

**MEMORANDUM**

April 22, 2022

TO: Education and Culture (E&C) Committee  
Planning, Housing, and Economic Development (PHED) Committee

FROM: Gene Smith, Legislative Analyst

SUBJECT: **FY23 Operating Budget – WorkSource Montgomery (WSM) Non-Departmental Account (NDA)**

PURPOSE: Make recommendations for Council consideration

**Expected Participants:**

Anthony Featherstone, Executive Director, WSM  
John Hattery, Deputy Director, Workforce Services, WSM  
Naté Gordon, Deputy Director, Administrative Services, WSM  
Jewru Bandeh, Director, Eastern Regional Office  
Felicia Hyatt, Fiscal and Policy Analyst, Office of Management and Budget

**Summary of FY23 Recommended Budget – WSM NDA**

	<b>FY22 Approved</b>	<b>FY23 CE Recommended</b>	<b>Change from FY22 Approved</b>
<b>General Fund</b>	<b>\$1,445,594</b>	<b>\$2,172,594</b>	<b>50.3%</b>
Personnel Costs	\$0 0.00 FTEs	\$0 0.00 FTEs	0.0% 0.00 FTEs
Operating Costs	\$1,445,594	\$2,172,594	50.3%
<b>Total Expenditures (All Funds)</b>	<b>\$1,445,594</b> <b>0.00 FTEs</b>	<b>\$2,172,594</b> <b>0.00 FTEs</b>	<b>50.3%</b> <b>0.0%</b>

- The Executive recommends an additional \$350,000 for the WSM NDA to support employment and training services for immigrants.
- The Executive recommends an additional \$317,000 for the WSM NDA to support a new reentry program.

- The Executive recommends an additional \$60,000 for the WSM NDA to support additional Summer RISE stipends.
- Council staff concurs with the Executive’s recommended appropriation for the WSM NDA.

## I. Budget Overview

See the Executive’s recommendation on ©1. This NDA was created in FY17 to fund the County’s designated workforce development corporation. This organization implements the County’s workforce development policies to promote job growth and talent attraction. The Executive recommends an additional \$727,000 to this NDA to support three initiatives in FY23. These initiatives are discussed in more detail in the FY23 Expenditures Discussion Section below.

## II. Organization Review

WSM’s mission is *to meet the talent attraction, development, and retention needs of strategic industries; to meet the needs of the underemployed and unemployed; and to develop career pathways that lead to sustainable wage jobs and support a thriving mission.* It advances the County’s economic development goals by identifying issues in the current workforce delivery system and partnering with businesses and government to address those issues. **An effective workforce delivery system is important because it ensures that talent development meets the needs of current and future businesses in the County.** In addition, an effective workforce delivery system provides crucial pathways to connect underemployed and unemployed residents to the workforce.

### A. FY22 Budget

See WSM’s FY22 approved budget on ©2. See WSM’s unaudited FY22 financial statement as of February 2022 on ©3-10. **WSM has received approximately \$3.9 million in revenues of the budgeted \$6.3 million revenues for FY22.** WSM notes that Federal revenues in FY22, which are passed-through the State Department of Labor, are less than expected because of current utilization from WSM’s transition to full operations at the American Job Center (AJC). This funding is available through calendar year 2022, and WSM anticipates that it will be able to fully utilize these funds by December 2022. The draft FY23 WSM budget reflects this roll over funding.

The County provides funding to WSM through multiple accounts, not just this NDA. **The County’s FY22 support for WSM from all sources is about \$1.7 million or about 28.0% of WSM’s total estimated FY22 revenues.** Most of the organization’s funding is supported through the Federal grants for the Workforce Opportunity and Innovation Act (WIOA).

Most of WorkSource’s FY22 expenditures support personnel costs and the program costs related to the operations at the AJC. As of February 28, 2022, these expenditures account for 88.0% of WSM’s total expenditures. Based on the current expenditures, WSM is estimated to end FY22 within its budget.

## B. FY23 Expenditures

The Council does not approve a line-item budget for WSM, but the County does execute a contract with the organization. **The Executive negotiates the contract, which details disbursement conditions and performance expectations, including reporting, for the County's funding provided to the organization.** The Council may also choose to identify specific programs, expenditures, and/or reporting requirements through the Council's budget resolution. See ©10-14 for a list of deliverables and metrics reported to the County for the WSM contract. Executive staff anticipates adding deliverables to the FY23 contract for the proposed initiatives. Executive staff will be available to discuss any questions that the committees may have about contracting with WSM for FY23.

See the draft FY23 WSM budget on ©15-18. The organization estimates that FY23 revenues will be approximately \$9.4 million, including some Federal funds that will roll over from FY22 per WIOA guidance. **This roll over funding is restricted to certain programs, but it will support the critical programs for the County's underemployed and unemployed populations.** The County's support through all sources is estimated to be \$2,603,903 or about 27.6% of the estimated total revenues WSM for FY23.

## C. FY23 Expenditures Discussion

WSM implements numerous programs, including WIOA, to aid residents looking for a job or looking for a job with more sustainable wages. Council staff requested and WSM provided details about its FY22 efforts related to 1) talent attraction/retention of the County's strategic industries; 2) job seekers; 3) operations of the AJC; 4) operations of the job center with the Department of Corrections and Rehabilitation (DOCR); 5) Summer RISE; and 6) WSM's efforts generally. See ©19-32 for details about WSM's responses. Below is a summary.

1. Talent attraction/retention of the County's strategic industries. WSM provides both general services (e.g., access to State and WSM job board, hiring event coordination, etc.) and intensive services (e.g., paid work experience, on-the-job training, etc.) to businesses looking to hire. **WSM highlights that it has served 535 businesses looking to hire local residents and total AJC hires of 2,585 to date in FY22.** WSM also created and implemented the Grant Assistance for Onboarding Workers (GROW) in FY22 to assist businesses with grants equal to 50-75% of a new hire's wages for the first twelve weeks of employment. This program has benefitted local businesses and unemployed or underemployed residents displaced by the pandemic.
2. Job seekers. WSM provides both general services (access to technology for job searching, professional development, etc.) and intensive services (e.g., wrap-around case management, job placement assistance) to job seekers. **WSM has served 3,645 residents through the AJC to date in FY22.** WSM also opened the Financial Empowerment Center in the Wheaton AJC to provide financial counseling and coaching for additional wrap around services for residents looking for a job. WSM also worked with local partners to provide sector-based trainings in 1) green pre-apprenticeship; 2) auto mechanic training; 3) Education Partnership for IT Careers; and 4) bio bootcamp with Montgomery College.

3. American Job Centers and WIOA. The AJCs is a core function for WSM. WSM receives Federal funding through the State to support the operation and programs of these centers, and the County's funding provides additional support. WSM assumed operational responsibility for the AJCs in July 2022.

WSM still contracts for the required WIOA youth services. WSM notes that it onboarded three service providers (Latin American Youth Center, Eckerd Youth Alternatives, and Identity, Inc.) to provide these services in the County in FY22. **WSM will be responsible for monitoring these contracts to meet the WIOA guidelines for youth services.**

4. Department of Corrections and Rehabilitation (DOCR) Job Center. The County supports a job center in DOCR's Correctional Facility, including staff support outside of the facility. WSM partners with the County to administer these programs. WSM notes that it has onboarded some staff for this program, and it is in the process of hiring the remaining staff. **The program includes 2.5 FTEs inside the Correctional Facility to provide direct services inside the facility and 2.0 FTEs outside for community-based efforts outside of the facility.**

WSM will also implement a new program, Coding Our Way Home, as part of its services with DOCR. See below for additional details about this new program.

5. Summer RISE Program. Program administration was shifted to the Montgomery County Public Schools (MCPS) in FY20 for this program. WSM continues to partner with MCPS and the County Government to provide programmatic support and funding for the student stipends. The program was limited in FY21 due to the pandemic, but it operated in FY22 (i.e., Summer 2021). See ©33-50 for the Summer RISE 2021 Report. **WSM reports that 1,145 students registered to participate, and 573 students successfully completed the program in FY22.** WSM provides a \$300 stipend to each student through the County's annual appropriation in this NDA.

The Executive recommended an increase of \$180,000 in FY22 for WSM to provide stipends to Summer RISE students. **The Executive recommends an additional \$60,000 in FY23 for this same purpose, for a total funding of \$240,000 in FY23 for Summer RISE stipends.** At \$300 per stipend, this funding will support 800 students during the Summer RISE 2022 program.

6. Employment and training services for immigrants. The Executive recommends \$350,000 in FY23 for WSM to implement this new program. See ©51-53 for more details about this program from WSM. The program is designed to offer employment and training services directly to immigrant and refugee residents in the County. WSM estimates that it will be able to serve 75 residents through this funding. **It is anticipated that WSM will contract for these services with one or more community partners.**
7. Reentry: Coding Our Way Home. The Executive recommends \$317,000 in FY23 for WSM to implement this new program. This program adds a training component of WSM's efforts

with the DOCR Job Center and includes community-based services offered at the AJC. See ©54-59 for additional details about this new program.

**Council staff concurs with the Executive’s recommended appropriation for the WSM NDA.**

<u>This packet contains:</u>	<u>Circle #</u>
Executive’s recommended FY23 appropriation	1
WSM – approved FY22 budget	2
WSM – unaudited FY22 financial statement as of Feb. 28, 2022	3
Executive staff – responses, re: WSM contract	10
WSM – draft FY23 budget	15
WSM – responses, re: programs and initiatives	19
Summer RISE 2021 Report	33
WSM – description, re: employment/training services for immigrants	51
WSM – description, re: Coding Our Way Home	54

 **WorkSource Montgomery, Inc**

This is the private non-profit corporation authorized by Council Resolution 18-295 as the County's designated workforce development corporation. WorkSource Montgomery, Inc. has been designated to implement the County's workforce development policies established by the Workforce Development Board to promote job growth and talent attraction.

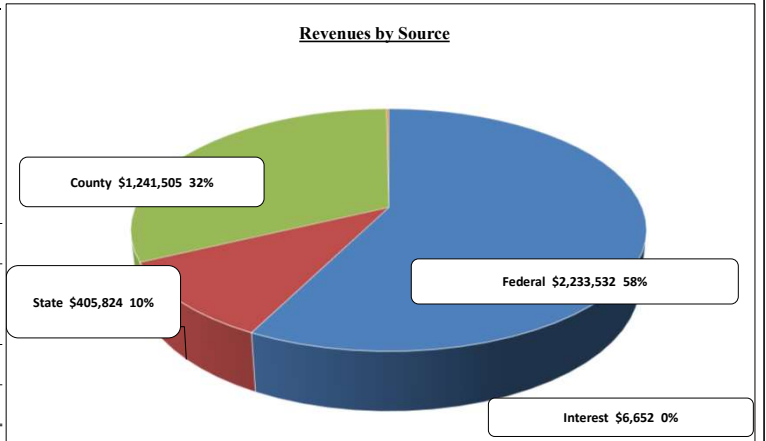
<b>FY23 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY22 Approved</b>	<b>1,445,594</b>	<b>0.00</b>
Add: Employment & Training Services for Immigrants	350,000	0.00
Add: Re-Entry: Coding Our Way Home	317,000	0.00
Enhance: Summer Rise Increase	60,000	0.00
<b>FY23 Recommended</b>	<b>2,172,594</b>	<b>0.00</b>

		<b>FY22 Total</b>
<b>Revenues</b>		
Federal - WIOA FY22 (FY21 Awards)	\$	2,047,102
Federal - WIOA FY22 (FY22 Awards)	\$	2,349,510
Federal - ARPA PY21 - FY26 (Annualized Amount)	\$	1,734,500
<b>Federal Subtotal</b>	<b>\$</b>	<b>6,131,112</b>
State - Relief Act FY21	\$	686,700
State - Summer PY21	\$	146,377
County - HHS - FY22 (FY21 Award)	\$	52,133
County - HHS - FY22 (FY22 Award)	\$	104,267
County - CAP - FY22 (FY19/FY20 Awards)	\$	300,000
County - HIRE - FY22 (FY20 Award)	\$	147,000
County - Summer - FY22	\$	180,000
County - County Council FY22	\$	1,265,594
County - Dept of Corrections FY22	\$	199,000
<b>Total Revenues</b>	<b>\$</b>	<b>9,212,183</b>
<b>Program Expenses</b>		
Program Salaries and Benefits	\$	2,362,012
<b>Program Expenses Subtotal</b>	<b>\$</b>	<b>7,151,930</b>
<b>Non-Program Personnel Subtotal</b>	<b>\$</b>	<b>963,756</b>
<b>Indirect Overhead Costs Subtotal</b>	<b>\$</b>	<b>630,426</b>
<b>Professional Services Subtotal</b>	<b>\$</b>	<b>255,000</b>
<b>Total Expenses</b>	<b>\$</b>	<b>9,001,112</b>
<b>Net Income/(Loss)</b>	<b>\$</b>	<b>211,071</b>

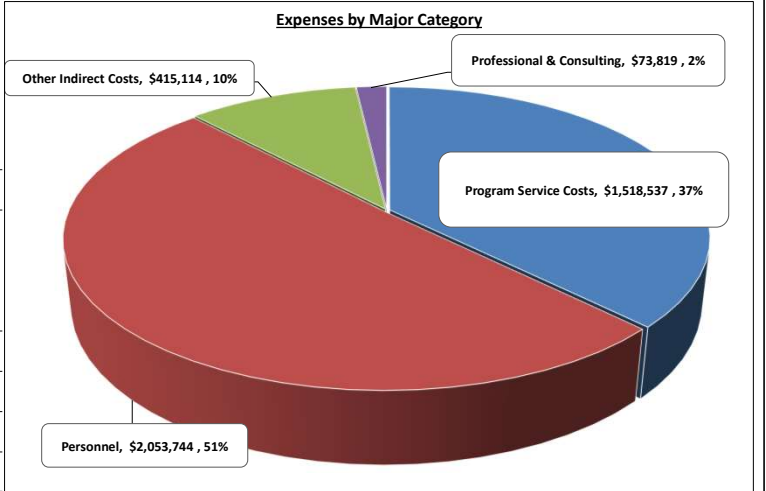
**WorkSource Montgomery, Inc.**  
 Summary of Results for the Eight Months Ended February 28, 2022  
 (Unaudited)

