollars	Administering Agency
Office of Human Resources Additional information in Appendix A ©16	Job Training and Tryout Funds outreach and information dissemination to employers to improve employment opportunities for individuals with disabilities.	\$19,000 \$7,000	Mainstream Inc.
	Summer Employment Funds summer employment opportunities for youth (ages 21 and below) with developmental disabilities. Staff conduct a supported employment assessment for each participant; locate appropriate employment for them in local businesses, non-profit organizations or volunteer centers; and provide support for successful job retention.		Supported Employment Enterprise Corp. and Epilepsy Association of Maryland
	Office of Human Resources Total	\$26,000	
	Grand Total	\$12,411	

D. Workforce Development Activities by Population Served

Some of the County-funded workforce development activities described in this memorandum report serve specific populations. Other programs and activities target the general population or multiple populations. This section of the report examines the County-funded workforce development activities based on the following categories of individuals served⁷:

- Services for youth and young adults that prepare them for successful entry into the workforce;
- Services for individuals who need support to obtain and maintain long-term employment. This category includes individuals with developmental disabilities, individuals with mental illnesses, and senior citizens;
- Services for unemployed adults that train, prepare, and help them to enter the workforce. This category includes individuals with difficulties finding and maintaining long-term employment, and individuals in the corrections system;
- Services for the working poor that provide employment growth and advancement;
- Services for dislocated workers, defined as employees who lose their jobs as a result of plant closures or group layoffs;
- Services that meet the needs of multiple populations or the general county population, including programs and activities that serve Montgomery County employers.

Table 3 on page 23 lists the FY 2000 County-funded workforce development activities by these six categories. Workforce development services for youth, including youth with special needs, comprise the largest portion of the County funding. Funding for workforce development activities for this population totaled approximately \$7.2 million in FY 2000.

The next largest portion of County dollars fund workforce development activities for adults with special employment needs. In FY 2000, approximately \$2.6 million of County dollars fund services for adults with developmental disabilities and mental illnesses. The programs provide this population with the supports they need to find and maintain employment.

Approximately \$1.5 million of FY 2000 County dollars fund activities that serve multiple populations or the general county population. The Workforce Development Corporation receives the majority of the dollars, approximately \$958,000, through a contract with the Department of Economic Development. MCPS' Adult Basic Education program instructs individuals over 16 years of age who are not enrolled in a day education program. The Commission for Women programs and Senior Aide program serve females and seniors.

⁷ OLO developed these categories based on information in "A Strategic Vision for Montgomery County", Local Workforce Investment Board, Local Unified Plan, Workforce Development Corporation, 1999.

Workforce development funding for the working poor totals \$959,000 in FY 2000. The majority of the total, \$830,000, funds Rewarding Work Initiative activities. The remaining \$129,000 funds a contract with CASA of Maryland to operate the Employment and Training Center for the low-income, predominantly Latino community.

The final category includes unemployed adults and adults in the corrections system. The Department of Correction and Rehabilitation's FY 2000 budget includes approximately \$43,000 for workforce development activities that provide work experience and prepare offenders to re-enter the workforce upon release. In addition, the Housing Opportunities Commission's (HOC) budget includes \$48,000 for training and other employment services for unemployed and underemployed HOC residents.

No FY 2000 County funds were devoted exclusively to programs for dislocated workers. Dislocated workers are served primarily by the federally funded Montgomery County Career Transition Center, the State's Office of Employment Training and the Maryland Job Service. In addition, dislocated workers often receive other services listed in Table 3.

Table 3: FY 2000 County Funding for Workforce Development Activities by Population Served (\$000)

Category	Program/Activity	FY 2000 County Dollars ('000s)
Youth	MCPS Career and Technology Education	\$3,728
	Programs for special education students and students with disabilities	2,086
	Conservation Corps	813
	Silver Spring Service Corps and Urban Corps ⁸	576
	Montgomery Youth Works	40
	HOC Teen Employment Program	5
	Subtotal Youth	7,248
Adults with Special Needs	Programs for adults with developmental disabilities	2,543
	Programs for individuals with mental illnesses	72
	Subtotal Adults with Special Needs	2,615
Multiple Populations	Montgomery Works One-Stop Education and Training Center	500
	Workforce Development Corporation Operations	383
	Adult Basic Education	305
	Commission for Women's Counseling & Career Center and Work & Women Project	200
	Montgomery Work/Life Alliance	75
	Senior Aide Program	35
	Subtotal Multiple Populations	1,498
	Working Poor	Career Advancement Fund
Technology Training Fund		355
Employment & Training Center		129
Montgomery Skills Alliance		75
Subtotal Working Poor		959
Unemployed Adults and Adults Leaving Correctional Facilities	HOC's Family Self-Sufficiency and Employment Initiative Programs ⁹	48
	Offender Labor Projects	38
	Workforce Re-Entry Projects	5
	Subtotal Unemployed Adults and Adults Leaving Correctional Facilities	91
Total		\$12,411

⁸ The majority of the participants are between the ages of 18 and 25.

⁹ Programs serve unemployed and underemployed HOC residents.

Part III – Performance Measurement in Workforce Development

Recognizing the need to measure the performance of activities funded by the County Council, OLO includes this section to supplement the budgetary information on workforce development activities. This part of the memorandum report summarizes performance measurement mandated by the Workforce Investment Act and the measurement initiatives of the Montgomery County Workforce Development Corporation.

A. Workforce Investment Act Performance Measurement Requirements

Core Indicators of Performance - The Workforce Investment Act requires every state's governor to submit a five-year strategic plan for workforce development programs. An important part of the five-year plan is the establishment of a system to measure performance. WIA requires that each local workforce investment area track the following core indicators of performance for adults and dislocated workers:

- Entry into unsubsidized employment;
- Retention in employment 6 months after placement;
- Earnings 6 months after placement; and
- Attainment of recognized educational credential or occupational skills.

WIA mandated core indicators of performance for youth ages 14 – 18 include:

- Attainment of basic skills and/or work readiness and occupational skills;
- Attainment of secondary school diploma or the equivalent; and
- Placement and retention in post-secondary school, military, employment or apprenticeships.

This information is gathered from telephone surveys of individuals served, surveys of employers, state unemployment insurance wage data, and school records. All states and local areas are required to submit performance data in an Annual Performance Progress Report. Appendix E (©27) describes core indicators of performance in more detail.

Customer Satisfaction Data - In addition to the core performance measures, WIA mandates collection of customer satisfaction data. The Act states that, "the customer satisfaction indicator of performance shall consist of customer satisfaction of employers and participants with services received from the workforce investment activities authorized under this subtitle." WIA suggests that "customer satisfaction may be measured through surveys conducted after the conclusion of participation in workforce investment activities."

Target Performance Levels – WIA also requires that each state and local investment board establish target performance levels for each of WIA's core indicators and customer satisfaction measures. Each governor and the U.S. Secretary of Labor negotiate these target performance levels or goals. Governors also negotiate levels of performance and customer satisfaction with their local investment boards and chief elected officials. WIA includes a sanction and incentive policy for states and localities meeting or not meeting their target

performance levels. For example, failure by a state to meet performance goals for two consecutive years could result in up to a 5% reduction of future federal funding.

Targeted levels of performance vary across local workforce investment areas according to differences in populations served and the types of services provided. For example, levels of performance for economically disadvantaged adults differ from those for dislocated workers and the target levels of performance in Montgomery County will differ from those in other Maryland counties. The Governor's Workforce Investment Board is negotiating with local representatives to determine Montgomery County's appropriate performance levels for WIA's core indicators of performance.

B. Workforce Development Corporation Performance Measurement Initiatives

The Workforce Development Corporation (WDC) has several initiatives underway to measure the results of workforce development activities in Montgomery County, based on federal reporting requirements. According to WDC, the measurement data required under the Workforce Investment Act (effective July 2000 in Maryland) is similar to the data currently collected under the Job Training & Partnership Act.

Monthly and Quarterly Outcome Reports – Federal law requires that all contractors who receive JTPA funding through the Workforce Development Corporation provide monthly and quarterly reports to WDC's Research and Analysis Committee. Chaired by independent workforce development professionals, the committee is WDC's performance oversight body that assesses whether WDC's contractors meet federal and state JTPA performance standards. The reports summarize individuals' progress after completing JTPA job training, or other JTPA-funded services. Using software provided by the State, contractors track individuals who received services in the past month, and ask the following questions:

- Have you obtained employment since receiving services?
- Have you retained employment?
- What is your wage and is it better than before you received JTPA services?
- How many hours per week do you work?
- Do you receive benefits?

Contractors report this data to the Maryland Employment and Training Office. As an oversight function, the State Employment and Training Office contacts a random sample of individuals to verify the information. Employment and Training Office staff ask participants if they are still working in the place reported, at what wage rate, with or without benefits, and how many hours per week.

