

MEMORANDUM

March 20, 2014

TO: ED/PHED Committee

FROM: Elaine Bonner-Tompkins, Senior Legislative Analyst *EBT*
Sue Richards, Senior Legislative Analyst *SR*
Office of Legislative Oversight

SUBJECT: **Worksession on OLO Report 2014-3: Youth and Work in Montgomery County**

On March 24th the ED/PHED Committee will convene a worksession on OLO Report 2014-3 which was released by the Council on December 10, 2013. The Council tasked OLO to examine County Government and Montgomery College programs providing career and technology education (CTE) for youth at-risk since OLO's previous review of Montgomery County Public Schools' programs (OLO Report 2012-4) found that its upskilling of CTE programs effectively excluded entry for in school youth at-risk.¹

OLO Report 2014-3 summarizes research on best practices for connecting youth to education and employment, describes local labor market trends and local programs that serve at-risk youth, and offers perspectives on what works and opportunities for improvement from stakeholders. Overall, OLO finds that there is gap between the availability and need for youth workforce development programs in the County and recommends the Council convene a task force to address this gap.

Committee members are asked to bring a copy of their report to the meeting. The report is also available on-line at <http://www.montgomerycountymd.gov/olo/reports/2008.html>.

The agency representatives listed below plan to attend the worksession. Sharon Friedman of Montgomery Moving Forward and several additional representatives of the Department of Health and Human Services (JoAnne Barnes, Acting Chief of Children Youth and Families; Luis Cardona, Youth Violence Prevention Manager) will also be in the audience and available to address questions.

Agency	Representatives
Montgomery College	<ul style="list-style-type: none">• DeRionne Pollard, President
Montgomery County Government	<ul style="list-style-type: none">• Steve Silverman, Director, Department of Economic Development• Gabe Albornoz, Director, Recreation• Barbara Kaufmann, Director, Division of Workforce Services, Department of Economic Development• Raymond Crowel, Chief of Behavioral and Crisis Services, Health, Department of Health and Human Services

¹ See <http://www.montgomerycountymd.gov/content/council/olo/reports/pdf/FullReport2012-4AlternativeEducation.pdf>

A. Report Highlights

The Executive Summary from this report is attached beginning on © 1. Overall, OLO finds that Montgomery County Government and Montgomery College administer 17 programs that connect out-of-school youth to educational and employment opportunities that can lead to self-sufficiency. Too few of these programs, however, deliver services to chronically disconnected youth who are neither in school or working, or provide training for middle-skill occupations.

Specific highlights and findings from the report follow. A number of other programs in the County also provide workforce services to youth and adults. Several of these programs, which were not reviewed by OLO, are described in Appendix A of the report beginning on © 9.

- **The number of disconnected youth in the County is roughly equivalent to three-quarters of an MCPS high school graduating class.** There are an estimated 3,900 *chronically disconnected youth* in the County between the ages of 16 and 24 who are neither in school or working and 3,900 *weakly disconnected youth* who are working but not on a pathway to self sufficiency.
- **Youth disconnection incurs both individual and societal costs.** A fiscal analysis of annual and lifetime costs attributable to youth disconnection estimates per disconnected youth includes:
 - A *taxpayer loss* of \$13,890 per year with a lifetime fiscal loss to taxpayers of \$235,680;
 - A *social loss* of \$37,450 per year with a lifetime lump sum cost of \$704,200 per youth;
 - Two-thirds of these costs fall on state and local governments.
- **The County invests \$4 - \$5 million annually in College (MC) and County Government (MCG) youth career development services.** Combined, Montgomery County and the College offer 17 youth career development programs that serve youth at various levels of risk.
 - In FY13, the consolidated budget was \$3.8 million and 2,800 youth were served.
 - In FY14, the consolidated budget is \$4.7 million and 4,000 youth will be served.
- **County taxes fund a growing share of costs.** Between FY13 and FY14, the County's share of program costs increased from 41% to 48% of total costs.
- **Best practices for youth career development for out-of-school youth endorse approaches that are multi-faceted and tailored to different risk levels.** Essential components include:
 - *Educational components* that provide academic and soft skills to prepare youth for employment and post secondary training;
 - *Occupational components* that provide hard skills for positions with earnings and advancement opportunities; and
 - A range of *support services* that are targeted to meet different levels and types of need.
- **MCG and MC's programs fall short of filling the void created by MCPS' upskilling of CTE; and many programs lack essential best practices components.**
 - Seats for chronically disconnected youth meet only 4% of the need (165 slots compared to 3,900 youth in need);
 - Most programs offer an educational component - only 15% of MCG slots (166 slots) offer a specific employment or occupational skills component;

- In FY14, MC programs will serve fewer high risk youth and more youth who are less at-risk. This reflects **the addition** of a \$1.5M budget for the new ACES program (for high school students) and **the phasing out** the \$1.3M budget for the Gateway to College program (for dropouts);
- **Stakeholders perceive the County’s youth workforce development services are largely delivered by an engaged providers.** Youth connected to social service or criminal justice systems may be adequately served but too few services exist for others. Re-engaging youth is difficult work, particularly since the County lacks a comprehensive jobs infrastructure for at-risk youth.
- **Career pathways² offers a promising approach** to reconnecting disconnected youth to education and employment and could bring greater coherence to the County’s current youth workforce development efforts.