	Actual	Budget	Actual v. Budget	Primary Drivers of Actual v. Budget
<b>Revenues</b>	\$ 3,887,513	6,250,248	(2,362,734)	Federal revenues from WIOA are \$1.30 million below budget, and ARPA are \$575,900 lower than budgeted expenditures. State revenues are \$198,300 under budget. County revenues are under by \$317,100 from lower spending on County sponsored programs.
<b>Expenses</b>	4,061,215	6,109,534	(2,048,319)	Program costs are \$1.78 million under budget, personnel costs are under by \$157,400, indirect costs by \$12,100, and professional fees by \$98,100.
<b>Net Income</b>	<b>(173,702)</b>	<b>140,714</b>	<b>(314,416)</b>	

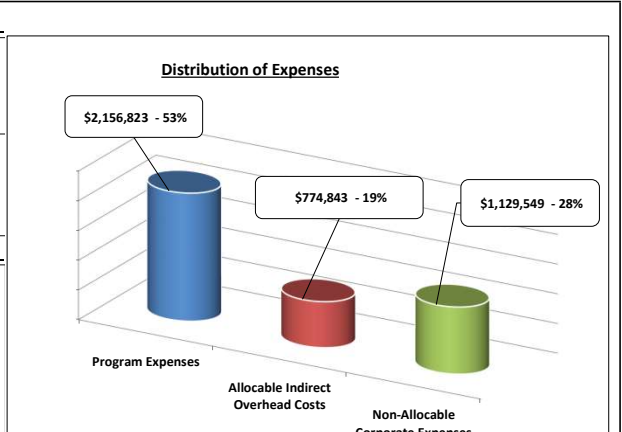
	Feb-22	Jun-21
<b>Assets</b>		
Cash & cash equivalents	\$ 5,684,761	\$ 1,249,626
Accounts receivable, net	1,124,323	1,049,370
Unbilled Draw Downs - WIOA, State and Local	765,899	1,343,474
Prepaid Expenses and Other assets	31,867	59,172
<b>Current Assets</b>	<b>7,606,851</b>	<b>3,701,643</b>
Fixed Assets, net	2,000,288	2,176,696
Security Deposit - AIC	49,069	49,069
<b>Long-term Assets</b>	<b>2,049,357</b>	<b>2,225,765</b>
<b>Total Assets</b>	<b>9,656,208</b>	<b>5,927,408</b>



<b>Liabilities and Net Assets</b>		
Accounts Payable & Credit Card	84,036	374,811
Accrued Expenses and Personnel Costs	214,216	179,215
Deferred Revenue - ARPA & MOCO	4,583,667	447,197
<b>Current Liabilities</b>	<b>4,881,920</b>	<b>1,001,223</b>
Deferred Rent	704,258	588,532
Deferred Lease Benefit	726,609	776,720
Tenant Improvement Loan - Eagle Bank	837,150	880,961
<b>Long-term Liabilities</b>	<b>2,268,017</b>	<b>2,246,212</b>
Unrestricted Net Assets	2,506,271	2,679,972
<b>Net Assets</b>	<b>2,506,271</b>	<b>2,679,972</b>
<b>Total Liabilities and Net Assets</b>	<b>9,656,208</b>	<b>5,927,408</b>



<b>Key Performance Indicators</b>	Feb-22	Jun-21
Current Ratio - Current Assets ÷ Current Liabilities - measures WSM's ability to pay current liabilities with current cash and/or assets readily convertible to cash.	1.6	2.6
Months of Operating Cash - Cash and cash equivalents ÷ Budgeted Operating Expenses - measures WSM's resources to fund budgeted program and operating expenses.	2.4	2.2
	<b>Actual</b>	<b>Allowable</b>
Indirect Cost Rate - total year-to-date Indirect Overhead Costs (Class 7100 before allocations) ÷ total year-to-date Grant and Program Expenses (All Grant Classes). Measures WSM's ability to recover allocable Indirect Overhead Costs from Grants and Programs. Maximum recoverable rate is 10%. The high percentage is due to lower than budgeted program expenditures.	19.1%	10.0%





**WorkSource Montgomery, Inc.**  
Summary of Results for the Eight Months Ended February 28, 2022  
(Unaudited)

Changes in Cash and Cash Equivalents	
Cash and Cash Equivalents as of July 1, 2021	\$ 1,249,626
Total Revenues	3,887,513
Total Expenses	4,061,215
Net Income	<u>(173,702)</u>
Adjustments to reconcile Net Revenue to Net Cash provided by operations:	
Cash Provided (Used) by the increase in Accounts Receivable	502,622
Cash Provided (Used) by the decrease in Accounts Payable and Accrued Expenses	(255,773)
Cash Provided (Used) by the net changes in Accounts Receivable and Accounts Payable/Accrued Expenses	<u>246,849</u>
Cash Provided by Increase in Deferred Revenue (i.e., Cash Receipts not recognized as Revenue)	4,136,470
Cash Provided (Used) by the net changes in Prepaid Expenses and Deposits	27,305
Cash Provided by the net change in Accumulated Depreciation and Amortization	176,409
Cash Provided by the net change in Deferred Rent (i.e., a GAAP accounting requirement)	115,725
Cash (Used) by the net change in Deferred Lease Benefit (i.e., a GAAP accounting requirement)	(50,111)
Cash (Used Provided) by Eagle Bank Loan for Tenant Improvements	<u>(43,810)</u>
Cash and Cash Equivalents - Ending Balance	<u>5,684,761</u>
Net Change in Cash and Cash Equivalents YTD	<u><u>4,435,135</u></u>

Allocation of Staff Personnel Costs	Total	% of Total
Programs	1,121,844	54.6%
Indirect Overhead Costs	701,024	34.1%
Unrestricted	230,877	11.2%
<b>Total</b>	<u><b>2,053,744</b></u>	<u><b>100.0%</b></u>
Year-to-date Fringe Rate as a % of salaries		<u><b>19.3%</b></u>

**WorkSource Montgomery, Inc.**  
Summary of Results for the Eight Months Ended February 28, 2022  
(Unaudited)

Accounts Receivable	Less than 60	61 and over	Total
Community Action Agency(CSBG)-RSA	-	8,090	8,090
DORS-RSA	-	25,417	25,417
Housing Opportunity Commission-RSA	-	8,090	8,090
Literacy Council - RSA	11,013	42,946	53,959
Maryland Job Corp- RSA	-	3,112	3,112
MD DOL - RSA	88,245	257,079	345,324
Montgomery College(Title II)- RSA	11,013	13,903	24,916
Montgomery County	632,797	-	632,797
Perkins - RSA	5,320	10,981	16,300
TANF-HHS	5,320	722	6,042
Work Opportunities - RSA	-	277	277
<b>Total</b>	<b>753,707</b>	<b>370,617</b>	<b>1,124,323</b>
Accounts Payable	Current	31 and over	Total
Aronson LLC	1,551	-	1,551
Clear Impact	1,550	-	1,550
Cybersecurity Training Center	-	1,995	1,995
Darrell Andrews, LLC	5,000	-	5,000
Datawatch Systems Inc	778	-	778
Digital Industry, LLC	(4,793)	-	(4,793)
Eckerd Connects	52,101	9,565	61,666
Frederick Community College	-	144	144
GapBuster Inc.	8,000	-	8,000
Harry Thompson Associates LLC	5,813	-	5,813
John Hattery	766	-	766
Knowledge First Institute	-	2,150	2,150
Lauren Gara	1,768	-	1,768
MC Economic Development Corp	5,410	-	5,410
Medcerts LLC	8,000	8,000	16,000
Montgomery College	3,304	-	3,304
Nauticon Imaging Systems	486	-	486
Prince Georges Community College Laurel College Center	-	3,980	3,980
Project Management Institute	-	405	405
Reference Services Inc.	64	-	64
Rudolph Supply	-	252	252
Ruth Pineda	592	-	592
Samarium, LLC	(53,166)	-	(53,166)
SP Plus Corporation	1,330	-	1,330
Thomas P. Miller & Associates, LLC	9,104	-	9,104
Towson University- CPS	-	4,998	4,998
USI Consulting Group, Inc.	-	2,700	2,700
Vonage 162776	473	-	473
Vonage 169957	790	-	790
Westfield	-	-	-
<b>Total</b>	<b>48,922</b>	<b>34,188</b>	<b>83,110</b>

WorkSource Montgomery, Inc.

Federally Sourced Grants

February 28, 2022

		Awards				Revenue - YTD			Expenses - YTD				
		<i>By definition - Revenues and Expenses net to zero</i>											
Funder - Source - Description	Period of Performance	Carryover % from Prior Fiscal Year	Carryover from Prior FY	Current FY Awards	Total Available	Actual	Budget	Actual v. Budget	Actual	Budget	Actual v. Budget	Spend Rate v. Budget	Spend Rate v. Available
<b>DOL - FEDERAL - WIOA</b>													
DOL - WIOA - Youth Grants	07/01/20 - 06/30/23	0.0%	709,327	1,013,984	1,723,311	351,494	925,359	(573,865)	351,494	925,359	(573,865)	38.0%	20.4%
DOL - WIOA - Adult Grants	07/01/20 - 06/30/23	0.0%	172,589	1,021,538	1,194,127	631,685	1,057,206	(425,521)	631,685	1,057,206	(425,521)	59.8%	52.9%
DOL - WIOA - Dislocated Workers Grants	07/01/19 - 06/30/22		624,472	1,158,109	1,782,581	650,078	948,509	(324,037)	624,472	948,509	(324,037)	65.8%	35.0%
<b>Subtotal</b>		<b>38.2%</b>	<b>1,506,388</b>	<b>3,193,631</b>	<b>4,700,019</b>	<b>1,633,257</b>	<b>2,931,075</b>	<b>(1,323,423)</b>	<b>1,607,652</b>	<b>2,931,075</b>	<b>(1,323,423)</b>	<b>54.8%</b>	<b>34.2%</b>
<b>DOL - FEDERAL - Older Worker Service Integration</b>													
DOL - FEDERAL - Older Worker Service Integration	02/01/19 - 09/30/21		8,584		8,584	17,481	-	17,481	17,481	-	17,481		
<b>DOL - FEDERAL - Other</b>													
DOL - FEDERAL - COVID Disaster Recovery Dislocated Worker Grant	10/01/20 - 12/31/21		108,871		108,871	2,444	-	2,444	2,444	-	2,444		2.2%
<b>Subtotal</b>			<b>117,455</b>	<b>4,241,250</b>	<b>4,358,705</b>	<b>600,275</b>	<b>1,156,333</b>	<b>(556,058)</b>	<b>600,275</b>	<b>1,156,333</b>	<b>(556,058)</b>	<b>51.9%</b>	<b>13.8%</b>
<b>Total Federal Grants</b>			<b>1,623,843</b>	<b>7,434,881</b>	<b>9,058,724</b>	<b>2,233,532</b>	<b>4,087,408</b>	<b>(1,879,481)</b>	<b>2,207,927</b>	<b>4,087,408</b>	<b>(1,879,481)</b>	<b>54.0%</b>	<b>24.4%</b>

**WorkSource Montgomery, Inc.**  
Statement of Financial Position  
February 28, 2022  
(Unaudited)

	<u><b>Total</b></u>
<b><u>Assets</u></b>	
<b>Current Assets</b>	
Cash and Cash Equivalents	\$ 5,684,761
Unbilled Receivables - Federal	526,436
Unbilled Receivables - Non-Federal	239,464
Accounts Receivable - All Other, net	1,124,323
Prepaid Expenses and Other Assets	31,867
<b>Total Current Assets</b>	<u><b>7,606,851</b></u>
<b>Long-term Assets</b>	
Fixed Assets, net	2,000,288
Security Deposits - AJC	49,069
<b>Total Long-term Assets</b>	<u><b>2,049,357</b></u>
<b>Total Assets</b>	<u><u><b>9,656,208</b></u></u>
<b><u>Liabilities</u></b>	
<b>Current Liabilities</b>	
Accounts Payable	84,036
Accrued Expenses and Personnel Costs	214,216
Deferred Revenue	4,583,667
<b>Total Current Liabilities</b>	<u><b>4,881,920</b></u>
<b>Long-term Liabilities</b>	
Deferred Rent	704,258
Deferred Lease Benefit	726,609
Tenant Improvement Loan	837,150
<b>Total Long-term Liabilities</b>	<u><b>2,268,017</b></u>
<b><u>Net Assets</u></b>	
Net Assets - unrestricted	2,679,972
Net Income/(Loss)	(173,702)
<b>Total Net Assets</b>	<u><b>2,506,271</b></u>
<b>Total Liabilities and Net Assets</b>	<u><u><b>9,656,208</b></u></u>

**WorkSource Montgomery, Inc.**

## Statement of Activities

Summary of Results for the Eight Months Ended February 28, 2022

(Unaudited)