Longitudinal Study of Unemployment Insurance Wage Data – The Maryland Office of Employment Insurance collects data on wages of Maryland residents. Since 1995, WDC has contracted with the University of Baltimore to conduct a long-term assessment of the wages of county residents who used WDC's JTPA programs. Researchers cross-match the social security numbers of people who have used WDC-contracted programs against wage data from the State's

Office of Unemployment Insurance. Results show that people who use these services earn more than they did before receiving the services, and that their earnings tend to continue to increase.

The State's Office of Unemployment Insurance does not track federal, state or local government employees; farmers; those individuals who work outside the state of Maryland; or those individuals who work very few hours. WDC's Research & Analysis Committee staff estimate that the wage data study excludes approximately 35% of the people who have used WDC-contracted services.

County Employer Survey – WDC will conduct a survey of local employers to identify:

- occupational skill shortages;
- how employers search for qualified employees;
- whether employers work with local employment and job training providers to find qualified candidates; and
- whether employers are satisfied with employees that used local employment and job training programs.

The survey results are due to the Department of Economic Development on June 1, 2000.

Frontline Supervisor Survey – WDC will also conduct a feasibility study this year to determine the cost to conduct an annual survey of supervisors of workers who have used any County employment and training programs. The survey would ask supervisors if employees hired from local training programs meet their expectations and how these employees compare with other employees.

Expanded Unemployment Insurance Wage Data Analysis – WDC would like to track wage data for all workers that received services from any of Montgomery County's job training and employment providers. Additionally, WDC would like to analyze the impact of WDC-contracted programs over time by comparing wages of individuals that receive services with those who do not. For example, researchers would like to compare the wage data of dislocated workers who used WDC-contracted job training services with the wage data of dislocated workers who did not use the services. Currently, the State Office of Unemployment Insurance will not release data on individuals outside of WDC-contracted programs, citing privacy concerns. WDC is engaged in ongoing negotiations to access this information.

Part IV – Summary of Findings

This Office of Legislative Oversight (OLO) memorandum report identifies and describes the range of workforce development activities funded with County dollars during FY 2000. The federal Workforce Investment Act of 1998 defines workforce development activities as programs designed to increase employment, job retention, earnings, and occupational skill attainment. Examples of workforce development activities include job training, career counseling, and job search assistance.

A. Across agencies, County dollars funded \$12.4 million in workforce development activities in FY 2000.

As approved by the Council, FY 2000 operating budgets across the agencies included \$12.4 million in County dollars for workforce development activities. While a significant amount, this investment represents only approximately 10% of total annual workforce development funding in Montgomery County. State and Federal government dollars, and revenue from tuition and fees fund the remainder. The table below summarizes County funding for workforce development activities in FY 2000. Departments and agencies provide some of the services directly and contract out others.

Agency/Department	FY 2000 Budget (\$000)	Percent of Total County Dollars Allocated for Workforce Development Activities
Montgomery County Public Schools	\$6,112	49%
Department of Health and Human Services	3,678	30
Department of Economic Development	1,723	14
Urban Districts	576	5
Commission for Women	200	1.6
Housing Opportunities Commission	53	< 1
Department of Correction and Rehabilitation	43	< 1
Office of Human Resources	26	< 1
Total	\$12,411	100%

In FY 2000, almost half of the County’s contribution toward workforce development activities went to MCPS. The \$6.1 million allocated to MCPS funded:

- Career preparation instruction and work experience for students,
- Work experience and transition to the workplace for special education students, and
- Basic education for individuals 16 years and older who are not enrolled in a day education program.

The \$3.7 million provided to the Department of Health and Human Services (DHHS) funds workforce development activities for the working poor, at-risk youth, mentally ill, and developmentally disabled. The Office of Human Resources (OHR) also funds services for individuals with developmental disabilities. DHHS’ and OHR’s programs provide extra support to help these specific populations prepare for, find, and keep a job.

The Department of Economic Development budget includes approximately \$1.7 million for workforce development activities. The majority of those dollars fund a contract with the Workforce Development Corporation (WDC) for activities that serve multiple populations. For example, \$500,000 funds Montgomery Works, which is the federally mandated one-stop employment and training center.

The remaining four departments/agencies together received only \$872,000 of the total County money budgeted for workforce development activities. The Urban District budget includes \$576,000 for the Silver Spring Urban Corps and Service Corps, which provide training and work experience for underemployed young adults. The majority of the \$200,000 in the Commission for Women budget funds counseling, workshops, and training for women on career topics.

The Housing Opportunities Commission and Department of Correction and Rehabilitation budgets include less than \$100,000 each for workforce development activities. HOC provides training, support, job experience and job search assistance for unemployed and under employed HOC residents. DOCR funds work experience, training, and job placement for individuals involved in the corrections system.

B. Most County-funded workforce development activities are designed to serve specific populations with special employment needs.

Of the total \$12.4 million in County dollars appropriated for workforce development activities in FY 2000, approximately 88% (\$11 million) funds services for populations that need special assistance to obtain and maintain employment, including:

- Individuals with developmental disabilities;
- Individuals with mental illnesses;
- Youth, youth with disabilities, and at-risk youth;
- Individuals in the corrections system;
- Unemployed and underemployed HOC residents; and
- Working poor.

The remaining 12% (\$1.5 million) targets the general County population or multiple populations. Examples of these kinds of programs include the Montgomery Works one-stop employment and training center and the Montgomery Work/Life Alliance (promotes employee friendly policies among County employers).

Montgomery Works is a federally mandated effort to consolidate some employment related services and create a more formal system of assessment and referral. Montgomery Works will provide information about the labor market, serve as a resource to employers seeking employees, connect individuals to jobs, and refer individuals to other employment services.

Many providers will serve as partners in this effort by providing intensive or specialized services to individuals referred by Montgomery Works (e.g., specialized training, basic education, support for employees with disabilities). According to the Workforce Development Corporation, this referral system is still evolving and should facilitate a high degree of cooperation among workforce development service providers.

C. Compiling budget and descriptive program information is an initial step toward understanding the County's investment in workforce development. The next logical task is to assess the performance or results of specific workforce development programs and services.

This report provides a useful perspective on the dollars appropriated and workforce development activities funded across all agencies. However, this is only the first step toward answering questions related to whether the current services meet the needs of County residents and employers. Additional useful information includes data on state and federally-funded activities and the results of workforce development efforts. Reviewing this information seems like a logical next step if the Council wants to study the workforce development system further.

As pointed out earlier, County funding accounts for a relatively small portion of all public dollars dedicated to workforce development activities. The state and federal government fund additional services that contribute to the full system of workforce development activities in the County. Data about the number and types of individuals served, as well as the results of the workforce development services would also provide a clearer understanding of the County's workforce development system. The Workforce Development Corporation currently conducts some measurement activities. In addition, the Workforce Investment Act of 1998 (effective in June 2000 in Maryland) requires performance data collection.

**Appendix A – Detailed Description of Workforce Development Activities by
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1. **Montgomery County Public Schools**

The Montgomery County Public Schools' FY 2000 approved budget includes approximately \$6,112,000 of County funds for workforce development activities. The County dollars fund activities in:

- The Department of Instructional Support Programs' Division of Career and Technology Education (\$3,728,000);
- The Department of Special Education's Transition Services Unit (\$2,064,000);
- The Department of Alternative Programs' Adult Basic Education Program (\$305,000); and
- The Department of Human Resources (\$15,000).

Division of Career and Technology Education – MCPS' FY 2000 budget includes approximately \$3.7 million of funds for workforce development activities in the Division of Career and Technology Education. The Division coordinates career oriented instruction and activities for MCPS students. Career or workforce preparation instruction takes place at MCPS' Edison High School of Technology and other high schools throughout the County. The Department of Special Education operates separate career oriented programs and activities for students receiving special education services.

MCPS' FY 2000 budget includes approximately \$2.3 million of County funds for the Edison High School of Technology. Edison has 23 career development programs in areas such as construction, business, communications, medical, and automotive careers. Students come from high schools across the County for three periods of career oriented instruction per day at Edison.

MCPS' FY 2000 budget includes an additional \$1.4 million of County funds for 35 approved career development programs available at various high schools throughout the County.¹ For example, the Division offers instruction in business, family and consumer sciences, industrial arts, biotechnology, medical, and hotel/travel industry careers. Appendix C (©) includes a list of all 35 career development programs.²

MCPS uses some of the county funds for on-the-job training and work experience. Each of the 35 career development programs provides opportunities for students to link classroom instruction with paid and unpaid internship experiences. Students interact with community professionals on a daily basis as they gain first-hand knowledge and experience. Programs include:

- Cooperative Work Experience – students participate in on-the-job training, with support and related classroom instruction from MCPS staff;

¹ This figure includes administrative costs in the Division of Career and Technology Education.