B. OLO Recommendations

Given the gap between the needs and number of disconnected youth and the availability of local services, OLO recommends that the County Council commit to building an infrastructure of comprehensive services and sustained funding to reconnect at-risk, out-of-school youth to education and employment. In December, OLO recommended that the Council convene a **Task Force to Create a Career Pathways System for Disconnected Youth** and charge it with preparing a report and strategic plan for implementation and evaluation. Agency comments from Montgomery College President DeRionne Pollard and Montgomery County Chief Administrative Office Timothy Firestine in response to OLO’s recommendation are attached beginning on © 5.

More specifically, OLO suggested the Council seek the Task Force’s guidance and recommendations on the following five issues:

1. The extent and characteristics of the County’s disconnected youth population,
2. The components of an effective County career pathways framework,
3. Research on alternative financing mechanisms,
4. An estimate of the resources required to fill existing service gaps and barriers; and
5. A viable long term financing and implementation plan.

While this current report touches on a few of these topics, additional data and analysis are required to inform the development of a systemic effort aimed at enhancing the County’s overall approach. For example, OLO’s initial review of workforce projections and wage data suggests youth career development efforts should target four occupational groups offering relatively high entry-level wages for positions that require an associate’s degree or less:

- health care practitioner and technical occupations
- Construction and extraction occupations
- Installation, maintenance, and repair occupations
- Computer and mathematical occupations

² Career pathways connect education and training programs to enable participants to secure jobs or advance in industries/occupations. There are five components: pre-GED, GED, short-term certificate, longer-term certificate/associates degree, and bachelor’s degree programs.

Additional research to understand the demand for middle-skill occupations in the Metropolitan Washington area and Montgomery County in particular and the pipeline of existing programs preparing middle-skill workers should inform County investments in youth workforce development.³

Since December, OLO has become aware of related work being under taken by Montgomery Moving Forward and the Workforce Investment Board’s Youth Council aimed at connecting workforce development efforts in the area, supporting the expansion of allied health career pathways, and developing a resource map that provides a baseline of information about County youth at-risk and where they are located. If the Council chooses to convene a Task Force to identify career pathways in other sectors and to coordinate services, it should tap into these efforts.

If the Council pursues a career pathways framework for disconnected youth, its success will depend, in part, on the engagement and connections between County businesses, government, and nonprofit sectors that will emerge as a result of the Task Force. Recognizing that forging and strengthening these connections is critical, it would make sense for the Task Force membership to be broad based, encompassing representatives from the regional and local business and nonprofit sectors, including Montgomery Moving Forward, the Youth Council of the Montgomery County Workforce Investment Board, the current vendors of local youth workforce development contracts, Montgomery College, the County Government, MCPS, and the youth who will be served.

If the Council convenes a Task Force, OLO recommends that it consider what role, if any, MCPS’ Thomas Edison High School for Technology should play in the County’s efforts to enhance occupational training opportunities for out-of-school youth. OLO Report 2012-4, *Alternative Education in Montgomery County*, found that there were too few school-based programs aimed at re-engaging high-risk youth and that the Thomas Edison was underutilized and inaccessible for most youth who struggled academically. That report also recommended discussions between the County Council and MCPS representatives to identify opportunities to make Edison’s programs available to more at-risk youth in the County, including out-of-school youth.

Finally, if the Council convenes a Task Force, OLO recommends the Task Force strive to increase the capacity of County-funded programs to 2,000 slots. This assumes providing services for a slight majority of the estimated number of County youth who are chronically disconnected.

Item	Begins at:
Executive Summary of OLO Report 2014-3 – <i>Youth and Work in Montgomery County</i> December 10, 2013	© 1
Letter from DeRionne Pollard, President of Montgomery College, to Chris Cihlar, Director of the Office of Legislative Oversight – December 5, 2013	© 5
Memorandum from Timothy Firestine, Chief Administrative Officer, to Chris Cihlar, Director of the Office of Legislative Oversight – December 6, 2013	© 8
Appendix A: Other Local Educational and Employment Programs from OLO Report 2014-3	© 10

³ See the 2013 Baltimore Regional Talent Development Pipeline Report developed by the Baltimore Metropolitan Council as an example of a comprehensive workforce development needs assessment for career pathways. <http://www.opportunitycollaborative.org/assets/BaltimoreRegionalTalentDevPipelineStudy.pdf?74a21f>

Youth and Work in Montgomery County

Executive Summary of Office of Legislative Oversight Report Number 2014-3

December 10, 2013

This OLO report describes youth career development programs administered by Montgomery County Government and Montgomery College that touch and serve *disconnected youth* between the ages of 16 to 24 who are neither working nor enrolled in school, or only tangentially connected to school or work. About 7,800 County youth are disconnected and thus not on a pathway that leads to economic self-sufficiency.

OLO finds that while a variety of local programs aimed at reconnecting youth to education and employment exist, most focus on GED preparation and job readiness skills. Few programs emphasize occupational skills training that could prepare youth for middle-skill careers. OLO finds that greater coordination among County programs and more public investment to expand occupational training for disconnected youth are warranted.