	Actual	Budget	Actual v. Budget
<b>Revenues</b>			
Federal	\$ 2,233,532	4,087,408	(1,853,876)
State	405,824	604,177	(198,353)
County	1,241,505	1,558,663	(317,157)
Other Income	6,652	-	6,652
<b>Total Revenues</b>	<b>3,887,513</b>	<b>6,250,248</b>	<b>(2,362,734)</b>
<b>Expenses</b>			
<b>Program Service Costs</b>			
Rent	146,512	362,208	(215,696)
Participant ITA Training & Supportive Services	249,401	476,020	(226,619)
One Stop Operator	81,405	99,200	(17,795)
Other Programmatic Costs	847,502	1,290,647	(443,145)
Vendor Contracts and Contractors	193,718	1,069,117	(875,399)
<b>Total Program Service Costs</b>	<b>1,518,537</b>	<b>3,297,192</b>	<b>(1,778,655)</b>
<b>Personnel</b>			
Compensation	1,721,719	1,658,384	63,335
Fringe Benefits	332,026	552,795	(220,769)
<b>Total Personnel</b>	<b>2,053,744</b>	<b>2,211,179</b>	<b>(157,434)</b>
<b>Indirect Overhead Costs</b>			
Professional Development	10,445	10,000	445
Dues and Subscriptions	17,136	10,000	7,136
Rent	48,670	58,137	(9,467)
Insurance, Interest and Bank Fees	36,556	37,296	(740)
Office Supplies, Telephone, IT	56,883	105,467	(48,583)
Depreciation and Amortization	176,409	185,784	(9,375)
Website, Social Media and Other	69,015	24,479	44,536
<b>Total Indirect Overhead Costs</b>	<b>415,114</b>	<b>431,163</b>	<b>(16,049)</b>
<b>Professional Services</b>			
Audit & Taxes Fees	23,751	26,667	(2,916)
Legal Fees	-	16,667	(16,667)
Marketing & Communications	10,211	26,667	(16,455)
Consultants/Contractors	39,857	100,000	(60,143)
<b>Total Professional Services</b>	<b>73,819</b>	<b>170,000</b>	<b>(96,181)</b>
<b>Total Expenses</b>	<b>4,061,215</b>	<b>6,109,534</b>	<b>(2,048,319)</b>
<b>Net Income/(Loss)</b>	<b>(173,702)</b>	<b>140,714</b>	<b>(314,416)</b>

**WorkSource Montgomery, Inc.**

Statement of Cash Flows

Summary of Results for the Eight Months Ended February 28, 2022

(Unaudited)

	<u>Total</u>
<b>Operating Activities</b>	
Net Income	\$ (173,702)
Adjustments to reconcile Net Income to Net Cash provided by Operations:	
Accounts Receivable - Non-Federal, net	(97,118)
Accounts Receivable - Federal	599,740
Prepaid Expenses and Deposits	27,305
Accounts Payable	(290,775)
Accrued Liabilities	(93,184)
Accrued Personnel Costs	128,186
Deferred Revenue - Montgomery County Payments in Advance of Services	4,136,470
<b>Net Cash Provided by Operating Activities</b>	<u><b>4,236,922</b></u>
<b>Investing Activities</b>	
Purchase of fixed assets	
Depreciation and Amortization	176,409
<b>Net Cash Provided by Investing Activities</b>	<u><b>176,409</b></u>
<b>Financing Activities</b>	
Deferred Rent - Audit requirement - straight-lines rent over lease term	115,725
Deferred Lease Benefit - Amoritzation of Free Rent	(50,111)
Tenant Improvement Loan - Eagle Bank	(43,810)
<b>Net Cash Provided by Financing Activities</b>	<u><b>21,804</b></u>
<b>Net Cash Increase/(Decrease) YTD</b>	<b>4,435,135</b>
Cash and Cash Equivalents - Beginning Balance	1,249,626
<b>Cash and Cash Equivalents - Ending</b>	<u><u><b>5,684,761</b></u></u>

### **NDA: WorkSource Montgomery**

#### **1. What specific deliverables did the County require for its funding to WorkSource in FY22?**

- WorkSource Montgomery provides specific deliverables in accordance with Contract 1063548 and Amendment 11:
  - Annual Report: Report of activities and finances and an audited statement to the County Executive, County Council and Local Workforce Development Board by November 1<sup>st</sup> of each calendar year, for the previous fiscal year. The report must include WorkSource's plan to submit and receive additional public and private funding for its operations.
  - Semi-Annual Report: WorkSource Montgomery's overall performance and specific programs supported by the County. Information provided should include:
    - Job Seeker Services
      - Number of clients placed in jobs (70% goal)
      - Number of clients placed by industry
      - Percentage of those placed in jobs that are still employed after 6 months
    - Employer Engagement
      - Number of hiring events and percentage of opportunities at each event filled
      - Number of job placement through hiring events by industry sector
      - Number of new programs created
      - Percentage of those in new training programs receiving credentials
    - Community Partnerships
      - Number of Community Based Organizations (CBO) entities that make referrals within the system, and
      - Type and frequency of employment barrier support services requested.

- Quarterly Report
  - Workforce Innovation and Opportunity Act (WIOA) Labor Exchange Title I Performance Reports
  - Contractor’s Priorities Action Plan, which identifies the strategy items, tasks, and responsible parties.

**2. What has WorkSource reported to the County as of Feb. 28, 2022?**

- FY22 Q1 and Q2 Program Performance Report (July to December 2021)
- Program Measures and Results: HIRE Centers, Summer RISE, Career Advancement (in-demand career pathways), Automotive Dealer Education Institute
- Priorities: Job Seeker Services, Employer Engagement, Community-Based Partnerships
- 2020-2024 Local Workforce Plan
- Maryland Department of Labor (WIOA) performance reports:
  - PY21 Local Performance for Quarter 1 (Jul – Sept ’21)
  - PY 21 Local Performance for Quarter 2 (Oct – Dec ’21)

**3. How often does WorkSource report to the County?**

- WorkSource reports annually, semi-annually, and quarterly.
  - The annual report should include WSM’s activities and audited financial statements.
  - The quarterly report includes program outcomes and performance measures, which are reported to the Local Workforce Development Board.
  - The semi-annual report is reported no later than July 15<sup>th</sup> and January 15<sup>th</sup>. It includes training programs, community/business outreach, case management activities, evaluation of the progress and challenges of funded activities, industry specific intake and outcome data by demographics), and the semi-annual invoices.



#### 4. Does the County plan to add or change the deliverables for WorkSource in FY23?

- Yes, the County intends to add deliverables (program outcomes and performance measures) specific to new initiatives. WSM proposes the following for the FY23 contract:
  - WIOA: Maryland Department of Labor Quarterly Reports on WIOA Common Measures.
  - Priorities:
    - Job Seeker Services
      - American Job Center (AJC)
        - Total Residents Served
        - Total Services Offered
        - Total Residents Placed in Employment
      - WIOA
        - Total residents placed in occupational skills training (by industry)
        - Total residents successfully completing occupational skills (by industry)
        - Total placed in employment at exit
    - Employer Services
      - AJC
        - New businesses served
        - Total businesses served
        - Total business services offered
        - Number of hiring events by industry
      - WIOA
        - Number of residents On-the-Job Training opportunities
        - Number of residents successfully completing On-the-Job Training
      - Community Partnerships
        - Number of CBO entities that make referrals within the workforce system
        - Number of community events participated in
        - Number of meetings with community leaders/Stakeholders

- Program Summaries
  - Montgomery County Correctional Facility
  - Coding Our Way Home
  - Summer RISE
  - (Immigrant) Employment & Training
  - UpSkill MoCo
  - Grant Relief for On-Boarding Workers
  - ADEI Apprenticeship
  - Green Pre-Apprenticeship
  - Bio Bootcamp
  - Workforce Recovery Network
  - East County/HIRE

**5. Can you provide additional background/details on the Executive’s recommendation to add funding for immigrant services in FY23, including any deliverables that the County anticipates or plans to include in the FY23 contract?**

- The immigrant services program was recommended by the Local Workforce Development Board (LWDB) to enhance services for Montgomery County’s growing immigrant and refugee populations. The funds are expected to be passed-thru to a third-party entity or multiple entities with expertise in serving specific immigrant populations. Additionally, as WorkSource’s federal and state funds cannot be expended on undocumented residents. This service would also assist undocumented individuals establish an Individual Taxpayer Identification Number for their small businesses.
- Program deliverables include: # Served/Enrolled: 75; # Receiving Occupational Skills Training: 35; Employment Placements: 25; # Receiving Entrepreneurial Skills Training: 30; # of ITIN and EINs Established: 30.

**6. Can you provide additional background/details on the Executive’s recommendation to add funding for re-entry services in FY23, including any deliverables that the County anticipates or plans to include in the FY23 contract?**

- Coding Our Way Home is a training component with the Department of Corrections Job Center program which also includes community-based services offered at the American Job Centers and Ignite Hub. The curriculum will include 1,000 online courses covering life, academic skills,

soft skills, and hard skills including 340 computer skills IT learning modules.

- WorkSource Montgomery will partner with the Ignite Hub at Montgomery College to offer coding bootcamps/cohorts both at the MCCF as well as on-site at the Ignite Hub. WSM will also leverage existing learning management system, Metrix Learning to deliver industry recognized coding training that prepares participants to work in both Apple and Google coding environments. Metrix Learning offers 151 coding training modules ranging from basic introductory to advanced learning courses

**7. Does the recommended FY23 appropriation include same funding-level from FY22 for the Summer R.I.S.E. stipends (i.e., the \$60,000 is additional to the base funding provided last year for the same purpose)?**

- Yes, the \$60,000 is additional. Summer RISE 2023 net funding is (\$240K); funding will support \$300 stipends for 800 participants.
- The program conducts recruitment of rising juniors and seniors as well as employers from January-March, selection occurs from April-May, and the Summer RISE program runs during the month of July.
- Summer RISE is an initiative led by the Montgomery County Public Schools' (MCPS) Partnerships Unit in collaboration with corporate and private businesses, educational institutions, faith-based institutions, government agencies and non-profit organizations Summer RISE is a four (4) week, 40-hour program for rising MCPS juniors and seniors to participate in a live, virtual, or hybrid career-based learning opportunity during the summer.



**A. FY23 Budget**

**WorkSource Montgomery, Inc.**

		<b>FY 2023</b>
		<b>Total</b>
<i>Revenues</i>		
1	Federal - WIOA Adult	\$ 1,307,700
2	Federal - WIOA Dislocated Worker	\$ 1,621,800
3	Federal - WIOA Youth	\$ 1,355,400
4	Federal - ARPA	\$ 2,400,000
5	State - MD DoL Summer Youth	\$ 140,000
6	County - NDA (G&A)	\$ 1,265,594
7	County - NDA (Summer RISE)	\$ 240,000
8	County - NDA (Immigrant)	\$ 350,000
9	County - NDA (Re-Entry Coding)	\$ 317,309
10	County - East County (HHS)	\$ 150,000
11	County - MCCF (DOCR)	\$ 199,000
12	County - HIRE Centers	\$ 82,000
13	Interest Income	\$ 7,200
<b>14</b>	<b>Total Revenues</b>	<b>\$ 9,436,003</b>
<i>Expenses</i>		
<b>15</b>	<b>Program Expenses Subtotal</b>	<b>\$ 4,912,298</b>
<b>16</b>	<b>Personnel Subtotal</b>	<b>\$ 3,450,590</b>
<b>17</b>	<b>Indirect Overhead Costs Subtotal</b>	<b>\$ 505,731</b>
<b>18</b>	<b>Professional Services Subtotal</b>	<b>\$ 258,000</b>
<b>19</b>	<b>Total Expenses</b>	<b>\$ 9,126,619</b>
<b>20</b>	<b>Net Income/(Loss)</b>	<b>\$ 309,384</b>

**B. Revenue**

a. **Federal WIOA Awards**

The following chart details the proportion of FY22 carryover funds included in the FY 23 federal WIOA revenue amounts.

	FY22 Carryover	FY23 Award with 10% Carryover to FY24	Total
<b>WIOA Adult</b>	\$ 362,700	\$ 945,000	\$ 1,307,700
<b>WIOA Dislocated Worker</b>	\$ 631,800	\$ 990,000	\$ 1,621,800
<b>WIOA Youth</b>	\$ 437,400	\$ 918,000	\$ 1,355,400

Federal WIOA funds are awarded on a 2-year term. FY22 carryover funds will be prioritized for spending in FY23 to ensure all FY22 WIOA funds are appropriately expended in service to job seekers and employers. WSM's FY23 budget also assumes a 10% carryover of FY23 funds into FY24.

b. **Federal American Rescue Plan Act of 2021 (ARPA)**

Montgomery County's total ARPA allocation for our Local Workforce Development Board is \$8.4M through 2026. WSM will recognize \$2.4M of ARPA funds as revenue in FY23 based on a commensurate level of forecasted expenditures.

c. **State MD DoL Summer Youth**

\$140K added as a placeholder; WSM received \$146K in FY22. It is unknown if WSM will be awarded in FY23. If funds are received from MD DoL, the award will be allocated to further support Summer RISE 2023 (as in 2022). Specific areas of support may include increasing the stipend amount from \$300 to \$500 (like 2022); supporting ceremony costs; support services; and supporting special project scholarships.

d. **County NDA**

WSM respectfully requests \$2,172,903, an increase of \$727,309 from the FY22 amount of \$1,445,594. The FY23 amount consists of:

- General & Administrative (\$1,265,594): Flat-level funding to FY22 to support WSM infrastructure costs and non-WIOA trainings e.g., Bio-Bootcamp.