² A few of the Division's Technology courses are not directly related to workforce development. OLO includes the cost of those courses in the total dollars reported.

- Executive Internship Program – students earn up to six credits by interning in executive workplaces such as Capital Hill and National Institutes of Health; and
- Fire Science Program – students attend classes at the Fire and Rescue Training Academy and intern at local fire stations and rescue squads. Upon successful completion, students receive firefighter Level II and Emergency Medical Technician/Basic certifications.

MCPS offers a variety of additional on-the-job training and internship programs through other funding sources.

Special Education Transition Services– Federal law mandates that public schools provide services to prepare special education students age 14 to 21 for life after school, including transition to independent living, continuing education, and work. The Transition Services Unit in the Department of Special Education coordinates activities for MCPS that meet that mandate. MCPS' FY 2000 budget includes approximately \$2.1 million of County funds for transition services in the Department of Special Education.³ Additional federal, state, and private dollars fund special projects.

The Transition Services Unit coordinates services for secondary students with disabilities to successfully transition them from school to post-secondary education, vocational training, integrated employment, continuing and adult education, adult services, independent living, and community participation. The Unit serves a planning/referral function and provides direct services. For example, Unit staff:

- Develop and coordinate grant funded activities/programs related to transition,⁴
- Develop and coordinate linkages with government, community agencies, and businesses,
- Develop “Information for the Graduate – A Guide to Community Services” annually to refer students to community health resources, further education and training, employment assistance, and support groups, and
- Develop transition curriculum and materials.

The Unit's Transition Support Teachers in each high school:

- Identify the specific transition needs of every special education student and develop a transition plan in conjunction with the student's Individual Education Program (IEP),
- Ensure that each student receives the services indicated in the IEP,
- Teach workforce development skills to students in each high school (i.e., basic life skills, work ethics, interviewing skills, job search skills),

³ OLO included all of the County dollars budgeted for the Transition Services Unit because transition to work is the primary focus of all the Unit's activities.

⁴ For example, the Unit coordinates the Bridges from School to Work program. Funded by the Marriott Foundation for People with Disabilities, the program provides one semester paid internships in a range of jobs.

- Identify employment opportunities for special education students and link students to those jobs/internships, and
- Supervise student work experiences.

Approximately \$73,000 of the FY 2000 budget for the Department of Special Education's Division of Programs and Services funds the In-School Work Program. The program provides jobs in schools for 10th and 11th grade special education students for one period per day. Examples of jobs include health room aide, media center aide, and teacher assistant. Students earn a \$3.32 stipend per class period. Participants must complete the MCPS Human Resources application and interview process. The In-School Work Program is usually the students' first real work experience and serves as "practice" before obtaining another job. It also helps them determine what type of work best suits their abilities and interests.

Adult Basic Education – Title II of the Workforce Investment Act, called the Adult Education and Family Literacy Act, addresses the basic education needs of adults. The Act aims to:

- assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency,
- assist parents to obtain the educational skills necessary to become full partners in the educational development of their children, and
- assist adults in the completion of a secondary school education.

The Act targets individuals with multiple barriers to educational enhancement, including educationally disadvantaged adults, single parents, displaced homemakers, and individuals with limited English proficiency, low incomes, or disabilities. WIA also mandates that the local agency providing adult education and literacy programs be a partner in the County's one-stop workforce development system.

MCPS' Adult Basic Education Program (ABE) fulfills the statutory requirements of WIA. MCPS' FY 2000 budget includes approximately \$305,000 of County funds to operate the Adult Basic Education program. The program provides instruction to enable adults to speak, read, and write the English language and perform at levels necessary to function in the workforce and in society. Individuals 16 years of age and older who are not enrolled in a day school program may receive basic education (grade five and below), pre-General Education Diploma (grades five through eight), and General Education Diploma (grades nine through twelve) instruction. The ABE program also provides seven levels of English for Speakers of Other Languages classes including basic, beginner 1 and 2, intermediate 1 and 2, and advanced 1 and 2 ESOL instruction. MCPS offers these classes at 21 sites throughout the County.

Department of Human Resources – The MCPS budget includes approximately \$15,000 for the Internship Program for Students with Disabilities in the Department of Human Resources. This program provides job experience within MCPS. The Transition Services Unit identifies 12th grade special education students suitable for positions available through the MCPS Department of Human Resources. The hired students work about 20 hours per week for pay and

school credit in MCPS food service or maintenance positions. Students are eligible to compete for entry level MCPS positions upon completion of the internship. The goal of the program is for students to become full MCPS employees upon high school graduation.

2. Department of Health and Human Services

The Department of Health and Human Service's FY 2000 approved budget includes approximately \$3.678 million of County funds for workforce development activities in the following four service areas:

- Aging and Disability Services (\$2,559,000),
- Children, Youth and Family Services (\$813,000),
- Crisis, Income and Victim Services (\$234,000), and
- Adult Mental Health and Substance Abuse Services (\$72,000).

The funds provide services to the youth, mentally ill, disabled, and low-income populations in the County.

a. Aging and Disability Services

Introduction - DHHS' FY 2000 budget includes approximately \$2.6 million for workforce development activities in Aging and Disability Services. DHHS ensures that individuals with disabilities leaving the school system receive the employment and other services they need. To fulfill that responsibility, Aging and Disability Services' manages employment services for County residents with disabilities, including individuals transitioning from school to work.

Aging and Disability Services contracts out all of its workforce development activities. This includes a variety of programs that serve individuals with developmental disabilities, in particular mental retardation, cerebral palsy, and autism. Aging and Disability Services also administers a workforce development program that helps low-income seniors with few job skills find and maintain employment independently. The specific programs are described below.

Group Residential and Vocational Services – Montgomery County supplements State funding to residential and vocational service providers who serve adults with developmental disabilities. DHHS staff estimate that one third of the total supplement, or \$1.7 million, funds vocational services in FY 2000. The majority of these County dollars fund staff support at organizations that provide employment and other services for individuals with disabilities (e.g., Centers for the Handicapped, Rehabilitation Opportunities Inc.).

Some of the County dollars fund organizations that serve individuals with severe disabilities who require extensive support and assistance. These programs employ individuals in a workshop environment, where a large group congregates at a work site for up to 20 hours per week completing low skill tasks such as collating and packaging. The supervisor/employee ratio is approximately 1:10. The programs may include transportation to and from the work site.

In other cases, County dollars provide staff support for organizations serving disabled individuals that require less support. These organizations employ individuals with disabilities through contracts with employers in the community. For example, an organization that provides employment services for individuals with disabilities may contract with the National Institutes of Health (NIH) to employ disabled individuals in lawn care maintenance at NIH.

Persons with Disabilities Outreach Services – The FY 2000 approved budget allocates \$606,000 of County funds for this job training and work experience program. This program differs from those above in that participants can work more independently, require less support from staff, and can perform more tasks. Usually this program involves teams of individuals employed in building services, janitorial positions, and landscaping crews.

DHHS uses the FY 2000 funds for Persons with Disabilities Outreach Services in two ways. The majority of the funds pay for contracts between County Government departments and organizations that place individuals with disabilities in jobs. These organizations identify and train participants, connect them with jobs within County Government departments, and monitor their work. DHHS executes and monitors the contracts and draws the funds from the appropriate Department account to pay the organizations that provide the employees.⁵

In FY 2000, DHHS monitors contracts between County Government departments and Centers for the Handicapped, Community Services for Autistic Adults and Children (CSAAC), Rock Creek Foundation, and ARC of Montgomery County. These organizations connect individuals with disabilities to employment in the Department of Public Works and Transportation, Department of Libraries, and Department of Health and Human Services. The participants perform basic tasks such as collecting books for reshelving at libraries, distributing Ride-On bus schedules, cleaning and maintaining parking garages, and cleaning other County facilities.

DHHS also monitors contracts between private employers and organizations that place individuals with disabilities in jobs. For example, DHHS executes and monitors a contract between a private employer and the Jewish Social Services Agency. JSSA uses the County funds to identify jobs, train employees, and transport employees to jobs. The private employer pays the employees' salaries.

Bridges – Bridges is a school to work transition program implemented by TransCen, Inc., MCPS, and DHHS. DHHS' budget includes approximately \$132,000 of County funds in FY 2000 for a contract with TransCen. The agency encourages employers to hire individuals with disabilities transitioning from school to work, identifies appropriate jobs for individuals with disabilities, and communicates workforce needs to MCPS and DHHS. MCPS and DHHS identify the students that need jobs after high school graduation, prepare them for the workplace, and connect them with appropriate jobs identified by TransCen.⁶

⁵ Although some of the funds for the Persons with Disabilities Outreach Services originate in the Department of Public Works and Transportation and the Department of Libraries, OLO describes the program here because DHHS manages the contracts and tracks the funds.