YOUTH EMPLOYMENT TRENDS: Youth employment has declined over several decades and the Great Recession flattened demand even further. In 2008, about a third of teens (age 16-19) and two-thirds of young adults (age 20-24) were employed. By 2011, these rates fell to only a quarter of teens and about 60% of young adults. During the summer, when youth employment peaks, only half of all young people age 16 to 24 held a job.

Both nationally and locally, *employment rates* by subgroup show black and Latino male teens are especially affected:

- Between 2008 and 2011, County black and Latino male teens saw employment rate declines of 19.8 points and 13.1 points respectively.
- Employment rates for black male teens rank last among all subgroups. In 2011, County employment rates for white female, Latino, and Latina teens were nearly 1 in 3, rates for white male and black female teens were 1 in 4, and rates for black male teens were only 1 in 6.

County *unemployment rates* for black and Latino male teens and young adults tell a similar story. More specifically,

- Between 2008 and 2011, black male teens and Latino young adult males saw unemployment rate increases of 20.2 points and 17.8 points respectively and the unemployment rate for Latino young adult men increased four-fold, from 5.8% to 23.6%.
- In 2011, nearly half of black male teens (47%) were unemployed as were nearly a quarter of Latino teens (30%) and more than a quarter of Latina teens (27.9%).

YOUTH DISCONNECTION AND COSTS: A direct relationship exists between the declining demand for youth labor and the number of youth who are either *chronically disconnected* – neither enrolled in school nor working – or *weakly disconnected* – working, but not on a path to earn wages sufficient to support themselves or their families. Nationally, an estimated 7 million youth are either chronically or weakly disconnected.

Locally, about 3,900 youth in Montgomery County are chronically disconnected, including 2.4% of teens and 5.1% of young adults. Black teens are nearly three times as likely as their peers to be chronically disconnected. If national trends hold locally, there may be 3,900 more County youth who are only weakly attached to school and/or work, bringing the County's total count of disconnected youth to 7,800 or 7% of all youth.

Youth disconnection incurs both individual and societal costs because it increases the chances of joblessness and economic dependency into adulthood. For example, lifetime earnings for adults without a high school diploma are \$400,000 less than those who have a diploma. Public costs include lost taxes, higher public expenditures for support and incarceration services, and crime victims' costs. A fiscal analysis of annual and lifetime costs attributable to youth disconnection estimates per disconnected youth:

- A **taxpayer** loss of \$13,890 per year that yields a lifetime fiscal loss to taxpayers of \$235,680.
- A **social** loss of \$37,450 per year that yields a lifetime lump sum social loss of \$704,200 per youth.

Of note for the County, this analysis estimates two-thirds of these costs fall on state and local governments.

WORKFORCE PROJECTIONS AND WAGES

Demand for County workers is polarized by educational attainment, concentrated among low-skilled/low-paying positions at one end and high-skilled/high-paying positions at the other. Among the County's most in-demand occupations, the concentration of low-skilled/low-paying positions is even greater.

Of 168,200 job openings projected for Montgomery County through 2018, Maryland Department of Labor, Licensing, and Regulation's (DLLR's) data show 90% will require either a high school diploma or less (51%) or a bachelor's degree or more (39%); only 10 percent will require a post-secondary award/associate's degree.

Among the 15 occupations projected to have the most openings (so called "hot jobs"), the concentration of low-skill, low-wage positions is 61%. These in-demand occupations account for 45,550 of the 168,220 projected openings. The forecasts for these jobs show:

- Most openings (27,745) will occur among eight occupations that require a high school diploma and offer entry-level wages between \$8.00 and \$11.00 per hour – cashiers, waiters/waitresses, retail salespersons, food service workers, janitors/cleaners, customer service representatives, office clerks, and receptionists.
- Fewer openings (12,770) will occur among five positions that require a bachelor's degree and offer entry-level wages between \$27.25 and \$31.25 per hour – general & operations managers, management analysts, accountants/auditors, network and computer systems operators, and computer systems analysts.
- The fewest openings (5,035) will occur among two allied health positions that require an associate's degree or vocational certificate: registered nurses whose 2011 entry level wages averaged \$28.50 per hour; and nursing aides and orderlies whose 2011 entry level wages averaged \$11.00 per hour.

Workforce projections do anticipate growth among some middle-skill positions that require post-secondary training. Of these, four sectors offer family-sustaining wages: **health care, construction, installation/repair, and computer occupations**. Currently, career pathways to prepare disconnected County youth for these middle-skill occupations are limited, especially for youth who have not completed high school.

BEST PRACTICES FOR YOUTH CAREER DEVELOPMENT

To effectively transition youth into career pathways that will eventually pay self sufficient wages, best practices research for youth career development recommends providing both educational and occupational components:

- *Educational/life skills components* enable youth to improve their soft skills and job readiness, earn high school diplomas, and transition into post secondary opportunities that can offer credentials/degrees.
- *Occupational/hard skills components* enable youth to gain work experience and develop occupational skills that are valued in the labor market.