- Summer RISE 2023 (\$240,000): funding will support \$300 stipends for 800 participants; FY22 funding supported 600 students. As the program plans to continue to offer experiences in a hybrid model, MCPS and WSM saw an increase in capacity for host sites to work with additional students. In FY23, MCPS and WSM expect an increase in program participation from students as well as an expanded host/employer network with the ability to host multiple students each. **See Attachment A.**
- Specialty Program (\$350,000): workforce program providing support services, entrepreneurial, and occupational skills training to immigrant residents. **See Attachment B.**
- Re-Entry Coding (\$317,309): Coding Our Way Home is a training component of the DOCR MCCF Job Center program, which also includes community-based services offered at the American Job Centers and Ignite Hub. **See Attachment C.**

e. **Other County Revenue Sources**

- East County: estimated amount of \$150K provided by Montgomery Health & Human Services to support 1.5 full-time employees (FTEs) at the East County Regional Services Center.
- Montgomery County Correctional Facility: estimated amount of \$199K provided by the Department of Corrections & Rehabilitation for the job center within the jail.
- H.I.R.E.: carryover amount of \$82K from FY22

**C. Program Expenses (Major Expenditures)**

- a. Youth Program Subcontractors (2): \$1.1M – program serving young adults between 16-24 years old.
- b. Workforce Recovery Network: \$750K – grant program to bolster local workforce development programs within the non-profit community.
- c. Occupational Skills Training: \$650K – upskilling for job seekers
- d. Grant Relief for On-Boarding Workers: \$550K – relief grants for local businesses affected by the COVID-19 pandemic

- e. Occupancy Costs: \$435K – rent, utilities, etc.
- f. Consultants: \$250K – technology, website, procurement, finance, audit, etc.
- g. Immigrant Training & Coding Programs: \$667K – occupational and entrepreneurial skills training for immigrant residents (via contractor), as well re-entry coding/software development training. **See Attachment B & C.**
- h. On-the-Job Training: \$200K – wage reimbursement subsidy for local employers.
- i. One-Stop Operator: \$180K – contractor to manage partners and coordination of services within the American Job Centers.
- j. Support Services: \$75K – barrier remediation support for job seekers enrolled in occupational skills trainings.

#### **D. Personnel**

- a. The budget supports a total of 41.5 FTEs. WSM's staffing plan for FY23 consists of:
  - Executive Director – 1
  - Directors – 7
  - Managers – 5
  - Business Solutions Consultants – 5
  - Career Advisors – 11
  - Compliance Monitors – 2
  - Staff Accountant – 1
  - Intake Coordinators – 2
  - Administrative Coordinators – 1.5
  - Community Impact Coordinator – 1
  - Instructional Coordinator – 4
  - Marketing Coordinator – 1

**I. Related to WorkSource Montgomery's Budget**

- A. Can you provide a copy of the organization's audited FY21 revenues and expenditures?**

Please see Attachment A.

- B. Can you provide a copy of the approved FY22 budget for the organization?**

Please see Attachment B.

- C. Can you provide a copy of the organization's revenues/expenditures for FY22 as of Feb. 28, 2022?**

See Attachment C.

- D. Can you provide a copy of the organization's proposed FY23 budget?**

See Attachment D

- E. Can you provide a list of funded positions in FY22, including whether the position is filled or vacant?**

See Attachment E.

- F. Do you anticipate any significant changes to the number of positions or number of vacancies in FY23?**

WSM does not anticipate any significant changes to the number of funded positions in FY23.

If additional funding is received outside of the revenue streams presented in Attachment D, WSM will evaluate our staffing plan to ensure proper execution of the scope of work.



## II. Related to WorkSource Montgomery's Programs

### A. Can you provide copy of the organization's approved FY22 work plan (or similarly named document)?

WSM did not publish a formal work plan for FY22. For FY23, WSM is currently engaged with the Local Workforce Development Board (LWDB) and WSM's Board of Directors to develop our FY23 Work Plan. The plan for FY23 will be presented during the joint board meeting held in June 2022.

Although a formal work plan for FY22 was not developed, below is a non-exhaustive list of FY22 priorities established by WSM in partnership with the LWDB.

1. Restructure Title I (WIOA) Programs
  - i. Young Adults
    1. Measure: Transition youth providers.
    2. Status: Complete; WSM off-boarded Grant & Associates and has on-boarded 3 new providers: Latin American Youth Center, Eckerd Youth Alternatives, Identity Inc.
  - ii. Adults & Dislocated Workers (DW)
    1. Measure: Transition Adult & DW providers.
    2. Status: Complete; WSM off-boarded Grant & Associates and has assumed the role as the direct service provider of Adult & DW services.
2. Memorandum of Understanding (MOU) & Resource Sharing Agreement (RSA) with American Job Center (AJC) Partners
  - i. Measure: Re-negotiate and execute AJC MOU and RSA with mandated AJC partners.
  - ii. Status: Complete; WSM has successfully executed a MOU and RSA with all AJC partners for FY22. No MOU or RSA was in place for FY20 & FY21.
3. Local Workforce Development Plan for 2020-2024
  - i. Measure: Develop a local plan in partnership with the LWDB, community leaders, County Executive Elrich, and Governor's Workforce Development Board.
  - ii. Status: Complete; the plan has been approved by the appropriate parties and is posted on WSM's [website](#).
4. Workforce System Building
  - i. Measure: Develop a Community Asset Map for the following purposes: (A) provide a Gap Analysis to determine service improvements; (B) provide a seamless locator of services for

residents; (C) interconnect workforce system providers for leveraged resources / dual enrollments.

- ii. Status: In-Progress; the Community Asset Map is scheduled to be completed and released prior to June 30, 2022.

## 5. COVID-19 Recovery

### i. Montgomery County Businesses

- 1. Measure: Develop a specialized recovery program for small and minority-owned businesses negatively impacted by COVID-19.
- 2. Status: Complete (and on-going); WSM deployed the Grant Relief for Onboarding Workers (GROW) program in November 2021. To-date, the program has provided more than \$350K in relief to over forty (40) businesses resulting in more than 150 employment placements for unemployed and underemployed residents.

### ii. Community Engagement

- 1. Measure: Expand workforce development programming through enhanced partnerships with community-based organizations.
- 2. Status: In-Progress; WSM recently closed round 1 of the Workforce Recovery Network requests for proposals. WSM will provide funding to 8-10 community-based organizations that provide workforce development services to populations negatively impacted by the Covid-19 pandemic. WSM has been able to create a Community Impact Department dedicated to cultivating community partnerships.

### iii. Expanded Training Resources

- 1. Measure: Develop training systems to increase access to learning and skills development for Montgomery County residents (employed & unemployed).
- 2. Status: Complete; WSM launched the SkillUp Montgomery learning management system/platform in February 2022. The platform has unlimited user capacity and offers access to more than 5,000 online training courses for 180 days (6 months). Key Features include Integrated assessments; 5,000+ Workplace Skills/Business/IT courses; 10 Career Pathways, 200 Occupations; 300+ Skill Tracks; 100+ Certification Training Tracks; FREE digital badges & certificates of completion.

**III. Related to the talent attraction/retention needs of the County's strategic industries:**

**A. Can you provide a list of programs/services that WSM offers to assist local businesses with talent needs?**

Business Services offered through WSM and the American Job Center are:

1. General Services
  - i. Access to State & WSM Job Board (Job Postings & Candidate Searches).
  - ii. Hiring Event Coordination.
  - iii. Applicant Screening
  - iv. Use of American Job Center Facilities
  - v. Labor Market Information
  - vi. HR Consulting e.g., Recruitment & Retention Strategies; Job Description Development
  
2. Intensive Services
  - i. Paid Work Experience (Paid Internship)
  - ii. On-the-Job Training (Wage Subsidy)
  - iii. Incumbent Worker Training Funding
  - iv. Customized Solutions (e.g., Bio Bootcamp)

**B. Can you provide the FY22 to date data/metrics that WSM collected to measure impact/effectiveness as it relates to the programs/services listed above or generally to assisting local businesses with talent needs (e.g., number of businesses assisted, including number of employees hired/retained, etc.)?**

<b>Category</b>	<b>Outcome</b>
# of Businesses Served	535
# of Services Offered to Businesses	840
Hiring Events*	30
Title I (WIOA) Hires	442
Total AJC Hires	2,585

\*July thru December 2021

**C. Did WSM add any new programs/services in FY22 to assist local businesses with talent needs?**

WSM add the following new programs in FY22 to assist local businesses:

1. Grant Assistance for Onboarding Workers (GROW): GROW provides grants equal to 50-75% of a new-hire's wages for the first 12 weeks of employment. Businesses must have less than 500 employees and demonstrate a negative impact caused by the Covid-19 pandemic.

2. SkillUp Montgomery: Employers are provided with cost-free access to assessments, online skill training, and cost-effective programs for 130+ industry-recognized certifications from anywhere with internet access, 24/7. As a result, the platform will add value to employers looking to upskill incumbent staff, find skilled candidates, or enhance new hire training. Custom curricula can be developed to a particular employer or industry. Employers can also list job openings, descriptions, and the skills they are looking for.

**D. Does WSM plan to add any new programs/services in FY23 to assist local businesses with talent needs?**

WSM will continue to offer services identified in 3a and 3c during FY23.

In FY23, WSM intends to also place an increased focus on deploying (Federal WIOA) Incumbent Worker Training (IWT) funds. IWT funds are designed to help incumbent employees obtain the skills necessary to retain employment, such as increasing the skill levels of employees so they can be promoted within the company and create backfill opportunities for less-skilled employees. WSM intends to utilize up to 20% of its FY23 WIOA allocation for IWT to support local businesses.

#### IV. Related to needs of job seekers

**A. Can you provide a list of programs/services (excluding the American Job Center that has its own section below) that WSM offers to assist job seekers in the County, noting any programs/services that specifically target underemployed or unemployed?**

Job Seeker services offered through WSM and the American Job Center are:

1. General Career Services
  - i. Access to technology for job searching
  - ii. Labor market information
  - iii. Job boards
  - iv. Professional development workshops
  - v. Career & aptitude assessments
  - vi. Hiring events
  - vii. Referrals to community resources
  - viii. Unemployment insurance information
  
2. Training Services
  - i. Wrap-around Case Management
  - ii. Employment Plan Development
  - iii. Occupational Skills Training
  - iv. Support Services
  - v. Job Placement Assistance
  - vi. Subsidized Employment
  - vii. 12 Month Post-Employment Case Management

**B. Can you provide the FY22 to date data/metrics that WSM collects to measure impact/effectiveness of the programs/services listed above?**

Category	Outcome
Number of Residents Served (AJC)	3,645
Number of Services Provided (AJC)	16,065
Number of Residents Trained (WIOA)	225
Number of Residents Hired (WIOA)	442*

\*Includes FY21 carry-over participants

**C. Did WSM propose the Employment and Training Services for Immigrants that the Executive recommended in the FY23 budget? If so, can you provide the proposal and relevant information about this new service? If not, can you provide details about how WSM will implement this additional funding, including the deliverables that you anticipate in FY23?**

WSM proposed the specialty program at the recommendation of the Workforce Development Board.

See Attachment F – Immigrant & Refugee Services

**D. Did WSM add any new programs/services in FY22 to assist job seekers?**

1. UpSkill Montgomery: The platform is available for MCCF residents through the Metrix Learning® platform. SkillUp® Montgomery offers FREE and UNLIMITED access to more than 5,000 high-quality online training courses for 180 days (6 months). Key Features include Integrated assessments; 5,000+ Workplace Skills/Business/IT courses; 10 Career Pathways, 200 Occupations; 300+ Skill Tracks; 100+ Certification Training Tracks; FREE digital badges & certificates of completion. The platform has unlimited user capability, which affords all residents the opportunity to utilize the self-driven resource.
2. Financial Empowerment Center (FEC): The FEC, located within the comprehensive AJC in Wheaton, provides financial counseling and coaching to help residents stretch their dollars during furloughs, layoffs, or reductions in income. It brings together the most effective partners to help residents grow income, build assets, manage debt, and improve credit—a much-needed resource for a community with many residents facing substantial economic challenges. In addition, the FECs have embedded workforce services to connect clients with jobs and skills training and set them on a path to home ownership. Services include one-on-one personal and small business financial coaching, workshops, tax preparation by IRS qualified volunteers, virtual libraries and more.
3. Sector-Based Trainings:
  - i. Green Pre-Apprenticeship: In partnership with Montgomery College and the Home Builder's Institute (HBI), WSM kicked-off the first cohort of HBI's Pre-Apprenticeship Certification Training program. Through theoretical and experiential learning, students will gain an understanding of the basics of several building trades. Upon completion, students will receive a nationally recognized certification from HBI and be placed with an employer partner or apprenticeship sponsor within the building trades.
  - ii. Auto Mechanic Training: WSM provided financial assistance to thirty (30) young adults to participate in the Automobile Dealer Education Institute's (ADEI) auto-mechanic apprenticeship program in FY22. During the two-year program, students earn a living wage by working at a franchised new car dealership and attend classes on their days off. Upon completion, students will be eligible to test to become an ASE Certified Master Technician.
  - iii. Educational Partnership for IT Careers (EPIC): In partnership with MedCerts LLC, residents can gain stackable credentials to become a certified IT Help Desk Technician. Upon completion, students are able to test for a variety of nationally recognized credentials through Comp TIA as well as earn up to a \$1,000 incentive.

- iv. Bio-Bootcamp FY21 (Carry-Over): In partnership with Montgomery College, Universities at Shady Grove, and the University of Maryland at Baltimore County, students are able to learn the basic skills necessary to qualify for entry-level positions within the life sciences.

**E. Does WSM plan to add any new programs/services, besides the immigrant program listed above, in FY23 to assist job seekers?**

WSM intends to offer a sector-based braided funded model for participant training in FY23. In short, Montgomery County residents will have access to a broader array of training opportunities which extend beyond the traditional (and limited) state Eligible Training Provider List. Whether individuals are eligible for WIOA or not, or if they have been impacted by Covid-19 in any way, WSM will provide funding for training through a braided funding model to include WIOA, ARPA, and local funds.