⁶ The cost of MCPS' participation in this program is captured in MCPS' Transition Services Unit. The cost of DHHS staff is limited and not included here.

Supported Employment Programs – Supported employment programs serve individuals who can participate in independent employment with limited supports, such as assistance with job placement and job readiness skills (e.g., communication skills, social skills). Supported employment usually involves a job coach who helps employees learn job tasks, helps employers provide employee accommodations, and mediates problems encountered on the job.

DHHS contracts with two private agencies to provide supported employment services for individuals with developmental disabilities. In FY 2000, DHHS has a \$40,000 contract with Jewish Vocational Services and a \$46,000 contract with the Kennedy Institute. In both cases, approximately 15 participants work at individual work sites for approximately 20 hours per week in a variety of positions.

Senior Aides Program – Title V of the Older Americans Act mandates a 10% local match for federal funds from the Act. The County's FY 2000 match is \$35,000. The Department of Health and Human Services uses the funds to contract with the Jewish Council on Aging to implement the Senior Aides Program.

The Senior Aides Program provides job training and supported employment to individuals over 65 years of age with low income, few job skills, and little education. The Jewish Council on Aging (JCA) identifies participants, provides training, places individuals in jobs, and monitors their work. JCA places most participants with non-profit employers to perform low skilled jobs for minimum wage (e.g., clerical, receptionist, transportation, and meal service positions). Individuals stay in the position for two years, with the goal of finding their own permanent employment after completion.

b. Children, Youth and Family Services

Conservation Corps – The Children, Youth and Family Services' FY 2000 budget includes approximately \$813,000 for the Conservation Corps. The Corps provides hands-on training and work experience for 25 at-risk 17 to 24 year olds. The Corps receives referrals from the court system, probation staff, MCPS, and private agencies.

Participants work 40 hours per week on a conservation, carpentry, or landscaping crew. They may also build wood products in the Corps wood shop. Since most of the participants are not high school graduates, the Corps contracts with MCPS to provide General Equivalency Diploma education. The Corps also provides life skills instruction on topics such as maintaining a checkbook, filing income tax forms, and life saving/first aid.

c. Crisis, Income and Victim Services

Employment and Training Center – The Crisis, Income and Victim Services' budget includes approximately \$129,000 for a contract with CASA of Maryland. CASA provides workforce development services at the Employment and Training Center in Silver Spring.

Center staff develop relationships with employers in the community and link individuals with day labor opportunities (which sometimes turn into long term employment). Employment and Training Center staff also:

- assess skill levels,
- provide job skills training (e.g., ESOL, computer, carpentry, brick laying),
- offer legal advice regarding fair employment issues, and
- refer to other support services.

Technology Training Fund – DHHS' FY 2000 budget also includes \$105,000 for the Rewarding Work Initiative's Technology Training Fund. The fund provides grants to between 20 and 40 former Temporary Cash Assistance recipients to use at Montgomery College. The goal of the program is to help low-wage earners upgrade their skills, move up in the workforce, and increase their earnings, particularly in technology fields that are in high demand in the County. DHHS pays the College directly for the training and to keep computer labs open on Sundays for participants to use. DHHS also reimburses participants for transportation and child care expenses.

d. **Adult Mental Health and Substance Abuse Services**

Career Transition Project – DHHS' FY 2000 budget includes approximately \$42,000 for a contract with St. Luke's House for the Career Transition Project. The project serves individuals with emotional, behavioral, and in some cases learning disabilities, who are transitioning from high school to the workforce. MCPS and St. Luke's work together to identify participants. St. Luke's trains the participants to make them attractive to employers and teaches them skills needed to get and keep a job. St. Luke's also connects participants to a variety of entry level jobs in the community.

Upscale Resale Thrift Shop – DHHS' FY 2000 budget includes \$30,000 for a contract with Jobs Unlimited, Inc. to operate the Upscale Resale Thrift Shop. The non-profit shop employs individuals with mental illnesses. Participants learn skills on the job that will help them obtain independent employment. The employees conduct a variety of tasks such as, customer assistance, inventory, cashier, and pick up/delivery.

3. Department of Economic Development

The Department of Economic Development's (DED) FY 2000 approved budget includes approximately \$1.7 million of County funds for workforce development activities. DED contracts approximately \$1.65 million of the total to the Workforce Development Corporation to fund general operating expenses (\$383,000) and a number of specific initiatives, including:

- Rewarding Work Initiative items (\$650,000);
- Montgomery Works (\$500,000);
- Montgomery Work/Life Alliance (\$75,000); and
- Montgomery Youth Works (\$40,000).

Rewarding Work Initiative – Three items in the FY 2000 DED budget are part of the Rewarding Work Initiative. The Career Advancement Fund provides \$400,000 for career assessment, counseling and planning, plus training in language and basic job readiness skills. The goal is to help low-wage earners advance into higher wage positions. The Montgomery County Career Transition Center administers the program, under the purview of the Workforce Development Corporation.

The FY 2000 budget allocates \$250,000 to the Department of Economic Development for the Technology Training Fund. The Technology Training Fund provides grants for use at Montgomery College to help low-wage earners upgrade their skills in order to pursue careers in high demand technology fields. The program places a priority on information technology training. The Workforce Development Corporation and Montgomery College administer this program.

The FY 2000 budget includes \$75,000 for the Montgomery Skills Alliance. The Montgomery Skills Alliance encourages employers to provide training for low income employees by reimbursing the employers for 50% of eligible on-the-job training costs. The training is designed to help low-wage earners increase their earnings potential. The Department of Economic Development administers the program.

Montgomery Works – DED's FY 2000 budget includes \$500,000 for a contract with the Workforce Development Corporation (WDC) to develop Montgomery Works. Mandated by the Workforce Investment Act of 1998, Montgomery Works will serve as the County's one-stop employment and training center, helping residents access employment, education, and training that match the demands of employers.

The Montgomery County Career Transition Center and the Maryland Job Service will manage Montgomery Works. Any County resident seeking employment services can access Montgomery Works over the internet and in person. Staff match job seekers with employers or refer individuals to partners who provide job training, career counseling and other services. A variety of public and private organizations will serve as partners, such as Montgomery College, the Commission for Women, Jewish Vocational Services, and the Maryland Division of Vocational Rehabilitation Services.

Montgomery Works will provide:

- Information on the local labor market, skills in demand, and hiring trends;
- Employment placement for job seekers and employers;
- Access to and information on all regional training providers;
- Career counseling;
- Interest and aptitude exploration;
- Resume preparation;
- A computer laboratory for training and internet job searching;
- Small conference center facilities; and
- Assessment of eligibility for more intensive services.

Montgomery Works will occupy a site in Wheaton, expected to open in June 2000, with additional satellite sites planned for the future. Montgomery Works is already accessible via the internet at www.mcwdc.com/montworks/. Appendix B (©) includes additional information about Montgomery Works.

Workforce Development Corporation Operations - As the County's local workforce investment board, the WDC plans, coordinates, and oversees workforce development activities throughout the County. DED's approved FY 2000 budget includes \$383,000 for a contract with WDC to support their operating activities. For example, WDC uses some of the funds to leverage state and federal grants. DED's contract with WDC also includes the following specific deliverables:

- Annual work plan and budget;
- Administration of all JTPA/WIA programs;
- Evaluation report of publicly-funded employment and training programs in Montgomery County;
- Survey of county employers;
- Development of customized training endeavors with private sector employers;
- Report identifying and validating job skills in high demand by Montgomery County's main industries; and
- Supported employment for income eligible people with hearing impairments.

Information in Appendix B (©) reviews WDC's FY 1999 accomplishments and FY 2000 goals.

Montgomery Work/Life Alliance – The Montgomery Work/Life Alliance is a coalition of businesses, County Government agencies, and other organizations that promote employee and family friendly business practices. The Department of Economic Development's FY 2000 budget includes \$75,000 to operate and manage the Alliance. DED included those funds in a contract with the Workforce Development Corporation.

Specifically, in FY 2000 the Alliance is increasing awareness among employers about the importance of employee friendly policies and identifies and disseminates information about best employment practices. The Alliance also developed guidelines for and awarded 'Great Place to Work' seals to employers. The Alliance supports employers interested in the 'Great Place to Work' seal through application preparation assistance, consultation, and seminars.

Montgomery Youth Works – In FY 2000, the Department of Economic Development's budget includes \$40,000 for Montgomery Youth Works through a contract with the Workforce Development Corporation. The contract allocates \$20,000 for office space for MYW and \$20,000 for summer youth training and employment.⁷

⁷MYW collects most of its revenue from federal grants. In FY 2001, WDC estimates that MYW will lose at least \$100,000 of former JTPA funds, and \$560,000 of Maryland's Tomorrow grants which the State is redirecting funds to the local school systems. The Workforce Development Corporation has appealed to MCPS to restore some of the Maryland's Tomorrow funds to MYW.