To recognize and serve the heterogeneous needs of youth participants, the best practices literature for youth career development endorses approaches that vary types of available support services and base programming on different levels of need. Ideally, resources are aligned to address and support three groups of youth participants:

- At-Risk Youth that have direct or indirect exposure to risk-factors for disconnection that can include deficiency in basic academic skills, disengagement from school, low-incomes, gang involvement, pregnancy and parenting. These youth, who are typically of high school age, often require targeted interventions that are limited in scale and cost (e.g. summer employment program).
- High-Risk Youth that in addition to experiencing risk-factors for disconnection (e.g. low academic skills, low-incomes) have minimal work experience, and/or have dropped out. These youth are also often court-involved, in foster care or are homeless. These **weakly disconnected** youth are aged 16-20 and often require longer term interventions and social supports.
- Proven-Risk Youth that have dropped out of school, are not working, and often have been adjudicated. These youth are older (age 18 to 24), **chronically disconnected**, and require longer term investments of social services, educational opportunities, and transitional employment to achieve long-term employment.

LOCAL YOUTH CAREER DEVELOPMENT PROGRAMS: Montgomery College offers more than 150 programs that lead to certificates or degrees, but barriers preclude most at-risk youth from accessing them. The chart below lists the local programs included in OLO's review. Together, Montgomery County and the College offer more than a dozen programs that provide educational/life skills or occupational training opportunities to youth with some risk for disconnection. In FY13, these programs combined served 2,850 youth at a cost of \$3.8 million. Very few of these programs, however, offered occupational training or targeted chronically disconnected youth.

In FY14, with the implementation of the Achieving College Excellence Success program for at-risk high school students, the County's and College's combined programs will serve nearly 4,000 youth at a cost of \$4.7 million and the County's share of total costs will increase from 41% to 48%.

Montgomery County and Montgomery College Youth Career Development Programs

Programs by Agency	Enrollment		Program Budget	County Share	Contracted Providers
	Youth	Total			
Programs for At-Risk Youth/ Adults					
<i>Montgomery County Government</i>					
Youth, In-school (DED)	74	74	\$260,000	8%	Latin American Youth Center
Youth with disabilities (DED)	58	58	\$250,000	0%	TransCen
Summer Teen Employment Program/Teen Works (Recreation)	60	60	\$190,000	100%	None
<i>Montgomery College</i>					
Achieving Collegiate Excellence & Success**	1,200	1,200	\$1,500,000	63%	None
Literacy and Training for Refugees, FY12	n/a	852	\$810,000	0%	None
English for Speakers of Other Languages, FY12	678	4,280	\$1,800,000	15%	None
Educational Opportunity Center	472	1,154	\$329,000	13%	None
Programs for High-Risk (Weakly Disconnected) Youth/ Adults					
<i>Montgomery County Government</i>					
Youth, Out-of-school (DED)	111	111	\$390,000	8%	Latin American Youth Center
Youth Opportunity Centers – Education and Employment Programming (DHHS)	633	633	\$100,300	100%	Identity
TANF Workforce Services (DHHS)	n/a	2,997	\$2,200,000	0%	Arbor E&T
<i>Montgomery College</i>					
Gateway to College, FY12	130	130	\$1,300,000	44%	None
MI-BEST Programs - Certified/Geriatric Nursing and Apartment Maintenance**	n/a	80	\$309,000	0%	None
Pathways to Success Program	n/a	180	\$120,000	0%	None
Life Skills and GED Preparation, FY12	474	892	\$370,000	15%	None
Programs for Proven-Risk (Chronically Disconnected) Youth					
<i>Montgomery County Government*</i>					
Conservation Corps (DHHS) via the Collaboration Council**	40	40	\$525,000	95%	Latin American Youth Center
Transition Services for Foster Care (DHHS)	28	28	\$120,000	0%	Arbor E&T
Street Outreach Network - Youth Employment Program (DHHS)	97	97	\$77,500	100%	None
Youth Enrollment & Budget Subtotal, FY13	2,855		\$3,828,800	41%	
Youth Enrollment & Budget Subtotal, FY14	3,990		\$4,678,800	48%	
*Excludes Department of Corrections and Rehabilitation re-entry program included in DED contract. ** Enrollment and budget when program(s) operate in FY14. For Gateway, assumes half the FY13 budget and enrollment for FY14 because program sunsets in FY15.					

PERSPECTIVES ON PROGRAM PERFORMANCE: OLO conducted more than two dozen interviews with agency and organization administrators and staff to better understand the County's vision for youth career development and its portfolio of programs. The following observations convey the common themes from these interviews:

- Youth career development in Montgomery County consists of an assortment of programs delivered primarily by engaged contractors. The County's efforts operate in an ad hoc fashion that is disconnected from a broader strategy of improving the economic self-sufficiency for at-risk youth.
- The County may adequately serve youth connected to social service or criminal justice systems; however, because programs are not well resourced, few, if any, services exist for others. Moreover, local funds that previously supplemented limited federal and state aid have yet to be restored.
- Connecting disconnected youth to education and employment are difficult tasks that require a comprehensive set of services and long term funding commitments. The County's current commitments via its Positive Youth Development and Economic Development programs have been insufficient.
- If the Council chooses to pursue an initiative to develop a jobs infrastructure designed to re-connect at-risk youth to employment and education, the Youth Council of the County's Workforce Investment Board and Montgomery College are two entities that are well positioned to champion such an effort.