In FY23, WSM will also deploy the Mobile Job Center. Equipped with 6 workstations, an instructor station, external monitors and a public address system. The unit will be utilized within our communities most in need of services. Services will be consistent with those listed above (4a). Additionally, WSM will work closely with Montgomery College's Ignite Hub to offer community-based software development training. The unit is scheduled to be delivered to WSM in September 2022.

Additionally, in partnership with The Literacy Council of Montgomery County, WSM is translating its portfolio of professional development workshops into Spanish. WSM expects to be able to offer up to twenty-four (24) asynchronous professional development workshops in Spanish by the end of FY23.

## V. Related to the American Job Center (AJC)

**A. What is the status of the hiring and training of relevant WSM staff for operation of the AJC?**

WSM has hired the necessary personnel to support the WIOA Title I transition which took effective July 1, 2022. As part of the transition, WSM assumed direct service provision of the Adult & Dislocated Worker WIOA Title I programs in the AJC. Currently, WSM oversees and operates the AJCs located in Wheaton and Germantown. Although WSM is the lead entity for the Comprehensive AJC located in Wheaton, day-to-day activities are co-managed in partnership with Maryland Department of Labor.

**B. Can you provide the most recent report provided to the State on the implementation of WIOA through the AJC?**

See Attachment G.

**C. If not included in the above report, can you provide an update on the AJC's operations as of Feb. 28, 2022 that details the number of clients assisted and placement rate of those clients?**

<b>Category</b>	<b>Outcome</b>
Residents Served	3,645
Employment Services Provided	16,606
Residents Placed in Occupational Skills Training	225
Employment Placements	2,585*

\*Does not represent distinct individuals.

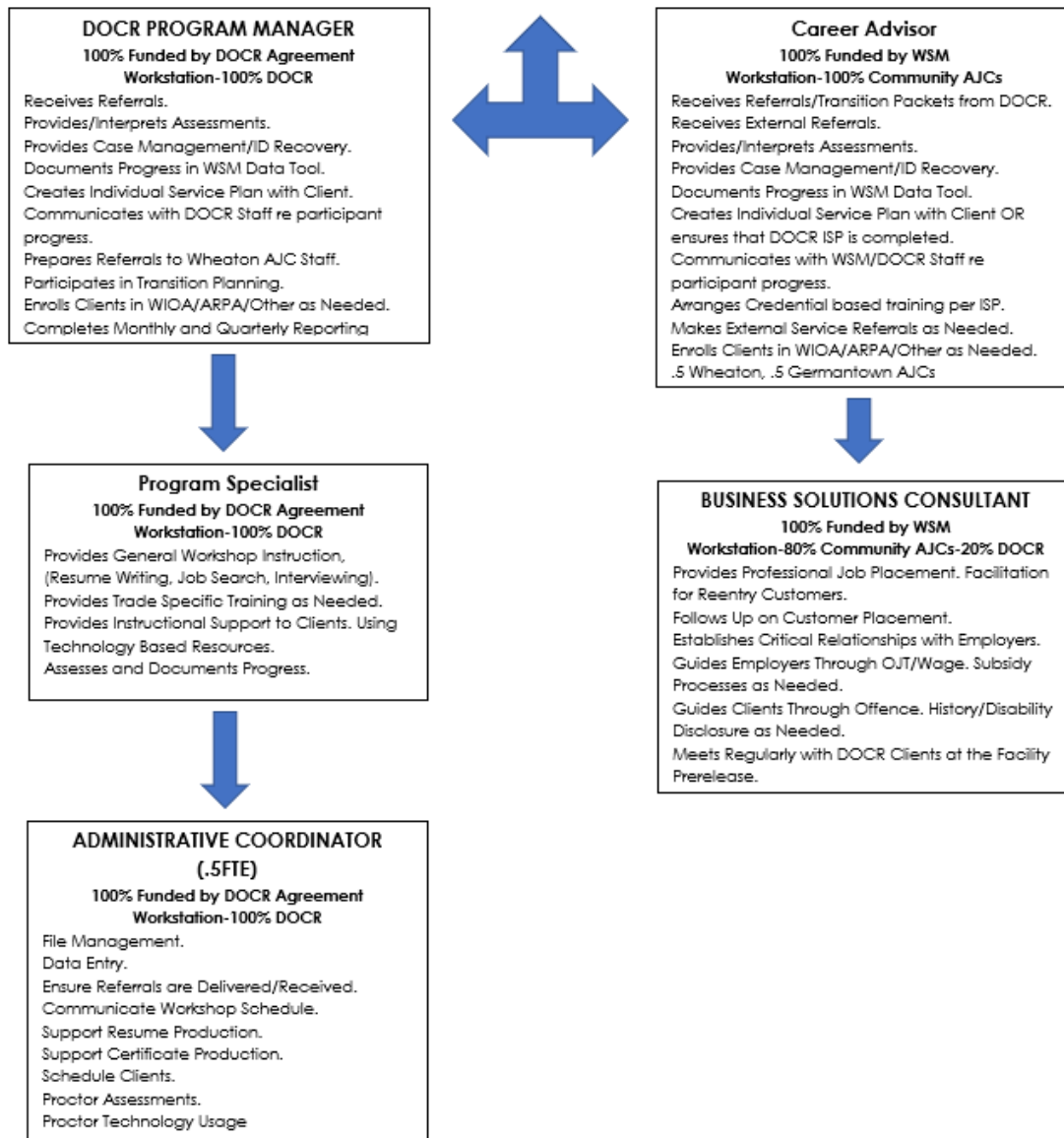


## VI. Related to the Department of Corrections job center

### A. Can you provide an update on the operations of this job center, including access to the Center, staffing needs, “outside the walls” connections, and job placement activities?

The MCCF Job Center is currently delivering services to inmates. The staffing plan includes 2.5 full-time employees within the MCCF. Currently, WSM has on-boarded a full-time Program Specialist and has made an offer of employment to a full-time Program Manager; WSM will on-board a part-time Program Assistant soon after the Program Manager has on-boarded.

WSM has also developed a dual-track program model to ensure a strong connection between MCCF (facility-based) and AJC (community-based) services. To-date, WSM has on-boarded a full-time (AJC/community-based) Business Solutions Consultant specializing in job placement for Ex-Offenders. As of March 2022, the referral process from MCCF to the AJC has commenced. Below is a graphic displaying WSM's staffing plan in relation to services available to Ex-Offenders.



**B. Did WSM propose the “Re-entry: Coding Our Way Home” that the Executive recommended in the FY23 budget? If so, can you provide the proposal and relevant information about this new initiative? If not, can you provide details about how WSM will implement this additional funding, including the deliverables that you anticipate in FY23?**

WSM recommended the program to the County Executive.

In October 2021, WSM met with the U.S. and MD Secretaries of Labor, US Senator Chris Van Hollen, US Representative David Trone, Montgomery County Executive Elrich, and Montgomery County Councilmember Craig Rice to discuss facility and community-based re-entry services. Subsequently, Councilmember Rice coordinated follow-up conversations with WSM and the Regional Office for the US Department of Labor to discuss Coding Our Way Home as a program enhancement to promote software development career pathways for returning citizens. Additionally, there is substantial labor market information to support career opportunities for returning citizens in software development.

See Attachment H – Coding Our Way Home

**C. Did WSM add any new programs/services in FY22 for this center (either inside or outside the walls)?**

Although the MCCF Job Center was not operational for the majority of FY22 due to the Covid-19 pandemic, WSM has incorporated the following technology platforms to improve service-delivery in FY22 and beyond:

1. UpSkill Montgomey: The platform is available for MCCF residents through the Metrix Learning® platform. SkillUp® Montgomery offers FREE and UNLIMITED access to more than 5,000 high-quality online training courses for 180 days (6 months). Key Features include Integrated assessments; 5,000+ Workplace Skills/Business/IT courses; 10 Career Pathways, 200 Occupations; 300+ Skill Tracks; 100+ Certification Training Tracks; FREE digital badges & certificates of completion.
2. WSM Edge: Virtual career center which offers career-exploration modules, case management integration system to strengthen facility-to-community connection, activity and progress tracking, and job matching (for post-release).

**D. Does WSM plan to add any new programs/services in FY23, besides the re-entry program mentioned above, for this center (either inside or outside the walls)?**

WSM is excited to offer services within the MCCF for the duration of FY23. At this time, WSM plans to offer services consistent with those outlined in the Coding Our Way Home proposal (Attachment I) in addition to the other core and new services outlined for FY22.

## VII. Related to Summer R.I.S.E.

**1. Can you provide an update about this program's operation in the summer of 2021?**

See attachment I.

Highlights from the Summer RISE 2021 program include:

1. 1,145 students registered to participate
2. 605 students accepted Summer RISE opportunities
3. 573 students successfully completed the program
4. 110 organizations hosted students

**2. What was the total amount of stipends provided in 2021 for this program?**

Category	Amount	# of Students Served
Stipends*	\$286,500	573
Scholarships Incentives	\$2,000	2

\* WSM received funding in the amount of \$180K in our FY22 NDA from Montgomery County Government; additional funds for 2021 Summer RISE stipends were secured from an additional Summer Youth grant awarded to WSM from the Maryland Department of Labor.

**3. What is WSM's estimate for the number of students participating in this program in 2022?**

WSM partners with the Partnerships Unit of MCPS, the lead entity for Summer RISE, who expects to enroll 800 students in the 2022 Summer RISE installment.

**4. How much will the stipend be per student in 2022?**

Each student will receive a stipend of \$300 upon completion of the 2022 Summer RISE assignment.

*Attachment A – FY21 Audited Financial Statements*

*Attachment B – Approved FY22 Budget*

*Attachment C – FY22 Unaudited Financial Statement (thru Feb '22)*

*Attachment D –FY23 Budget*

*Attachment E – FY22 Personnel*

*Attachment F – Immigrant & Refugee Services*

*Attachment G – WIOA Performance Report (PY21 Quarter 2)*

*Attachment H – Coding Our Way Home*

*Attachment I – Summer RISE*

# Summer RISE 2021 Report

## MCPS Partnerships Unit

Maryland's Largest School District

**MONTGOMERY COUNTY PUBLIC SCHOOLS**





## SUMMER RISE

Summer RISE is an initiative led by the Montgomery County Public Schools' (MCPS) Partnerships Unit in collaboration with corporate and private businesses, educational institutions, faith-based institutions, government agencies and nonprofit organizations. Summer RISE 2021 was a four week, 40-hour program for 605 rising MCPS juniors and seniors to participate in a live, virtual or hybrid career-based learning opportunity during the summer. 110 employers taught students about their organization and how it functions as a whole, then helped the students learn about careers within their organization. Collectively, Summer RISE exposed students to 51 different career field options matched with mentors in careers students have been considering.

## Summer RISE Overview

The Summer RISE program was created in 2017 to help inform student decision making about life after high school. Many students do not have a clear understanding about careers, requirements needed to pursue the career and what specific careers entail day in and day out. Summer RISE exposes students to career fields and gives businesses and organizations an opportunity to explore the MCPS student talent pool for future employment opportunities.

Overall highlights for Summer RISE since 2017 include:

- 1,746 students have completed the program
- 410 unique hosts have participated
- Students from every MCPS high school have been represented each year
- Live options in 2017, 2018, 2019 and 2021
- Virtual options in 2021

Highlights from the Summer RISE 2021 program include:

- 1,145 students registered to participate
- 605 students accepted Summer RISE opportunities
- 573 students successfully completed the program
- 110 organizations hosted students







“Summer RISE has helped me become more excited about my future and I feel more comfortable now that I am sure I want a career in my industry.”

-Summer RISE 2021 Student

## STUDENT HIGHLIGHTS

Through the Summer RISE program, students had the opportunity to engage in hands-on learning opportunities related to their field of interest. Students also learned about and built upon professional skills which were determined by the business community as important skills to know.

MCPS prepares students for their experience at host organizations through a mandatory workshop and instruction on communication, professionalism and teamwork in the workplace.

In addition, students completed an on-demand financial literacy workshop provided by the Educational Systems Federal Credit Union (ESFCU) where students were taught the importance of being fiscally responsible.

Students who completed the 40-hour program were provided with a \$500 stipend to cover expenses, such as clothing, food, office supplies and transportation. With the generous support of WorkSource Montgomery, Inc. the stipend increased from \$300 to \$500 this year.

## Programmatic Innovation and Enhancements

The Summer RISE program has made upgrades every year based on student and host feedback as well as to meet the current needs of the times and to integrate innovative approaches that enhance the experiences for hosts and students. Summer RISE pivoted this year as the pandemic created uncertainty for current and prospective hosts in determining the type of opportunity that could be offered to students and the capacity for the host organization to participate in the program. To help address these concerns, the Partnerships Unit modified and incorporated new elements to the Summer RISE program.



### 40 Hours over 4 Weeks

The hours for Summer RISE were reduced from 60 to 40 hours.



### Virtual and Hybrid

Virtual and hybrid experiences allowed for students and hosts to engage with opportunities that helped alleviate barriers of travel, access and health concerns.



### Resources and Infrastructure

The Summer RISE team created an infrastructure for students to access resources, materials and assignments through a systemwide classroom and online tool.

The Partnerships Unit enhanced the program by integrating new features through Career EDGE, Canvas, and a virtual closing ceremony.