The Workforce Investment Act mandates the creation of local youth councils to develop and coordinate youth employment and training policies. The County's Montgomery Youth Works (MYW) fulfills this mandate, and was created by WDC in cooperation with Montgomery County Public Schools, other government agencies, and businesses. MYW facilitates a successful transition from school to work by recruiting, screening, training and placing 15 to 21 year olds in summer jobs.

4. Silver Spring Urban District

The Silver Spring Urban District's FY 2000 approved budget includes approximately \$576,000 of County funds for workforce development activities. The Silver Spring Urban Corps (\$289,000) and the Silver Spring Service Corps (\$287,000) provide job training and work experience in outdoor maintenance and security.

There are 15 slots in each of the two programs, filled through word of mouth referrals, advertising, and self referrals. The majority of the participants are between 18 and 25 years of age and usually work 40 hours per week. They stay in their positions with the Urban and Service Corps as long as they are gaining from the experience and working toward a larger career goal. Most Corps members stay between six months and three years.

Silver Spring Urban Corps – Urban Corps participants receive on-the-job training and work experience in landscaping, litter collection and other outdoor maintenance services. Participants also receive a variety of services to help them succeed in the workforce, such as in-house GED classes (through a contract with MCPS), instruction on how to search for, get and keep a job, and development of work ethic skills. The Corps participants also attend training offered by the County Government, specialized training from outside contractors, and training provided by in-house staff.

Silver Spring Service Corps – The Service Corps hires high school graduates to provide a public safety service and serve as good will ambassadors in Silver Spring. Participants patrol local streets and parking garages to provide security. They receive training in conflict management, mentoring guidance from their supervisors, and additional training available for County Government employees.

5. Commission for Women

The Commission for Women's FY 2000 approved budget includes approximately \$200,000 of County funds for workforce development activities. The FY 2000 dollars fund:

- Career counseling and workshops through the Commission's Counseling and Career Center (\$196,000), and
- Development of a "Great Place to Work" web site for the Montgomery Work/Life Alliance (\$4,000).

Counseling and Career Center – The Commission’s Counseling and Career Center offers a variety of workshops, seminars, counseling services, and other resources for County residents. The Commission estimates that one third of the Center’s activities help women enter or re-enter the workforce and enhance their career mobility. Approximately \$196,000 of the total FY 2000 Counseling and Career Center budget funds these activities.

The Center’s Women at Work seminars and workshops inform women about opportunities in diverse career fields, provide job search strategies, help women to develop high impact resumes, and address a variety of workplace issues, such as negotiating salaries and benefits. Testing services assess participants’ personality and career interests (e.g., Myers Briggs Type Indicator and the Strong Interest Inventory). In addition, Center counselors provide short-term, goal oriented career counseling to individuals and groups. Counselors help clients enhance career mobility, re-enter the workforce, and handle difficult career changes.

The Center also provides professional training seminars on information technology for counselors, social workers, and other social services professionals. These seminars give counselors the knowledge and information they need to advise women on the multiple career opportunities available in the information technology field.

The Center earns revenue from fees charged for services, totaling approximately \$95,000 in FY 1999. The Commission returns the revenue to the County’s General Fund.

Work & Women Project – Last year the Commission for Women joined with the County’s Work/Life Alliance to develop a county-wide program promoting family oriented workplace policies and fair employment practices. The Alliance began a “Great Place to Work” initiative that recognizes employers that excel in these areas.

The Commission for Women wrote and developed the web site for the “Great Place to Work” initiative. The web site contains model best practices and policies on workplace issues that local employers can use to develop their own family oriented policies. The Commission would like to expand the web site to include a compensation and promotion policy evaluation tool that employers can use to assess the equity of their salary/benefits packages. The Commission spent approximately \$4,000 for a consultant who provided technical assistance. The Commission did not track the cost of Commission staff time invested in developing the web site.

6. Housing Opportunities Commission

The Housing Opportunities Commission (HOC) FY 2000 approved budget includes approximately \$53,000 of County funds for workforce development activities. The County dollars fund the:

- Family Self-Sufficiency Program (\$40,000);
- Employment Initiative Program (\$8,000); and
- Teen Employment Program (\$5,000).

Family Self-Sufficiency Program – The federally mandated Family Self-Sufficiency Program helps families in public housing and Section 8 housing programs to achieve economic self-sufficiency. Families participate in the program voluntarily, with the goal of obtaining self-sufficiency over a five to seven year period. Participants must sign a contract of participation to commit to the goal of economic independence.

Obtaining and sustaining employment at a livable wage is a critical goal of the Family Self-Sufficiency Program. HOC's approved FY 2000 budget includes \$40,000 for workforce development activities associated with the Family Self-Sufficiency Program. HOC assigns a case manager to each participating family to provide guidance in career planning, connect participants to HOC's Employment Initiative Program activities (described below), and refer participants to other employment and other comprehensive services available in Montgomery County. The program also provides financial assistance for transportation, child care, job training, and educational expenses.

Employment Initiative Program – Some of the \$40,000 from the Family Self-Sufficiency Program funds HOC's Employment Initiative Program. The FY 2000 HOC budget includes another \$8,000 from the Rewarding Work Initiative, via the Montgomery County Career Transition Center, for the Employment Initiative Program. The program assists unemployed and underemployed HOC residents to develop into a competitive workforce. The comprehensive program includes employment support groups, training, and volunteer work experience.

The employment support groups help individuals prepare for and succeed in the workforce. The groups meet once a week for two hours over a three month period. Volunteers teach participants about career choices and strategies for employment success, and provide motivational and supportive counseling. HOC staff recruit participants, identify training needs, and monitor progress.

Under the training component of the Employment Initiative Program, participants learn skills such as resume writing, job search techniques, and interview techniques. HOC recruits volunteers from the community to teach HOC residents keyboarding, basic and intermediate computer skills, and oral and written communication skills.

HOC also organizes volunteer work experience. Participants work part time in the community for approximately 3 months, practicing new skills and learning additional skills on-the-job. Volunteer work experience bridges the gap between the classroom and the work world. HOC staff continue to support participants after they obtain a job. For example, job coaches help participants access additional training or tutoring necessary for career advancement. HOC also helps individuals handle their finances.

Teen Employment Program - The HOC FY 2000 budget includes approximately \$5,000 of County funds for a contract with Montgomery Youth Works (MYW). The contract funds part of a full time MYW staff person to administer HOC's Teen Employment Program. The program operates at two Family Resource Centers in public housing communities and includes career oriented sessions for up to eight youth. The participants meet twice a week for two hours between October through June. The MYW staff person helps students with homework skills and

job skills (e.g., filling out job applications). The students also take monthly trips to job related sites in the community.

The Montgomery Youth Works staff person helps place HOC resident youth in jobs at HOC sites during the school year. Students work for up to 12 hours per week. The MYW staff person also helps approximately 50 youth register for summer work programs through Montgomery Youth Works and monitors their placement.

7. Department of Correction and Rehabilitation

The Department of Correction and Rehabilitation's (DOCR) FY 2000 approved budget includes approximately \$43,000 of County funds for workforce development activities. Workforce development activities in DOCR prepare offenders for the workplace through skill development, job experience, and job placement assistance. In FY 2000, workforce development activities include:

- Using offender labor to perform work projects with the Community Service Work Crew and the Detention Center Workforce Program (\$38,000); and
- Preparing individuals leaving incarceration for re-entry in the workforce through the Life Skills Program (\$5,000) and Community Release/Job Retention Class at the Detention Center, and the Job Readiness and Retention Workshop and Job Placement Services at the Pre-Release Center.

a. Offender Labor Projects

The Community Service Work Crew and Detention Center Workforce Program use offender labor to complete projects for public and non-profit agencies. DOCR's FY 2000 budget includes approximately \$38,000 for staff and operating expenses associated with these two programs. Both programs earn revenue from fees charged to the agencies served. DOCR estimates that the revenue collected in FY 2000 will total approximately \$50,000. DOCR estimates that the Department will earn approximately \$140,000 in FY 2001. DOCR returns the revenues to the County's Government's General Fund.

Community Service Work Crew – This program facilitates the placement of offenders referred by:

- the Division of Parole and Probation for community service as a condition of probation, and
- the District Court and Office of the State's Attorney for trial diversion.

The crews typically work for the County Government, other County and bi-County agencies, and non-profit organizations. The crews, supervised by DOCR staff, perform road work, collect litter, and remove graffiti.