THE POTENTIAL OF CAREER PATHWAYS: Career pathways offers a promising approach to delivering youth career development programs that could bring more coherence to the County's current youth career development efforts. Career pathways refer to a series of connected education and training programs that focus on easing and facilitating the transition from high school to postsecondary programs to employment to enable participants to secure a job or advance in an industry or occupation.

Five steps characterize the career pathways framework: pre-GED, GED, short term certificate, longer term certificate and associate degree, and bachelor degree programs. As students progress through each program level, their occupational, academic, and life skills improve along with their prospects for good-paying, stable positions.

OLO's review of the County's current configuration of services for disconnected youth finds most programs are aligned with the first two levels of the career pathways model (pre-GED and GED levels). Although Montgomery College hosts programs aligned with levels three and four (i.e. short-term credential and long-term credential and associate's degrees), these programs are generally not accessible to disconnected youth.

OLO RECOMMENDATION: Given the gap between the number of disconnected youth in the County and the availability of local services, OLO recommends that the County Council commit to building an infrastructure of comprehensive services and sustained funding to reconnect out-of-school youth to education and employment.

Towards this end, OLO recommends that the Council convene a **Task Force to Create a Career Pathways System for Disconnected Youth** and charge it with preparing a report and strategic plan for implementation and evaluation. More specifically, OLO suggests the Council seek the Task Force's guidance and recommendations on the following five issues:

1. The extent and characteristics of the County's disconnected youth population,
2. The components of an effective County career pathways framework,
3. Research on alternative financing mechanisms,
4. An estimate of the resources required to fill existing service gaps and barriers; and
5. A viable long term financing and implementation plan.

The Task Force should also consider what role, if any, Montgomery County Public Schools' Thomas Edison High School for Technology should play in the County's efforts to enhance occupational training opportunities for out-of-school youth. OLO recommends that the Council plan to establish the Task Force by March 1, 2014 and request a Task Force report by September 1, 2014.

For a complete copy of OLO-Report 2014-3, go to: www.montgomerycountymd.gov/olo



Office of the President

December 5, 2013

Chris Cihlar, PhD
Director, Office of Legislative Oversight
100 Maryland Avenue
Rockville, MD 20850

Dear Dr. Cihlar:

Thank you for the opportunity to comment on the Office of Legislative Oversight's report entitled *Youth and Work in Montgomery County*. The report is well done and lays the foundation for a meaningful dialogue to ensure everyone in our community can access the education and training necessary to succeed in the county's economy and be a full participant in our community.

At Montgomery College, we know that, to succeed in our community, individuals need a postsecondary education. Earning a high school diploma—an important milestone—is no longer enough to earn a living wage. From mechanic to engineer, a postsecondary education is required in today's economy. To build a county workforce with 21st-Century skills, residents must be prepared for postsecondary learning. Unfortunately, as this report points out, many residents are not ready for such training and education—they lack the basic skills required to access and succeed in postsecondary endeavors. Therefore, the community must recommit to supporting the needs of the whole child from preschool all the way through postsecondary education. Fulfilling this commitment includes providing for after-school programs, social services, and libraries as well as local postsecondary opportunities.

Most particularly, a concerted effort is necessary to explore the career pathways model—a model with the potential to serve the many different kinds of learners in our county and meet local employer needs.

To that end, the report's recommendation to create a task force on career pathways is especially important. Nationwide experts in career pathway development say that success requires a tightly knit collaborative effort committed to a singular vision and key outcomes. The participation of employers in this work is very important. And, our nonprofit partners and community-based programs that are already committed to serving this community of youth need to be at the table to develop better pathways to education and work for all our residents. We must build on and leverage already successful work and perhaps scale up the most promising existing efforts.

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An example of the power of collaboration is our new effort—Achieving Collegiate Excellence and Success (ACES). This program, which was created through a partnership of Montgomery College, Montgomery County Public Schools (MCPS), and the Universities at Shady Grove (USG), will help to empower and engage students in preparing for their future. Simply put, we want to fend off “disconnection.” To begin, coaches from the College are embedded in 10 high schools targeting 1,200 students—the very group of students who may be at risk of “disconnecting.” In the past, some have said these students are “at risk” of failing; we like to say these students are “at promise” of succeeding, and believe this mindset is vital to their achievement. Helping students understand their potential and the opportunities ahead is the cornerstone of the MC-MCPS-USG partnership.

Clearly, coaching—that is, guiding and leading—students is an important asset in any effort to help all students succeed, and particularly for the students described in this report. Many of our nonprofit partners and community-based programs provide such services. The College’s federally funded Educational Opportunities Center helps students—referred to the College from a vast array of partners—to imagine their future and aids them in setting their course to that future. Also, at the College, we are working to keep our students “connected” once they make it to our campuses. Many students come to the College knowing they need to continue their education but are uninformed as to how to “go to college.” Our new Welcome Centers help students to navigate the college-going process and chart a pathway to a degree or certificate.