### Canvas and Career EDGE

The Partnerships Unit created a systemwide Canvas classroom to coordinate communication and manage assignments with students. Student familiarity with Canvas from the school year helped to facilitate their engagement with this tool. Modules were created to pace and track student activities for before, during and at the conclusion of Summer RISE. Through the use of Canvas, the Summer RISE team implemented a number of strategies by providing synchronous and asynchronous work, sharing opportunities for student participation and sending weekly communications with reminders and updates. The use of Canvas ensured that communication and expectations were clear and consistent and students only needed to go to one place for guidance, seek materials and ask questions.

Career EDGE was purchased to serve as a supplement to student experience hours. Through this platform, students were able to participate in further career exploration, complete interest surveys, develop their professional skills and competencies, and create professional documents like resumes, cover letters and an interactive ePortfolio. Students will have access to this program for the remainder of the school year to continue to explore interests in career pathways, access other learning modules and continue to build their ePortfolio.

Students had access to the following topics and tools:

- Student Success-Getting to Know Yourself, Managing Change & Your Attitude, Goal Setting, Time Management, Study Skills, Responsible Borrowing & Budgeting and Working in Teams
- Professional Development-Cultural Diversity & Conflict Resolution, Effective Communication & Networking, Professional Branding, Resume & Cover Letter, Best Job Search Strategies, Preparing for the Interview, The Interview Process, Answering Difficult Questions, On the Job Success and Planning Your Future

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## Closing Ceremony

Each year, the Summer RISE program has planned a culminating event for Summer RISE students and hosts. In the previous year, the closing ceremony was only accessible to a limited number of hosts and students. This year, the Summer RISE closing ceremony was virtual and was able to reach over 800 attendees including, students, hosts, prospective hosts, parents, grandparents and MCPS staff.

Hosts, students, and families had a chance to share their appreciation throughout the ceremony using the chat feature.

### From Students

- “A huge thank you to Mr. Scott Peterson and everyone at the Montgomery County Executive's Office for helping me grow this summer and for all of the incredible opportunities you all took your time out to provide me with!
- “I had first-hand experience with a career I've been on the fence about has helped me a lot and I'm extremely grateful.”

### From Hosts

- “My students brought the student voice to our team with fresh tweets, new communication documents and helpful reflections. They are fabulous students on their way to big things!”
- “I appreciate my Summer RISE student’s curiosity to learn new things and to step out of their comfort zones. I appreciate their eagerness to learn new things.”
- “It was my first-time hosting! I could not be more grateful and thrilled with the experience. I had a great experience - thank you!”

### From Family Members

- “My grandson was impressed and also with his \$500 bonus. I thought the keynote speaker was outstanding. Thanks for your investment in the lives of these young people.”
- “Excited to attend this. Thanks for the RISE Program. Great learning experience and my daughter enjoyed it.”
- “I’m grateful to Mr. Yoo from Columbia Fire Protection and RISE. I think this program has been immensely valuable to my son. I know he has learned through this experience important lessons that will help him achieve his aspirations.”

The closing ceremony program included:

- opening remarks from Dr. McKnight, Interim Superintendent and Elaine Chang, Director of the Partnerships Unit
- an extremely inspirational keynote speaker, Kevin Carroll followed by a Q&A facilitated by two Summer RISE students
- [closing ceremony video](#)
- a host and student panel
- Summer RISE Awards announcements
- [VIP support videos](#)
- Closing remarks

The ceremony was accessed on a designated [webpage](#) that included the link to the event, program and Summer RISE information.

## Summer RISE Student Outreach

Using a variety of communication strategies to promote student registration, the Summer RISE program attracted a wide range of students from every high school interested in experiencing a summer career-based learning opportunity. The promotion of Summer RISE included messaging in the MCPS QuickNotes, MCPS Bulletin, MCPS social media, and a direct email to rising juniors and seniors. The Partnerships Unit notified the Montgomery County Collaboration Board, Program Advisory Councils, career pathway program departments, student achievement action

groups, Parent Community Coordinators, and the Student Leadership team about the launch of Summer RISE, as well as presenting to the following MCPS staff:

- High School Principals
- Resource Counselors
- College and Career Readiness Development staff
- Resource counselors
- Internship Coordinators
- College & Career Information Coordinators
- Transition Support Teachers

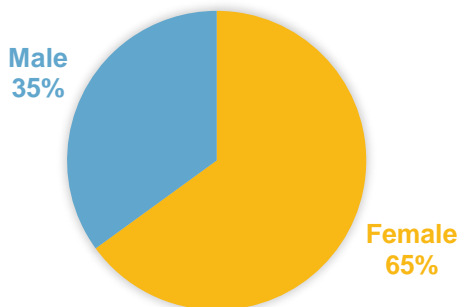
As a result of the various communication strategies, over 1,145 students applied to participate in Summer RISE.

### Summer RISE Student Profile

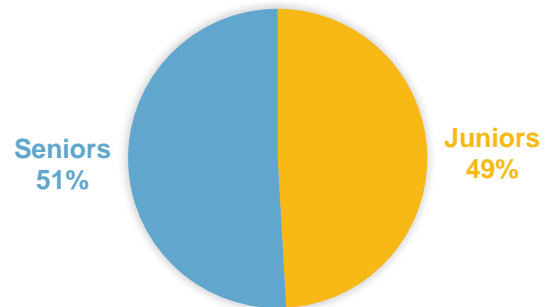
- 605 students accepted the Summer RISE opportunities
- 573 completed Summer RISE
- 93 additional students participated in Summer RISE, resulting in a 16% increase from 2019
- 95% completion rate of participating Summer RISE students

The students who participated in Summer RISE 2021 included:

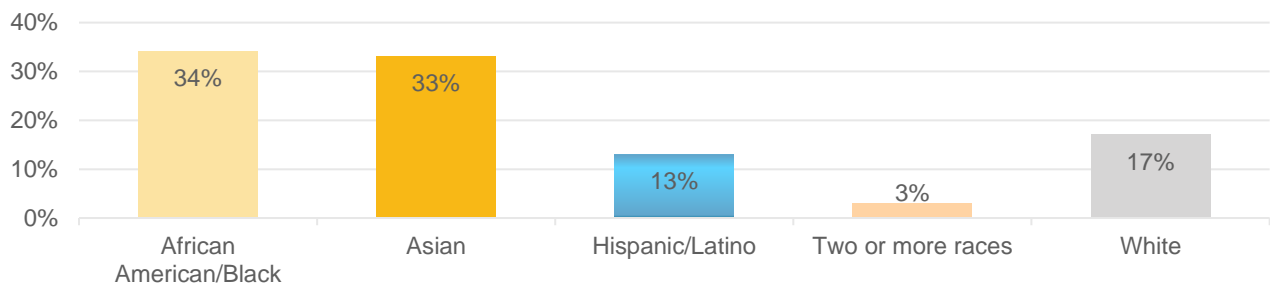
#### GENDER



#### GRADE LEVEL



#### RACE



### Students with IEPs

- 113 students with IEPs who applied were directly offered an opportunity.
- 70 students with IEPs completed Summer RISE

### Free and Reduced Meals (FARMS) Status

- 245 students who qualify for FARMS were directly offered an opportunity
- 121 students who qualify for FARMS completed Summer RISE

The acceptance and completion rates were impacted by student availability, such as summer school, participation in overlapping programs, employment opportunities, not being able to commit to the full four weeks or 40 hours, ability to travel to a site, and interest in a placement.

The Summer RISE team ensured that every MCPS high school and the Regional Institute for Children and Adolescents (RICA) had students participating in Summer RISE. All students who applied to participate in Summer RISE were given the chance to accept an open opportunity during the matching process.

### 2021 Student Participants by High School

	Juniors	Seniors	Total
Albert Einstein High	5	8	13
Bethesda-Chevy Chase High	14	8	22
Clarksburg High	37	41	78
Col. Zadok Magruder High	13	10	23
Damascus High	2	4	6
Gaithersburg High	12	6	18
James Hubert Blake High	9	11	20
John F. Kennedy High	6	7	13
Montgomery Blair High	36	18	54
Northwest High	15	25	40
Northwood High	10	15	25
Paint Branch High	12	12	24
Poolesville High	10	9	19
Quince Orchard High	11	15	26
Regional Inst For Child/Adol	3	1	4
Richard Montgomery High	6	12	18
Rockville High	3	6	9
Seneca Valley High	4	5	9
Sherwood High	15	16	31
Springbrook High	9	10	19
Thomas S. Wootton High	9	14	23
Walt Whitman High	8	4	12
Walter Johnson High	13	9	22
Watkins Mill High	8	6	14
Wheaton High	9	10	19
Winston Churchill High	18	26	44
<b>Total</b>	<b>297</b>	<b>308</b>	<b>605</b>



“Not only was my host so wonderful, but the things that I learned from her were so useful. I did not expect this short program to do so much for me and I am so glad I was selected. Thanks to Summer RISE I have built a lasting connection with my host and can honestly say that I want to keep in touch.”

-Nvolve, Inc. Summer RISE Student

The number of students who applied varied from each school. On average, 52% of students who applied from each school received an opportunity to participate. Some factors that resulted in a higher number of students from a specific school participating included the number of students who applied to Summer RISE, the opportunities that were available in a specific region, and the industry interests that were offered as an opportunity. For example, Clarksburg and Magruder high schools had the highest percentage of participants; this can be attributed to having more opportunities that aligned with student interests available and accessible in their respective geographical areas.

## Student Voices

98%

- gained **valuable experience** through participation in the program

“This program **exceeded my expectations**. So much valuable information was given, starting from the training. Everything I learned about professionalism and things that I learned about the healthcare profession are going to stay with me. This was an amazing and **invaluable experience**.”  
-Holy Cross Summer RISE Student

93%

- had **overall satisfaction** of the Summer RISE program

“I think the organization and management of the Summer RISE program was **exceptional**. I gained valuable work experience during my time, which will help me when deciding future majors and careers.”  
-Crittenton Services Summer RISE Student

86%

- indicated that Summer RISE had an impact on their **college planning and/or their career goals**

“It has **influenced my educational goals** by giving me a stronger sense of what I want to do and the steps I need to take. I have an idea of what I want to go to college for and even have an idea now on the level of education I want to receive.”  
-MCPS Office of Student and Family Support and Engagement

“My participation in RISE has given me knowledge that will help me join the workforce. With these resources my goal is to get a job soon. This program was a **great opportunity to explore different careers**.” - Montgomery County Fire & Rescue

## Sampling of Summer RISE Experiences

- Observed the U.S. Nuclear Regulatory Commission's AV group who was capturing the House Oversight Committee Hearing. The event had the Chairman and the Commissioner answering questions from the Congress via WebEx.
- Virtually participated in the American Alliance for Theatre & Education Conference and was able to attend the Keynote address.
- Worked with micro-scoping and other lab activities in the lab at the University of Maryland.
- Took an engine apart and put it back together.
- Created lesson plans for when the kids attended camp for the 1st and 2nd graders about the composer Chopin and his use of musical opposites such as loud vs. soft.
- Received publishing credits on a book project through their contributions.
- Interviewed the County Executive and was featured on the news and information update.
- Facilitated a panel discussion for the keynote speaker for the Summer RISE closing ceremony.
- Participated in a meeting to learn about college applications, help with resume building, what colleges look for to get into Ivy leagues or major fields not just at undergrad but also at graduation levels.



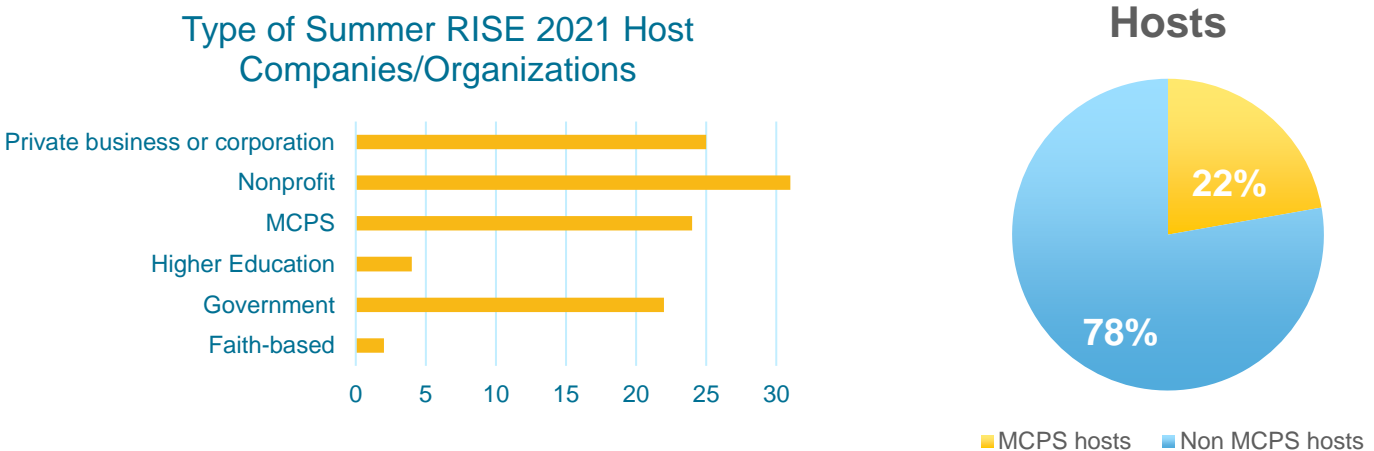
## 2021 HOST HIGHLIGHTS

The MCPS Partnerships Unit has established and maintained relationships with companies and stakeholders to help build and enhance the opportunities offered through the Summer RISE program. These companies and organizations have provided students with meaningful career-based learning experiences that have helped shape their lives as they plan for life after high school.