Offenders need assistance developing discipline and basic skills before they can function successfully in the community and workforce. The Community Service Work Crew assignments

develop work ethic, discipline and basic skills. DOCR reports that the Community Service Work Crew assignments sometimes result in regular employment. For example, the National Zoo and the M-NCPPC Parks Division have hired several dozen Work Crew participants.

Detention Center Workforce Program – The Detention Center Workforce Program uses volunteer inmates to perform work inside the jail for the County Government, County agencies, and non-profits. Work projects include mailing services and brochure preparation. DOCR intends to expand this program to include projects for private sector partners. The program prepares offenders for the workforce through:

- Exposure to employer expectations;
- Hands on work experience;
- Learning how to work with a diverse workforce;
- Learning how to handle constructive criticism in the work place; and
- Learning how to follow directions.

b. Preparing Offenders for Re-entry to the Workforce

DOCR recognizes the importance of preparing individuals to successfully re-enter the community after leaving incarceration. Helping individuals secure stable employment is a critical component of this effort. The following three programs prepare offenders for the workplace and place them in jobs.⁸

Model Learning Center's Life Skills Program (Detention Center) - Approximately \$5,000 of the total FY 2000 Model Learning Center budget funds the Life Skills Program. This program prepares inmates for release from the Detention Center and transition into the workforce. DOCR automatically enrolls inmates in the program when they are within 12 weeks of release to the community. Flexible programming meets the individual needs of participants. Staff use lecture, discussion, video, and role-playing to present material. Participants consider their individual employment experience and potential, conduct a self-directed job search, practice filling out job applications, role play the interview process, and learn job retention skills. Staff encourage participants to identify future career goals and educational requirements necessary to reach those goals.

Community Release/Job Retention Class (Detention Center) - The Detention Center also provides similar instruction on a voluntary basis to the general Detention Center population through the Community Release/Job Retention Class. A Correctional Specialist teaches subjects such as work ethics and values, effective job search techniques, and interview techniques, including how to handle questions about incarceration during an interview. Participants apply the instruction in actual job searches and interviews. The Correctional Specialist also helps arrange interviews and transportation to interviews. The Correctional Specialist dedicates a small portion of time to the Community Release/Job Retention Class. This report does not quantify the small cost associated with the time dedicated to this responsibility.

⁸ DOCR uses grant funds to prepare youthful offenders for participation in the workforce. Youth receive instruction in basic computer skills, resume writing, interviewing, and filling out employment applications.

Job Readiness and Retention Workshop and Job Placement Services (Pre-Release Center) – Offenders participating in the Pre-Release Center (PRC) and Community Accountability, Reintegration, and Treatment (CART) programs, and offenders on probation after release from PRC and CART participate in this activity. The FY 2000 budget includes funding for three Work Release Coordinators that prepare individuals leaving incarceration for the workforce and place them in jobs.⁹ Work Release coordinators provide training, counseling, coordination with other treatment and service needs, job placement and evaluation. These workforce training and placement functions are difficult given the complex nature of the offender population. The Job Readiness and Placement functions constitute approximately one third of their responsibilities. DOCR could not break out the cost associated with these responsibilities.

The Job Readiness and Retention Workshop encourages participants to develop the skills needed to secure and maintain long-term employment and self-sufficiency. The week-long series of workshops incorporates lectures, guest speakers, video presentations, mock interviews, and role-playing. Participants learn skills such as: resume writing, completing job applications, problem solving, job search techniques, interviewing, and values and ethics. During the workshop, offenders evaluate their life situation and goals, and practice honestly presenting themselves to potential employers.

DOCR's three Work Release Coordinators also help connect offenders to employment opportunities in the community. Work Release Coordinators and correctional treatment team staff:

- Assess the offenders' criminal history and current charge;
- Identify the offenders' barriers to gainful employment;
- Provide counseling to address needs;
- Develop partnerships with employers and assess their needs;
- Place individuals in jobs; and
- Assure public safety by actively supervising and monitoring all offender job placements.

The Coordinators place offenders in food service, customer service, clerical, carpentry, and other positions with a variety of private sector employers.

8. Office of Human Resources

The Office of Human Resources FY 2000 approved budget includes approximately \$26,000 of County funds for workforce development activities. While the funding appears in the Office of Human Resources budget, the Department of Health and Human Services, Office of Aging and Disability Services, executes and monitors the two contracts described below.

⁹ There are three Work Release Coordinators in the personnel complement. Only two of the positions were filled during FY 2000.

Job Training and Tryout – The FY 2000 budget includes a \$19,000 Community Empowerment Grant for Mainstream Inc. Mainstream uses the grant funds to increase awareness amongst local employers of the need for employment of individuals with disabilities, encourages employers to hire disabled workers, and sets up networking opportunities for workforce-ready individuals with disabilities.

Summer Employment – The FY 2000 budget also includes a \$7,000 Community Empowerment Grant for the Supported Employment Enterprise Corporation and the Epilepsy Association of Maryland. The grants fund summer employment opportunities for youth under age 21 with disabilities. Staff conduct supported employment assessments to determine participants' skills, aptitudes and interests. They then locate appropriate employment opportunities with local businesses, non-profit organizations or volunteer centers. Levels of support vary according to the needs of the participants, from staff meeting weekly with supervisors, to ongoing supervision at the workplace. Participants work an average of 20 hours per week. Staff report that approximately 50% of the youth who participated in last summer's program retained their jobs.

MONTGOMERY WORKS
Scope of Work

Project: *Montgomery Works* – a virtual and physical one-stop employment and training center to serve all 850,000 County citizens and 30,000 employers

Organization: Montgomery County Workforce Development Corporation (WDC), a 501C(3) organization charged by the County Council and the County Executive with the mission of strengthening Montgomery County's workforce development system.

Amount: \$500,000 in Montgomery County general funds

Match: Yes, \$450,000 in federal funds

Fiscal Period: July 1, 1999 to June 30, 2000

Contact: Ed Trumbull, Vice President, WDC
301-738-0015 extension 213
E-mail: etrumbull@mcwdc.com

Description

Workforce is an extremely important issue in Montgomery County.

- **It's large.** Montgomery County has the largest workforce in the State -- 470,000 employed residents.
- **It's dynamic.** University of Baltimore estimates three out of 10 working County residents will change their job this year alone. This number translates to nearly 140,000 employment changes.
- **It's growing.** Manpower, Incorporated estimates that at least 29% of employers will hire new staff this quarter. A recent GMCC survey supports this estimate.
- **It's sustainable.** MNCPPC calculates that *at least* 8,000 new jobs will be created annually for the next several years.
- **It's tight.** County unemployment rate is at a record low of 2.2%. The result is a tight labor market getting even tighter because of growing employer demands.

Yet, the vast majority of the County's employment and training services currently serve only a limited portion of the County's residents and employers. Most adult public services are based on eligibility; for example, they serve predominately the dislocated, disadvantaged, and disabled. Only a very few citizens and employers are served by high-end professionals and consultants. The rest of the workforce the vast majority of the County's residents and employers are on their own when it come to employment and training decisions and opportunities.

Complicating this is the fact that employers seeking new employees and citizens seeking new employment opportunities are confused by the myriad of publicly financed employment and training services. In reality, there is no central location in the County for workforce development information and services. To address this need, the Montgomery County Workforce Development Corporation has created a plan to establish a One-Stop Career Center where anyone – both County employers and citizens can access the region's employment and training system. This one-stop career center is called *Montgomery Works*.

Montgomery Works is both a "virtual" and "hands-on" one-stop career system that efficiently and effectively links County employers with County residents seeking their first job, a new career, or better employment opportunities. The first tier of services – an Internet platform - is now on-line and its Internet address is www.mcwdc.com. Montgomery Works will provide a central source of current job market information and voluntary outcome assessments of service providers. Access to services will be universal, unlike categorical programs that currently serve only eligible populations. Thus, employers will have access to the County's entire labor force. People seeking jobs - whether they are the 470,000 adults now working and who may want to prepare for their next career or job advancement; the 125,000 youth currently enrolled in MCPS who will be working and in the near future may want an internship or a summer job; or, the 20,000 unemployed and underemployed adults - will all be able to use *Montgomery Works* as tool to achieve employment and self-sufficiency.

Core services provided will include:

- Information on the local labor market, skills in demand, and hiring trends
- Access and information on all regional training providers
- Career counseling
- Interest and aptitude exploration
- Employment placement for both employers and job seekers
- Resume preparation
- Computer laboratory to upgrade the user's skill on various software applications and internet job search
- Small conference center facilities

The WDC estimates the first six months ramp-up and begin operations will cost \$950,000 of which \$500,000 is being requested from Montgomery County general funds. This request is less than 60 cents per citizen. Matching these funds will be \$450,000 of federal funding. Additional resources will be sought from other public and private sources for ongoing operations.