In addition to Welcome Centers on campuses, we are working to create community engagement centers to take the College directly to the community. If we are to live up to our commitment to meet the dynamic challenges facing our community, we can no longer simply wait for the student to seek us out, to come to our doors. We must instead engage residents and illuminate the pathways to postsecondary education—in their neighborhoods. The development of these centers is in the planning stages. Co-located with government or community partners, the centers could leverage existing resources and maximize the collective impact in the community. Ideally, the centers will help residents move forward, whether to obtain a GED, access career and technical training, or enter a traditional credit program. We are hopeful such centers, once fully operational, will enable the College to help to change the trajectory of the life of a family and provide services in such way as to impact both parent and child.

Ultimately, our community must find a way to value and enhance access to *all* the pathways leading to jobs with a living wage. A first step is to acknowledge that a high school diploma—*itself* a vital first step to a bright future—is no longer enough. Together with MCPS, USG, and an array of community and social service partners and employers, we must ensure our youth stay connected to their future, obtain basic skills, achieve high school success, and advance to and then complete postsecondary education.

These pathways are not necessarily linear and a one-size-fits-all model will not work. The immediate pursuit and completion of a college degree after high school is but one pathway to success for our residents. Alternatively, a model that helps students obtain a good job and maintain educational momentum as their careers progress—by availing themselves of continuous

Chris Cihlar, PhD
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education and training over a lifetime of working—is another viable route, a very important and valuable pathway that requires more of our attention. Hopefully, together we can enhance this route and provide such a pathway that is smooth, clearly articulated, well-understood and accessible—one that offers timely completion and is affordable. To construct this pathway, we must embrace “stackable” credentials with easy on- and off-ramps to work, to training and education, back to work, and so forth. Not only do the futures of the students described in this report depend on this effort, but indeed the future of our Montgomery County community depends on it as well.

Working together, we can empower our residents to change their lives and ensure Montgomery County remains a community rich with endless possibilities for all. We at Montgomery College look forward to the work ahead.

Sincerely,

A handwritten signature in black ink, reading "DeRionne P. Pollard". The signature is written in a cursive style with a large initial "D".

DeRionne P. Pollard, PhD
President



OFFICE OF THE COUNTY EXECUTIVE

Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

MEMORANDUM

December 6, 2013

TO: Chris Cihlar, Director, Office of Legislative Oversight

FROM: Timothy Firestine, Chief Administrative Officer *Timothy L. Firestine*

SUBJECT: Draft OLO Report 2014-3, Youth and Work in Montgomery County

Thank you for the opportunity to comment on the draft OLO Report 2014-3: Youth and Work in Montgomery County. The Office of Legislative Oversight (OLO) has provided a comprehensive review of the status of youth workforce development in Montgomery County. We generally agree with most of the report's findings, but have a specific comment regarding the finding that "Local youth career development efforts fall short of the commitment needed to successfully transition all youth at-risk for disconnection to self-sufficiency." We believe the County government has done a great deal to support Montgomery County youth through existing youth workforce development and positive youth development. While coordination and collaboration are necessary to serve disconnected youth, we believe that the Montgomery County Workforce Investment Board (WIB) and its Youth Council are the correct entities to lead the initiatives described within the report. Given the requirements of the federal Workforce Investment Act and the strategic plan of the WIB, its Youth Council is well positioned to champion and enhance the County's youth workforce development efforts.

OLO Recommendation

OLO recommends that the Council convene a Task Force to Create a Career Pathways System for Disconnected Youth and charge it with preparing a report and strategic plan for implementation and evaluation.

CAO Response to OLO Recommendation

If the Council decides to implement this recommendation, we strongly recommend the WIB and its Youth Council be tasked to lead the Task Force.

Chris Cihlar, Director, Office of Legislative Oversight
December 6, 2013
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Thank you for the opportunity to respond to this draft, and for your thorough study of the issue. If you have any questions or need additional information, please feel free to contact Assistant Chief Administrative Officer Fariba Kassiri.

TLF:bk

cc: Joseph Adler, Director, Office of Human Resources
Uma Ahluwalia, Director, Department of Health and Human Services
Gabriel Albornoz, Director, Department of Recreation
Parker Hamilton, Director, Montgomery County Public Libraries
Fariba Kassiri, Assistant Chief Administrative Officer
Steve Lohr, Chief, Montgomery County Fire and Rescue Service
Steve Silverman, Director, Department of Economic Development
Arthur Wallenstein, Director, Department of Corrections and Rehabilitation
Barbara Kaufmann, Department of Economic Development
Gail Nachman, Office of Human Resources

Appendix A Other Local Educational and Employment Programs

The focus of this OLO report (OLO Report 2013-4, *Youth and Work in Montgomery County*) was a review of local youth workforce development programs administered by Montgomery County Government and Montgomery College. OLO's review did not encompass other local youth workforce development programs operated by organizations that receive other sources of funding, including County grants and non-competitive contracts listed in the FY14 approved operating budget.

This appendix lists programs that offer education and/or employment services to youth and adults compiled from two sources: the InfoMontgomery database managed by the Collaboration Council, and the County grants database managed by the County Council. OLO prepared this list to identify some of the local organizations that offer educational and/or employment services and the types of services they provide.