The Summer RISE team ensured that each host was prepared for the Summer RISE program. Each host was required to attend a host orientation and complete the MCPS child abuse and neglect training. Over 165 hosts participated in an orientation session prior to the start of Summer RISE 2021. In addition, hosts received a resource implementation booklet with guidance on expectations, sample schedules, and templates. Once the students and hosts were introduced, a teacher liaison was assigned to a student and host to address any questions, provide support and guidance and to suggest activities or accommodations for students. The teacher liaisons were available during the initial introductions to host and students and then throughout the program. They visited students during Summer RISE and observed host interactions and offerings.

## Host Profiles

For Summer RISE 2021, 110 businesses, government agencies, nonprofits, and MCPS schools/departments provided rising MCPS high school juniors and seniors with summer career learning experiences. (See the list of hosts in Appendix A). Even though we were in a pandemic, there was significant engagement from seasoned and new hosts.



Of the 110 organizations, the following ten have hosted Summer RISE students since the program's inception.

- Montgomery County Council - Office of Councilmember Hans Riemer
- U. S. Nuclear Regulatory Commission
- Catholic Charities
- Shapiro & Duncan, Inc.
- The Village at Rockville
- Montgomery County Fire & Rescue Service
- Springbrook High School
- The Montgomery County Police Department
- The MCPS Partnerships Unit
- WorkSource Montgomery, Inc.



215

- Industry professionals provided opportunities to students in 2021

129

- unique opportunities offered by host organizations

41

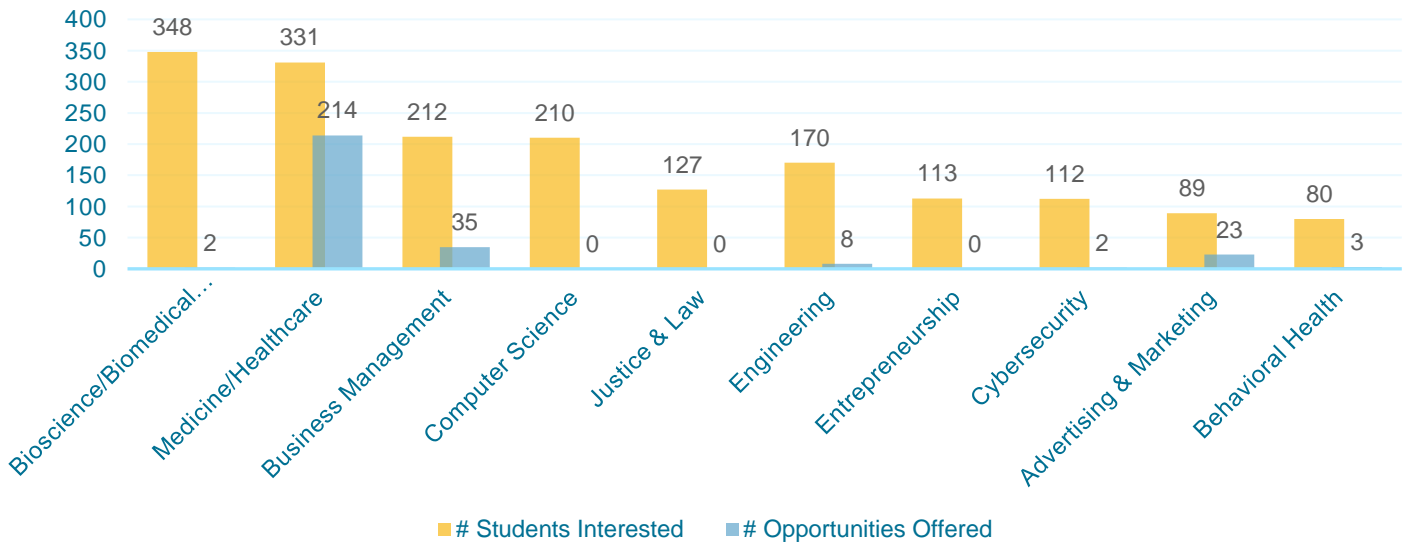
- new Summer RISE hosts

### Career Industry Preferences and Experiences

Students had the ability to select their industry preference between 62 professions. The top 10 careers in which MCPS students expressed interest were in the following:

1. Bioscience/Biomedical Research
2. Medicine/Healthcare
3. Business Management
4. Computer Science
5. Engineering
6. Justice & Law
7. Entrepreneurship
8. Cybersecurity
9. Advertising & Marketing
10. Behavioral Health

### Top 10 Student Industries of Interest Compared to Opportunities Offered through Summer RISE



Of the industries not mentioned above, the following are the additional professions that were most offered by hosts:

- Education (52 opportunities)
- Youth Services (29 opportunities)
- Art Education (23 opportunities)
- Automotive Technologies (23 opportunities)
- Community & Social Services (18 opportunities)

Of the 62 industries that students expressed interest in, the Summer RISE programs did not have hosts for the following:

- Advanced Manufacturing
- Fashion & Design
- Masonry
- Pharmaceutical
- Photography
- Physical Therapy/Rehabilitation
- Real Estate Management
- Theatre Production
- Veterinary Services



### Host Experiences

**96%** enjoyed participating in Summer RISE this year

•"Summer RISE is a great opportunity! The students were enthusiastic and eager to learn. I also learned from them and took in their feedback on how we can do outreach to teens."  
- JCADA

**96%** would host again next year

•"I really enjoyed working with the MCPS Partnerships Unit to develop the Kaiser Permanente Summer RISE program. Continue with the great work you do to offer students different perspectives to guide them with their career choices."  
- Kaiser Permanente

**94%** indicated that the students were well prepared for the experience and well matched with their opportunity

•"I loved the fresh perspective the students brought to everything. Their questions forced me to really think about why we did certain things. They also brought creativity and innovation, often coming up with ideas and solutions that we would never have thought of (but will certainly pursue!). Overall, it was a pleasure to work with the students!"  
- Momentum, Inc.

**69%** are interested in having their Summer RISE student intern, be a future employee or become an apprentice

•"Thank you so much for providing such a talented student. We really enjoyed working with him. We hope he will be interested in joining our team as an employee! He is such a great team leader. Thank you again!"  
-GapBuster, Inc.



## Beyond Summer RISE

Following Summer RISE, students continue to be notified about opportunities ranging from webinars, Student Service Learning (SSL) hour opportunities, and internships. Their input on issues and ideas have also been sought. Some of these opportunities included:

- 12 students tested a student survey for the Antiracist System Audit
- 16 students attended a Kaiser Permanente virtual opportunity in August
- Approximately 7 students volunteered at the MCPS Back to School Jam
- Hosts have continued connecting with their students by:
  - o providing guidance for college application and essay writing
  - o offering one on one mentoring
  - o writing letters of recommendations
  - o seeking students as volunteers, interns, apprentices or through employment at the following organizations, but not limited to: Montgomery County Fire and Rescue Services, BlackRock Center for the Arts, Vedic Dental, MCPS EGPS, Holy Cross Health, Miller and Long Concrete Construction, and Roscoe Nix ES.

After four years of implementation, the Montgomery County Public Schools' Partnerships Unit wanted to rebrand and update the Summer RISE logo and meaning of R.I.S.E., "Real Interesting Summer Experience." The Partnerships Unit launched two student contests, the **Summer RISE Logo Design** and **What Does "RISE" Stand For?**. Current and previous Summer RISE students were eligible to submit entries to design a new logo for Summer RISE and/or capture the true meaning behind their Summer RISE experience by defining the acronym "R.I.S.E." All previous (2017, 2018 & 2019) and current (2021) students were invited to participate, resulting in 68 submissions and 2 scholarship recipients.

The Summer RISE team coordinated a judging panel that included Councilmember Will Jawando (who helped to create Summer RISE), the Executive Director of WorkSource Montgomery, Inc., a marketing executive, a Linder Global Events representative, an MCPS communications staff member, Partnerships Unit staff and Summer RISE students. The panel of judges selected the following winners:

- What Does "RISE" Stand For? Winner: Ashley Slud, Summer RISE 2019 graduate
- Summer RISE Logo Design winner: Kaitlyn Chuang, Summer RISE 2021 student, the Summer RISE Logo Design winner

The winners received a \$1,000 scholarship each for their submission. The redesigned logo and meaning will be incorporated into future Summer RISE marketing tools.



## Meaning of R.I.S.E

The submission that best depicted the meaning behind what R.I.S.E stands for was:

### ***Reimagining an Innovative Student Experience***

Ashley provided the following rationale for her submission:

“Each Summer RISE experience is unique, just as every student participating is unique in what they want to get out of the program. Rising MCPS juniors and seniors are able to gain experience in a career field of their choosing, and can see the daily tasks that occur. In my RISE experience in 2019, I was able to visit Glenstone Museum to meet with my supervisor’s client one day, and was organizing a staff pizza party the following day. This truly demonstrates the diversity and wide array of events to be experienced. My culminating project was planning the Summer RISE ceremony. Seeing all of my team and my hard work pay off in the end was extremely rewarding. At the ceremony, I spoke in front of 500+ people, something I previously would never have done. My supervisor was supportive and encouraging, and since then, my confidence while public speaking has grown immensely. Summer RISE truly can be catered towards each student, and will leave a lasting impact on all of those who participate, both the hosts and students. It is so much more than a “job,” or “internship,” but rather an experience that will enable students to thrive inside and outside of the workplace.”

### The Summer RISE Logo Design

Kaitlyn designed the following logo and provided a description of her submission:

“This slightly more abstract logo combines elements including: a sun(rise), a graduation cap, a mountain, an arrow, and holding hands. All of which, symbolizes the Summer RISE program as an opportunity for students to grow, become a better version of themselves, and meet new people.



The sun rising out behind the mountain is inspired by the name, “Summer RISE.” The general mountain shape represents the difficult obstacles we all encounter on our path to success. Breaking the mountain down further, it consists of an arrow pointing upwards, representing growth and reaching new heights. The arrow itself is then broken up into two bent lines, which together, symbolizes two people shaking or holding hands. This represents the opportunity to meet new people in areas/careers students are interested in; essentially, “connecting students to careers.” Finally, the graduation cap on the sun represents that this is an opportunity for students to “rise.” I also wanted to make the logo have the ability to be broken up into two sections: the symbol (sun/mountain) and text. Doing so allows for more flexibility when using the logo for different purposes.”

## **Crucial Partners for Implementation in 2021**

### **WorkSource Montgomery, Inc.**

WorkSource Montgomery, Inc. focuses on linking local and regional economic development and workforce efforts in Montgomery County, Maryland. In 2017, WorkSource Montgomery, Inc. and Montgomery County Public Schools partnered to develop the Summer RISE program to create opportunities for high school students to experience and learn about careers. WorkSource Montgomery, Inc.:

- provided student stipends
- provided a scholarship to two contest winners

### **A Wider Circle**

A Wider Circle’s efforts focus on the provision of basic need items, workforce development, wraparound support, and neighborhood revitalization. A Wider Circle:

- provided free professional clothing for any Summer RISE student who had a need

### **Educational Systems Federal Credit Union (ESFCU)**

The Educational Systems Federal Credit union helps the education community achieve their financial goals. ESFCU:

- processed student stipend payments
- created a required virtual financial literacy module for students

### **Host Companies/Organizations (non-MCPS)**

Montgomery County and regional employers are committed to the career and professional development of young adults.

- 85 companies, non-profits, higher education organizations and Montgomery County government agencies committed 180 positions, staff and resources to host Summer RISE students

### **MCPS**

MCPS managed the Summer RISE program, including, but not limited to host and student recruitment and registration, host approval, matching and training, communications, and coordinating site visits, student stipends, and the closing ceremony.

## APPENDIX A.

### Summer RISE 2021 Hosts

Name of Company/Organization	
<b>Educational</b>	
MCPS- Briggs Chaney Middle School	MCPS- Psychological Services
MCPS- Clarksburg Elementary School	MCPS- Robert Frost Middle School
MCPS- Clarksburg High School	MCPS- Rosa Parks Middle School
MCPS- Division of Consortia Choice & Application Program Services	MCPS- Roscoe Nix Elementary School
MCPS- Division of Design & Construction	MCPS- School Counseling
MCPS- Division of Maintenance & Operations	MCPS- Sherwood High School
MCPS- Department of Transportation	MCPS- Springbrook High School
MCPS- Farmland Elementary School	MCPS- Student Leadership & Extracurricular Activities Unit
MCPS- Fine Arts Department-Art	MCPS- Westland Middle School
MCPS- Fine Arts Department-Music	MCPS- William H. Farquhar Middle School
MCPS- Germantown Elementary School	Montgomery College
MCPS- Highland View Elementary School	The Universities at Shady Grove
MCPS- Montgomery Knolls Elementary School	UMD Information Science at the Universities at Shady Grove
MCPS- Partnerships Unit	University of Maryland, College Park
<b>Faith-based</b>	
Catholic Charities	The Village at Rockville
<b>Government</b>	
Maryland Department of Commerce	Montgomery County - Division of Fiscal Management
Montgomery County Council - Office of Councilmember Gabe Albornoz	Montgomery County Department of Transportation Financial Management
Montgomery County Council - Office of Councilmember Craig Rice	Montgomery County Fire & Rescue Services
Montgomery County Council - Office of Councilmember Evan Glass	Montgomery County Government- Office of the County Executive
Montgomery County Council - Office of Councilmember Hans Riemer	Montgomery County Government- Procurement
Montgomery County Council - Office of Councilmember Nancy Navarro	Montgomery County MC311, Office of Public Information
Montgomery County Council - Office of Councilmember Sidney Katz	Montgomery County Police Department
Montgomery County Council - Office of Councilmember Tom Hucker	Montgomery County Sheriff's Office
Montgomery County Council - Office of Councilmember Will Jawando	Montgomery Parks - Landscape Design
Montgomery County Department of Health and Human Services - Aging and Disability Services	Montgomery Parks - Program Design
Montgomery County Department of Health and Human Services - Linkages to Learning	U. S. Nuclear Regulatory Commission (NRC)

Nonprofit	
A Wider Circle	KID Museum
Adventure Theatre MTC	Leadership Montgomery
BlackRock Center for the Arts	Literacy Council of Montgomery County (LCMC)
Children's Opportunity Fund	Menare Foundation, Inc.
Chinese American Parent Association of Montgomery County (CAPA-MC)	National Philharmonic
Conflict Resolution Center of Montgomery County (CRCMC)	Nvolve Inc.
Crittenton Services	Round House Theatre
EveryMind	SciTech2U Inc
GapBuster, Inc.	SEEC
GEMS	So What Else
Glenstone Museum	Story Tapestries, Inc.
Healthcare Initiative Foundation	Strathmore
Holy Cross Health, Inc.	The Aafiyah Project
JCA Senior Community Service Employment Program (SCSEP)	Vietnamese American Services
Jewish Coalition Against Domestic Abuse	WorkSource Montgomery, Inc.
Kaiser Permanente	
Private Business or Corporation	
1st Choice, LLC	Nest & Care
Black Rock Learning Center	Pepco
Coakley & Williams Construction	Presidential Exteriors
Columbia Fire Protection	Rose Financial Solutions
Connsci, LLC	Sandra's Nursing Services, LLC
DARCARS VOLVO	Saundra Gates and Associates, Inc.
Georgetown Paper Stock	Shapiro & Duncan, Inc.
HESS Construction + Engineering Services	Skanska USA Building
Keller Brothers, Inc.	Vaidic Align Inc
Miller & Long Concrete Construction	Vedic Dental Inc
Mimi N Nguyen, DDS, PA DBA Georgetown Park Orthodontics	Whole Kids Academy
Modest Technologies Solution LLC	Winter Growth, Inc.
Momentum, Inc.	