Success of the Montgomery Works will be measured by its use from both employers and job seekers, their satisfaction with the services they received, a return on investment, and success in addressing employer identified occupational shortages and skill gaps.

Initially, Montgomery Works will have two physical center strategically located in the County. Additional satellites, which may be in libraries or shopping malls, will be brought on-line as resources permit and demand dictates. Internet access will continue to be offered and maintained. Over time, *Montgomery Works* may be linked with other regional partners to reflect the labor market demands of the Suburban Maryland marketplace

The WDC will not operate *Montgomery Works*. Instead, the Board will pool the resources, craft a Request For Proposal (RFP), conduct a procurement process to select an operating entity, make the award, and closely monitor the vendor's operation. The WDC has had great success contracting out its Job Training Partnership Act (JTPA) adult programs and anticipates similar success with *Montgomery Works*. The selected operator may be a for profit organization, a non-profit entity, a public enterprise, or a combination of partners.

Below is the WDC's timeline for *Montgomery Works*:

Date	Activity
December 1997	WDC's Montgomery Works Committee defines initial concept
January - November 1997	Demand documented, Internet platform designed and developed, initial information technology backbone selected, and concept defined
November 1998	<ul style="list-style-type: none"> ➤ Internet platform on-line ➤ Partners convene, general buy-in, and timeline refined
December 1998	Draft scope of work
January 1999	Prepare letters of interest and finalize scope of work
April 1999	Prepare Memorandum Of Understanding (MOU) with array of public partners to define resources they may commit and detail what services they may provide
April - October 1999	<ul style="list-style-type: none"> ➤ Design and develop RFP, including strategic plan and legal issues ➤ Refine approaches to be taken for the information technology systems needed to support <i>Montgomery Works</i> ➤ Bidders conference held
January 2000	Proposals due to the WDC
February 2000	One-stop operator selected by WDC
March - June 2000	<ul style="list-style-type: none"> ➤ Ramp-up the system - install and debug IT ➤ Finalize space arrangements ➤ Train staff and partner agencies
June 2000	Open <i>Montgomery Works</i>

Montgomery Works Ramp-Up Costs
July 1, 1999 - June 30, 2000

	Unit	Individual cost	Total	% of total
Site selection, design and layout				
Interior layout and design	1	5,000	5,000	
Traffic pattern analysis	1	5,000	<u>5,000</u>	
Subtotal			\$ 10,000	1.1%
Equipment				
Integrated Case Management System (Software)	1	25,000	25,000	
Personal Computer Workstations	30	2,000	60,000	
Server	1	10,000	10,000	
Fax	1	1,000	1,000	
Staff work stations	3	2,500	7,500	
Cabling (hardware, installation and technical assistance)	1	50,000	50,000	
Initial software and licensing	33	500	<u>16,500</u>	
Subtotal			\$ 170,000	17.9%
Furniture, carpeting and amenities				
Work station furniture	33	2,500	82,500	
Carpeting, padding, installation per square foot		20	50,000	
Lighting system	1	25,000	25,000	
Periodical display cases	8	2,500	20,000	
Interview area furniture	3	7,500	22,500	
Painting	1	15,000	15,000	
Cabinetry and woodwork	1	15,000	<u>15,000</u>	
Subtotal			\$ 230,000	24.3%
Fiduciary				
Accounting, tax preparation, and auditing			15,000	
Legal			<u>15,000</u>	
Subtotal			\$ 30,000	3.2%
Training				
Staff training			35,000	
Developing and disseminating new one-stop materials			<u>50,000</u>	
Subtotal			\$ 85,000	9.0%
On-going analysis and labor market information				
Information on local employment and training service providers			38,000	
ERISS employer survey and local job vacancy analysis			180,000	
On-going program performance and outcomes analysis			<u>50,000</u>	
Subtotal			\$ 268,000	28.3%
Pre-Monthly Expenses Subtotal			\$ 793,000	
	Months	Monthly expense		
Rent, salari	2.0	14,258	\$ 28,517	
Infrastructure costs and rent during ramp-up				
Staff salaries during ramp up period	1.5	53,422	\$ 80,133	
WDC Governance and oversight	5.0	8,884	\$ 44,418	
Business licenses		2,000	<u>\$ 2,000</u>	
Subtotal			\$ 155,067	16.4%
TOTAL EXPENSES DURING RAMP-UP PERIOD			\$ 948,067	100%

July 1, 1999 - June 30, 2000 Montgomery Works Ramp-Up

Estimates

Expenditures \$ 948,067

Revenues

Sources	Amount	Percent
GF	\$ 500,000	53%
JTPA	\$ 194,000	20%
WIA Transition	\$ 15,000	2%
W-t-W	<u>\$ 240,000</u>	<u>25%</u>
	\$ 949,000	100%
Difference	\$ 933	

Definition of Acronyms
(County general funds)
(Job Training Partnership Act funds)
(Workforce Investment Act transition funds)
(Welfare-to-Work funds)

July 1, 2000 - June 30, 2001 Montgomery Works Annual Operations

Estimates

Expenditures \$ 1,172,627

Revenues

Sources	Amount	Percent
GF	\$ 500,000	43%
WIA	\$ 378,000	32%
Fee for Service	\$ 135,000	12%
W-t-W	<u>\$ 160,000</u>	<u>14%</u>
	\$ 1,173,000	100%
Difference	\$ 373	

Definition of Acronyms
(County general funds)
(Workforce Investment Act funds)
(Fee for services rendered)
(Welfare-to-Work funds)

One-Stop Monthly and Annual Operating Budget

Infrastructure		Individual Charges	Monthly Expenses	Yearly Expenses	Percentage of total
	Rent per square foot	\$ 25	\$ 5,208	\$ 62,500	
	Common area costs per square foot	\$ 15	\$ 3,125	\$ 37,500	
	Utilities		\$ 1,000	\$ 12,000	
	General Liability Insurance		\$ 1,000	\$ 12,000	
	Banking fees		\$ 25	\$ 300	
	Postage		\$ 1,000	\$ 12,000	
	Telephone		\$ 1,000	\$ 12,000	
	Periodicals		\$ 1,000	\$ 12,000	
	Upgrade software applications		\$ 500	\$ 6,000	
	Internet charges		\$ 400	\$ 4,800	
	Subtotal		\$ 14,258	\$ 171,100	14.6%
Personnel					
Number of Staff					
		Salaries	Monthly Expenses	Yearly Expenses	
	1 Director	\$ 55,000	\$ 4,583	\$ 55,000	
	1 Information Technology Specialist	\$ 50,000	\$ 4,167	\$ 50,000	
	1 Finance Manager / Accountant	\$ 45,000	\$ 3,750	\$ 45,000	
	6 Career Counselors	\$ 40,000	\$ 20,000	\$ 240,000	
	2 Receptionist	\$ 25,000	\$ 4,167	\$ 50,000	
	Performance Incentives	5%	\$ 1,833	\$ 22,000	
	Subtotal		\$ 38,500	\$ 462,000	39.4%
	Fringe Benefits	33%	\$ 12,705	\$ 152,460	
	Subtotal		\$ 12,705	\$ 152,460	13.0%
	Workers' compensation	2.45%	\$ 311	\$ 3,735	
	Employer taxes	15%	\$ 1,906	\$ 22,869	
	Subtotal		\$ 2,217	\$ 26,604	2.3%
Professional Services					
	Auditing		\$ 1,000	\$ 12,000	
	Marketing		\$ 10,000	\$ 120,000	
	Legal		\$ 2,500	\$ 30,000	
	Payroll		\$ 500	\$ 6,000	
	Management consulting		\$ 1,000	\$ 12,000	
			\$ 15,000	\$ 180,000	15.4%
Training					
	On-going staff training		4,000	48,000	
	Professional associations and meetings		1,000	12,000	
	Travel		1,000	12,000	
	Local mileage reimbursement	0.31	155	1,860	
			\$ 6,155	\$ 73,860	6.3%
	Subtotal		\$ 88,835	1,066,024	
	WDC Governance and Oversight	10%	\$ 8,884	\$ 106,602	
	TOTAL		\$ 97,719	\$ 1,172,627	100.0%

Montgomery Works Ramp-Up Costs
July 1, 1999 - June 30, 2000

Category	Cost
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Funding	Revenue Source
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Site selection, design and layout	Subtotal \$ 10,000	\$10,000	County General Funds
Computer Equipment and Software	Subtotal \$ 170,000	\$170,000	Welfare-to-Work Formula
Furniture, carpeting and amenities	Subtotal \$ 230,000	\$194,000	JTPA Title III, JTPA Title III Performance & Title IIA Incentive
		\$36,000	County General Funds
		\$230,000	
Fiduciary	Subtotal \$ 30,000	\$30,000	County General Funds
Training	Subtotal \$ 85,000	\$85,000	County General Funds
On-going analysis and labor market information	Subtotal \$ 268,000	\$183,000	County General Funds
		\$15,000	Workforce Investment Act Transition
		\$70,000	Welfare-to-Work Formula
		\$268,000	
Pre-Monthly Expenses Subtotal	\$ 793,000	\$ 793,000	
Rent, salaries, governance, and licenses	Subtotal \$ 155,067	\$155,067	County General Funds
TOTAL EXPENSES DURING RAMP-UP PERIOD	\$ 948,067	\$ 948,067	