The list is organized based on whether identified programs serve youth (Table A-1) or adults (Table A-2). Each program meets the needs of individuals in one or more of the following ten categories:

- Youth/adolescents
- Youth with disabilities
- Young English language learners/immigrants
- Juvenile offenders
- Adults
- Older adults
- Veterans
- Adults with disabilities
- Adult English language learners/immigrants
- Adult offenders

Collectively, this list identifies 44 organizations and providers that deliver educational and/or employment services to youth and adults. There are nearly twice as many programs for adults (35) as for youth (18). Among the ten categories listed above,

- 17 programs serve adults with disabilities (i.e. vocational rehabilitation);
- 9 programs serve youth/adolescents;
- 6 programs serve adults overall;
- 6 programs serve adult immigrants/English language learners
- 5 programs serve youth with disabilities;
- 4 programs serve veterans;
- 2 programs serve youth immigrants/English language learners
- 2 programs serve juvenile offenders;
- 2 programs serve older adults; and
- 2 programs serve adult offenders

Further research is required to understand the enrollment and budgets of these programs and their educational and employment impacts, particularly for disconnected youth between the ages of 16 and 24. A review of similar programs receiving County funding is also warranted.

Table A-1: Local Youth Education and Employment Programs

Program Name	Organization	Services	Locations
<i>All youth/adolescents (9 programs, 9 providers)</i>			
Flight2Employment	Take Flight, Inc.	12-week afternoon program for career development	East County Community Recreation Center & Wheaton High School
Future Link	Future Link, Inc.	Career development and life skills	Montgomery College – Takoma Park and Rockville campuses
INSPIRE	Trawick Foundation and Latin American Youth Center – Maryland Multicultural Youth Center	One year job readiness and work skill development with academic support, leadership and life skill development for pregnant or parenting youth or those aging out of foster care	Provided in partnership with Holy Cross Hospital
JSSA Employment and Career Services (1)	Jewish Social Service Agency	Comprehensive job assistance centers – Young adults	Organizational office, Rockville JSSA Employment and Career Services, Silver Spring
Partnership Youth Initiative	Hispanic Business Foundation of MD	Work experience and internships	Community-based, variable
Career Development Services/ENVISION	IMAC – International Minority Affairs Cooperative	Work ready skills training for high school students	Organizational office, Silver Spring
College Tracks for College Success	College Tracks, Inc.	College application and financial aid assistance for first-generation college bound students	Bethesda-Chevy Chase and Wheaton High Schools
Pre-College and College counseling services	Collegiate Directions, Inc.	Comprehensive counseling and tutoring services for first-generation college bound students	Einstein, Kennedy, Paint Branch, Springbrook, Walter Johnson, and Wheaton High Schools
Youth Career Development Services	Crittenden Services of Greater Washington	Program to expand career aspirations for low-income high school aged young women	Organizational office, Silver Spring Two local high schools
<i>Youth with disabilities (5 programs, 5 providers)</i>			
Career Transition Program	St. Luke’s House	Mental health and career vocational resources	Community-based, variable
CLARC Employment Services	Computer Learning and Resource Center, Inc. (CLARC)	Comprehensive job assistance (e.g. coaching, resume preparation, placement assistance)	Organizational office (Silver Spring)
Job Clubs	TransCen, Inc.	Job finding assistance via after-school Job Clubs	Organizational office (Rockville)
Project SEARCH	Ivymount School	One year internship for high school students with intellectual disabilities in a health, business, or government placement	Community-based, variable
Supported Work Environments	Lead4Life, Inc.	Pre-job guidance focused on work readiness	Community-based, variable

Table A-1: Local Youth Education and Employment Programs, Continued

Program Name	Organization	Services	Locations
<i>Youth Immigrants/English language learners (2 programs, 2 providers)</i>			
Opportunities Plus	Liberty's Promise	After-school club, job skills training and summer internships	Community-based, variable
Catching Up Program	African Immigrant and Refugee Foundation, Inc.	Mentoring and tutoring for school-aged African immigrant children	Organizational office, Silver Spring
<i>Juvenile Offenders (2 programs, 2 providers)</i>			
Job Readiness	Lead4Life	7-week pre-job program focused on work readiness	Community-based, variable
JumpSTART	Latin American Youth Center - Maryland Multicultural Youth Center	Job readiness training and internships for youth in Department of Juvenile Services system	Community-based, variable

Table A-2: Local Adult Education and Employment Programs

Program Name	Organization	Services	Locations
<i>All adults (6 programs, 6 providers)</i>			
Career Development Services	New Hope Christian Church	Career development	Clopper Mill ES, Germantown
Employment Initiative Program	Housing Opportunities Commission	Job finding assistance	Organizational office, Kensington
Home Care Aid Training	Home Care Partners	125 hour training leading to home care aide certification	Organization office, Washington, DC
People-4-People Employment Assistance Program	Immanuel's Church and Lutheran Church of St. Andrew	Job finding assistance	Organizational office, Silver Spring
Business Development Services	Empowered Women International	Train women to create micro-enterprises	Organizational office, Alexandria, VA
Project LEAD	Interfaith Works	Job counseling and placement service to low-income residents served at the Interfaith Clothing Center	Organizational offices, Rockville
<i>Older adults (2 programs, 2 providers)</i>			
JSSA Employment (2) and Career Services	Jewish Social Service Agency	Comprehensive job assistance centers – Older adults	Organizational office, Rockville JSSA Employment and Career Services, Silver Spring
The Career Gateway	Jewish Council for the Aging of Greater Washington	Employment transition counseling, training and employment programs for older adults	Organization office, Rockville