## Specialty Program (Employment & Training Services for Immigrants)

**a. Program Description**

The program is designed to offer employment and training services directly to immigrant and refugee residents in Montgomery County. Specifically, the program will promote entrepreneurship and occupational skills to refugee and immigrant adults to help them secure employment as quickly as possible.

The program will assist our clients to find employment through employment professional development, vocational training, support services, barrier remediation, and entrepreneurial & occupational skills training.

Additionally, the program will also assist undocumented immigrants in establishing tax-paying business entities through the establishment of Individual Taxpayer Identification Number (ITIN) and Employer Identification Numbers (EIN).

**b. What issue will this program address?**

This program will create a specialty workforce development for Montgomery County's refugee and immigrant population. The program will promote business ownership, upskilling, and employment.

**c. Partners:**

The program will be outsourced via Request for Proposals to a third-party organization (or several) with expertise related to the scope of work.

**d. Other Partners:**

To be determined. However, Montgomery County is home to several organizations who specialize in providing employment and entrepreneurial skills training to immigrants. If awarded, WSM expects to receive a robust set of Request for Proposal responses from local providers within Montgomery County as well as the surrounding area(s).

**e. Primary Priority Outcome(s)**

# Served/Enrolled: 75; # Receiving Occupational Skills Training: 35; Employment Placements: 25; # Receiving Entrepreneurial Skills Training: 30; # of ITIN and EINs Established: 30.



**f. How does this program contribute to the County Executive's Priority Outcome?**

The program prioritizes the County Executives emphasis on *Equity, Education, and Economic Development*. Specifically,

- Equity: the program focuses on workforce inclusion for Montgomery County immigrants through the provision of workforce services delivered by an organization (or several) who specialize in serving diverse populations.
- Education: Upskilling through occupational and entrepreneurial skills are key performance indicators for the program. As such, the program expects to achieve a minimum of thirty-five (35) credential attainments and provide entrepreneurial skills training to a minimum of thirty (30) participants.
- Economic Development: the program aims to establish new business ownership among our immigrant community, thus increasing Montgomery's tax base.

**g. Key Indicators**

Increase in employment, business ownership, and credential/educational attainment within Montgomery County's immigrant community

**h. How does this program contribute to the selected key indicators?**

See I - Performance Measures

**i. Performance Measures**

# Served/Enrolled: 75; # Receiving Occupational Skills Training: 35; Employment Placements: 25; # Receiving Entrepreneurial Skills Training: 30; # of ITIN and EINs Established: 30.

**j. How much/well did we do?**

The program proposed is a pilot and has no prior data.

**k. Strategies/Implementation**

WSM will collaborate with relevant community partners and research related national best practices to establish the framework for a Request for Proposals.

**I. Racial Equity**

Racial equity is at the forefront for the proposed program as services are directed towards an underserved population within Montgomery County.

**m. Program category**

Immigrant Services (Workforce Development)

**n. Budget**

The below budget is not an actual budget; actual budgets will be proposed by respondents to WorkSource Montgomery's Request for Proposals.

<b>Stipends and Training Costs</b>	<b>Cost</b>	<b>Comment</b>
Occupational and Entrepreneurial Skills Training	\$ 45,000	\$600 x 75 customers
Stipends	\$ 60,000	Support provided during training
<b>Total</b>	<b>\$ 105,000</b>	
<b>Personnel</b>		
Program Manager	\$ 54,000	
Workforce Specialist (2)	\$ 80,000	
Fringe	\$ 31,490	Calculated at 23.5%
<b>Subtotal Salaries and Fringe</b>	<b>\$ 165,490</b>	
Support Services	\$ 9,874	Education & Employment Expenses
Facilities	\$ 6,000	Rent, Utilities, Internet, Etc
<b>Total</b>	<b>\$ 286,364</b>	
Indirect	\$ 28,636	Contractor Indirect (10%)
<b>Subtotal</b>	<b>\$ 315,000</b>	
<b>Total Request</b>	<b>\$ 350,000</b>	Includes WSM Indirect (10%)

**o. Are other sources of funding/resources for service delivery being leverage (Grant Fund, Outside Sources, etc.)**

The proposed does not include any leveraged funds.

### **Program Description**

Coding Our Way Home is a training component of the DOCR MCCF Job Center program, which also includes community-based services offered at the American Job Centers and Ignite Hub. As such, all procedures related to Recruitment, Triage, Individual Service Planning, Programming, Job Placement, Follow Up, and Reporting remain unchanged. However, as clients participate in the Individual Service Planning processes, those with an interest in software coding will be appropriately assessed i.e., aptitude and interests, and offered an opportunity to participate the Coding Our Way Home program.

**Curricula:** WSM recently procured the Metrix Learning Management System, a national leader in online training. Metrix offers approximately 1,000 online courses covering life, academic, soft-skills, and hard skills training; many of these trainings culminate in an industry recognized credential. Included is a robust offering of 340 computer-skills, IT, and coding learning modules. Lastly, as safety and security are always a priority in a correctional facility, WSM submitted the Metrix Learning Management System for DOCR review, and the system was approved for use at MCCF.

WSM will also partner with Montgomery College to offer coding bootcamp cohorts for Ex-Offenders at the Ignite Hub. The curriculum utilized for the community-based programming at the Ignite Hub is at the discretion of Montgomery College.

For participants at the MCCF, a dual track content delivery program commensurate with length of stays will be provided by WSM. For example, participants with projected release dates within 45 days will be offered an introductory curriculum, and then referred to community-based cohorts at the Ignite Hub for continued learning. Participants with longer stays will be enrolled in introductory courses and continue to advanced material and credentialing pre-release. Credential attainment will include Certiport's App Development with Swift Associate and App Development with Swift Certified User.

**Job Placement:** Currently labor market information indicates there are approximately 3,500 job postings for workers with software coding skills. To assist with job placement, WSM will deploy its' Business Solutions team, who interact and develop relationships with local employers daily. Additionally, the Business Solutions team has a dedicated staff member assigned to directly manage

IT/Cyber employer partnerships, as well as another staff member who specializes in working with Ex-Offenders. These workforce professionals will identify appropriate positions for program completers, considering the skills and the employer's attitude regarding justice involved individuals. WSM will supply supportive services as needed and appropriate to facilitate employment.

To further assist with job placement, WSM will also offer paid work experience (PWE) opportunities to program participants. PWE will allow the participant to gain valuable hands-on learning at no cost or liability to the employer, as WSM will serve as the employer of record. PWE opportunities shall span four (4) weeks at 30 hours per week. Employer partners will have the flexibility to choose the option they feel is the most appropriate. WSM intends for PWE to result in unsubsidized employment, however, the employer partner is not obligated to offer employment at the conclusion of the PWE.

**Follow Up:** Upon job placement, WSM Career Advisors will continue to provide intensive case management services for no less than twelve (12) months from the date of employment. Career Advisors will also continue to provide support services, as needed, to facilitate employment retention and advancement.

**a. What issue will this program address?**

The program will create career pathway opportunities for Montgomery County returning citizens in the field of software development (coding).

**b. Partners:**

**Training:** WSM will partner with the Ignite Hub at Montgomery College to offer coding bootcamps/cohorts both at the MCCF as well as on-site at the Ignite Hub. WSM will also leverage our existing learning management system, Metrix Learning to deliver industry recognized coding training that prepares participants to work in both Apple and Google coding environments. Metrix Learning offers 151 coding training modules ranging from basic introductory to advanced learning courses.

**Referrals:** MCCF students will be referred directly from MCCF/DOCR staff. Students participating at the Ignite Hub will be referred from a variety of sources e.g., WSM caseloads (including MCCF & Probation & Parole Office), partner referrals (including DOCR), federal and state correctional facilities, community-based organizations, etc.

c. **Other Partners:**

WSM may also explore partnerships with subject matter expert organizations such as Flikshop, Inc.

d. **Primary Priority Outcome(s)**

**MCCF**

<b><u>Benchmark</u></b>
# Enrolled in Program
# Successfully Completed Individual Service Plan
# Of Credentials
# Continued Training Post-Release
# Placed in Training Related Employment
Employment Retention (6 months)

**Community (AJC & Ignite Hub)**

<b><u>Benchmark</u></b>
# Enrolled in Program
# Successfully Completed Bootcamp
# Of Credentials
# Placed in Training Related Employment
Employment Retention (6 months)

e. **How does this program contribute to the County Executive's Priority Outcome?**

The program prioritizes the County Executives emphasis on *Equity & Education*. Specifically, the program focuses on workforce inclusion for Montgomery County's returning citizens through the provision of training services and credentialing, leading to in-demand software development occupations.

f. **Key Indicators**

Several data sources support the premise that software development / coding careers are friendly to ex-offenders. <sup>1</sup> Additionally, local labor market data supports the high demand for junior level software development / coding skills.<sup>2</sup>

**g. How does this program contribute to the selected key indicators?**

The program develops a non-traditional pipeline of local talent through promoting technology career pathways for Montgomery County returning citizens.

**h. Performance Measures**

See item E.

**i. How much/well did we do?**

The program proposed is a pilot and has no prior data.

**j. Strategies/Implementation**

**Lead:** WSM will serve as the Lead Agency for the Coding Our Way Home program. As the lead, WSM will provide fiscal management, recruitment, case management, support services, job placement, etc.

**Training:** WSM will partner with the Ignite Hub at Montgomery College to offer coding bootcamps/cohorts both at the MCCF as well as on-site at the Ignite Hub. WSM will also leverage our existing learning management system, Metrix Learning to deliver industry recognized coding training that prepares participants to work in both Apple and Google coding environments. Metrix Learning offers 151 coding training modules ranging from basic introductory to advanced learning courses.

**Referrals:** MCCF students will be referred directly from MCCF/DOCR staff. Students participating at the Ignite Hub will be referred from a variety of sources e.g., WSM caseloads (including MCCF & Probation & Parole Office), partner referrals (including DOCR), federal and state correctional facilities, community-based organizations, etc.

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<sup>1</sup> [High Paying Jobs For Felons: How to Get Hired in an IT Industry – Jobs That Hire Felons](#)

<sup>2</sup> [RTI \(Job Postings\) - JobsEQ 3.0 \(eqsuite.com\)](#)

**k. Racial Equity**

WSM has engaged in a Measurable Equity initiative with a goal that All Montgomery County Residents will have career pathways that lead to equitable & sustainable economic mobility. This action statement, while simple and broad, requires WSM to operate in a data-driven high-impact space as it pertains to strategy formulation and program implementation. WSM believes this approach is necessary to create sustainable change and progress for all Montgomery County Residents—especially those from low-income under-resourced communities.

WorkSource Montgomery's plan is to leverage data to establish an equity-centered collaborative improvement approach to yield better results. By evaluating existing data, and disaggregating this information by race, ethnicity, gender, and geography to identify the specifics of existing issues, WSM can frame racial equity issues that require targeted interventions within communities of need.

**l. Program category**

Workforce Development (Returning Citizens)

**m. Budget**

The estimated budget for the program is \$317,309 to serve a minimum of fifty (50) returning citizens. The cost per participant is \$6,346.

	<b>Cost</b>
Personnel	\$ 150,000.00
Fringe (27%)	\$ 37,462.50
<b>TOTAL PERSONNEL + FRINGE</b>	<b>\$ 187,462.50</b>
<b>TOTAL DIRECT COSTS</b>	<b>\$ 101,000.00</b>
<b>TOTAL PROGRAM COSTS</b>	<b>\$ 288,462.50</b>
Indirect @ 10%	\$ 28,846.25
<b>SUBTOTAL</b>	<b>\$ 317,308.75</b>
	(58)
Cost Per Participant	\$ 6,346.18

n. **Are other sources of funding/resources for service delivery being leverage (Grant Fund, Outside Sources, etc.)**

The proposed does not include any leveraged funds.