SUMMARY

County General Funds	\$499,067
Welfare-to-Work Formula Funds	\$240,000
Workforce Investment Act Transition Funds	\$15,000
Title III Performance and Title IIA Incentive Funds	\$194,000
	\$948,067

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**Appendix C - Approved Career & Technology Education Programs for
Montgomery County Public Schools**

1. Horticulture, General
2. Landscaping Operations and Management
3. Marketing, General
4. Hospitality & Recreation Marketing
5. Cosmetology
6. Cosmetic Services, Other
7. Computer Maintenance Technology
8. Engineering-Related Technology
9. Comprehensive Consumer & Homemaking Arts
10. Child-care & Guidance Management & Services
11. Fashion/Fabric Coordination
12. Food Production Management & Services
13. Dietician Assistant
14. Firefighting
15. Masonry
16. Carpentry
17. Electricity (Construction)
18. Plumbing
19. Industrial Electronics
20. Heating, Air Conditioning & Refrigeration Mechanic
21. Automotive Body Repair
22. Automotive Mechanics
23. Mechanics and Repairers, Other
24. Drafting, General (Design Illustration)
25. Graphic & Printing Communication
26. Welding
27. Millwork & Cabinet Making
28. Allied Health, Other (Biotechnology)
29. Allied Health, Other (Medical Careers)
30. Accounting, Bookkeeping & Related Programs
31. Typing, General Office & Related Programs
32. Secretarial & Related Programs
33. Finance, General
34. Business Data Processing & Related Programs
35. Cooperative Work Experience

Appendix D – Workforce Development Activities at Montgomery College and the Department of Housing and Community Affairs

Montgomery College

Montgomery College is one of the County's most visible providers of workforce development education and training. Montgomery College offers hundreds of courses of study that both directly and indirectly prepare students for the working world. Two activities seem to fit OLO's definition of workforce development for purposes of this report. These two activities are not County funded but are described here briefly.

Montgomery College's Continuing Education program offers non-credit, short term courses in the technical trades (e.g., automotive, building and construction, service industries, manufacturing and fabrication). The program also offers business skills classes and courses in personal growth and improvement. The Continuing Education program is funded almost entirely by tuition and State aid. The College's FY 2000 budget does not include any County funds for this program.

The College's Institute for Information Technology offers credit and non-credit courses on all three Montgomery College campuses. Some of these courses may be considered workforce development. For example, the Rewarding Work Initiative provides funds to teach individuals information technology skills that would improve their career options. The Department of Economic Development and Department of Health and Human Services budget includes funds for that program.

The Institute for Information Technology also provides computer training to employees at an employers request. Employers hire Institute staff to instruct employees in new software applications or other skills either at the work site or at one of the campuses. The employer pays for that instruction.

The High Technology and Science Center houses programs and courses integrally related to the high technology industries of Montgomery County, such as biotechnology, computer-aided drafting and design, computer graphics, electronic technology, and telecommunications technology. This is part of the regular coursework at the College and does not fit under OLO's definition of workforce development. It is worth noting because the College works closely with local employers to identify needed skills when developing courses and curriculum for the High Technology and Science Center.

Department of Housing and Community Affairs

The Montgomery County Department of Housing and Community Affairs (DHCA) also conducts workforce development activities. While the majority of the Department's programs focus on housing needs, DHCA's overall goal of community improvement also seeks to expand economic opportunities through employment and training.

DHCA funds workforce development activities with Federal Community Development Block Grant (CDBG) funds. The County receives these funds as an entitlement, with no matching requirement. Localities may spend the CDBG funds on a wide range of eligible activities aimed at benefiting low and moderate income residents. In FY 2000, DHCA is using approximately \$200,000 of FY 2000 CDBG funds for workforce development activities. DHCA is using the funds to contract with nonprofit providers to implement a variety of services, such as: preparing disruptive adults with developmental disabilities for entry into the workforce; teaching computer and office skills; providing employment assistance to immigrants; and helping low and moderate income people start or expand their own businesses.

Brief Conceptual Description of Menu of Measures

CORE..... Key Indicators of Success

1. **ENTERED EMPLOYMENT RATE:** The percent of people who got a job during or the quarter after receiving workforce development services excluding people who are in training or education services who did not get a job and people who maintain their current job.

2. **ANNUAL EARNINGS GAINS:** The 12 month earnings of people who got a job as a result of receiving workforce development services, minus any earnings they may have had during the 12 months before receiving workforce development services.

3. **EMPLOYMENT RETENTION:** The percent of people who got a job and remained employed up to one year as a result of receiving workforce development services.

4. **POST EMPLOYMENT RATIO OF SELF-SUFFICIENCY:** The 12 month earnings of a person who got a job after receiving workforce development services compared to the average annual cost-of-living for a family of 3 who live in the same area.

5. **BASIC SKILLS ATTAINMENT:** The percent of people 16 and older who complete basic skills training that leads to or includes graduating from High School or getting a GED as a result of their participation in workforce development services.

6. **OCCUPATIONAL SKILL ATTAINMENT:** The percent of people 16 and older who get a College degree, complete an occupational or advanced job skill training program or enter an apprenticeship program as a result of their participation in workforce development services.

7. **TRANSITION SUCCESS RATE:** The percent of people who complete basic or occupational skill training and go on to employment or an advanced level of education/training on both

14. **PARTICIPATION EQUITY RATE:** Percent of people in target groups such as unemployed workers, people on welfare, Blacks, Hispanics, older workers, UI recipients, people with disabilities, etc., who receive workforce development services in a given area.

15. **DIVERSITY OF OCCUPATIONS:** To what degree do job openings listed and occupations of job seekers in the local workforce development system reflect the entire range of jobs and occupations in the local job market.

16. **INFORMATION/SERVICE ACCESS COMPARED TO COMMUNITY:** The number and type of workforce development services available through a local One-Stop Center compared to all workforce development services available in the community.

17. **INFORMATION/SERVICES ACCESSED/RECEIVED BY JOB SEEKER + CUSTOMERS:** The number of people looking for a job or training who access information or services by each of the following methods: 1) from computers; 2) at a One-Stop center without any help from staff; or 3) one-on-one or in a group setting with the help of staff.

18. **CYCLE TIME TO FIRST SERVICE:** The number of days it takes for a person to receive service from the day a person first identifies a need for service to workforce development staff.

DEVELOPMENTALNON-CORE

19. **INFORMATION/SERVICE ACCESS COMPARED TO FIXED FEDERAL LIST:** The number of programs and services available at a One-Stop Center compared to a list of the major federal workforce development programs and services.

20. **EMPLOYERS USING WDS:** The percent of employers using workforce development services at least once and the percent using

advanced level of education/training or both as a result of their participation in workforce development services.

8. JOB OPENING FILL RATE: The percent of workforce development system job openings filled by workforce development system applicants.

9. CUSTOMER SATISFACTION: The degree to which customers are satisfied with the services provided by the workforce development system.

OTHER MEASURES OF SUCCESS

.....NON-CORE

10. EMPLOYMENT RATE: The percent of people who received any workforce development service during the quarter who got or kept a job.

11. STARTING WAGE AT ENTERED EMPLOYMENT: The average starting hourly wage of people who were seeking first, new or better jobs and got a job during or after receiving workforce development services.

12. REDUCTION OR CLOSURE OF TANF GRANT: The percent of people whose welfare payments are reduced or cases closed as a result of getting a job through assistance from the workforce development system.

13. REDUCTION OF BENEFIT DURATION: The average length of time people who receive additional workforce development services remain on unemployment insurance benefits compared to everyone who receives unemployment insurance benefits

workforce development services more than once.

21. ADMINISTRATIVE DATA SHARED AMONG AGENCIES: The percent of individual agencies and programs in a State's workforce development system that can access each other's program data by computer.

22. ROI - RETURN ON INVESTMENT: The total annual increase in earnings and decrease in welfare for all people who received a workforce development service divided by the total cost of the program.

23. TIME TO POSITIVE OUTCOME BY SERVICE CLUSTER: The amount of time it takes people to get a job, achieve self-sufficiency, obtain basic or advanced skills, or go on to a higher level of skills training/ education from the time they completed or left workforce development services.

24. SYSTEM PENETRATION RATE: The percent of people who need a specific workforce development service who actually receive it.

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