Table A-2: Local Adult Education and Employment Programs, Continued

Program Name	Organization	Services	Locations
<i>Veterans (4 programs, 4 providers)</i>			
Bridge to Work (1)	Columbia Lighthouse for the Blind	Training and employment programs for veterans who are visually impaired.	Organizational office, Silver Spring
Montgomery Station Supported Employment Program (1)	Family Services, Inc.	Vocational rehabilitation veterans	Community-based, variable
Veteran Services Employment	Montgomery Works	Job finding assistance for veterans	Organizational office, Wheaton
Veterans Employment Program	Easter Seals Greater Washington-Baltimore Region	Job finding assistance for veterans	Organizational office, Silver Spring
<i>Adults with disabilities (17 programs, 15 providers)</i>			
Back to Work Program	St. Luke's House	Vocational rehabilitation for adults with mental illness	Community-based, variable
Bridge to Work (2)	Columbia Lighthouse for the Blind	Training and employment programs for veterans who are visually impaired.	Organizational office, Silver Spring
Career Services and Assistive Technology	Columbia Lighthouse for the Blind	Job finding assistance and training and employment programs	Organizational office, Silver Spring
CLARC Employment Services	Computer Learning and Resource Center, Inc. (CLARC)	Comprehensive job assistance (e.g. coaching, resume preparation, placement assistance)	Organizational office (Silver Spring)
Customized employment and other day services	Compass, Inc.	Prevocational training (job readiness)	Organizational office, Silver Spring
Employment Services	SEEC	Vocational rehabilitation	Community-based, variable
Grower Program	Red Wiggler Community Farm	Training and employment program on a farm	Red Wiggler Farm, Germantown
JSSA Employment and Career Services (3)	Jewish Social Service Agency	Comprehensive job assistance centers – Individuals with special needs and the Deaf and Hard of Hearing	Organizational office, Rockville JSSA Employment and Career Services, Silver Spring
Montgomery County Customized Employment Intern Project	TransCen, Inc.	Job finding assistance with County departments for part-time temporary work	Montgomery Works, Wheaton
Montgomery County Customized Employment Public Intern Project	Montgomery Works	Work experience and training with County departments for part-time temporary work	Organizational office, Wheaton Community-based, variable
Montgomery Station Supported Employment Program (2)	Family Services, Inc.	Vocational rehabilitation for adults with serious mental illness	Community-based, variable
SCGW Supported Employment	Saint Colletta of Greater Washington	Vocational rehabilitation for adults with intellectual disabilities	Organizational office, Rockville

Table A-2: Local Adult Education and Employment Programs, Continued

Program Name	Organization	Services	Locations
<i>Adults with disabilities (17 programs, 15 providers), Continued</i>			
Bakery and Related Industries Training	Sunflower Bakery	Year long on-the job training for persons with intellectual disabilities	Organizational office, Gaithersburg
Supervised Worksite	Rehabilitation Opportunities, Inc.	Vocational rehabilitation for adults with functional and/or intellectual disabilities	Organizational office, Germantown
Supported Employment	Rehabilitation Opportunities, Inc.	Vocational rehabilitation for adults with functional and/or intellectual disabilities	Organizational office, Germantown
Supported Employment	Head Injury Rehabilitation and Referral Services	Vocational rehabilitation for adults with brain injuries	Organizational office, Rockville
Training and Paid Employment Program	Jobs Unlimited, Inc.	Vocational rehabilitation for adults with severe mental illness	Upscale Retail Thrift Shop, Rockville
<i>Adult Immigrants/English language learners (6 programs, 6 providers)</i>			
Employment Program	Spanish Catholic Center of Catholic Charities	Job finding assistance through training and language development for immigrants	Spanish Catholic Center - Gaithersburg
Refugee Employment Services	Lutheran Social Services of the National Capital Area	Training and employment programs for immigrants and community newcomers	Montgomery/Prince George's Counties Refugee/Immigrant Services, Silver Spring
Welcome Back Center of Suburban Maryland	Office of Community Affairs, DHHS	Facilitates the Maryland health professions licensure process for foreign-trained health professionals	Silver Spring Health Center, Silver Spring
Adult English Literacy Services	Montgomery County Coalition for Adult English Literacy	Training and capacity building to strengthen language services for English language learners	Organizational office, Rockville
Adult Literacy Services	Literacy Council of Montgomery County	Adult ESOL basic literacy tutoring and classes, and pre-GED classes	Organizational office, Rockville
Casa Welcome Centers	Casa de Maryland	Employment placement services, ESOL classes, vocational training, and legal services	Silver Spring, Wheaton, and Shady Grove
<i>Adult Offenders (2 programs, 2 providers)</i>			
Welcome Home Program	Catholic Charities of the Archdiocese of Washington, Inc.	Mentoring to men and women returning to their communities	Pre-Release Center, Rockville
Re-Entry Support	Identity	Spanish language support and re-entry services	Organizational office, Gaithersburg