



Addressing Workforce Development in Montgomery County: An Economy at a Crossroads

JANUARY 2015

ACKNOWLEDGEMENTS

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This report was published by SkillSmart, Inc. on behalf of Montgomery County Department of Economic Development. Founded in 2013, SkillSmart has quickly become a leading expert on how to engage employers, job seekers and educators around best practices in matching skill availability to workforce demands.

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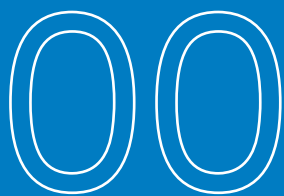
TABLE OF CONTENTS

00	Preface	1
01	Executive Summary	3
02	The Workforce Innovation and Opportunities Act	21
03	High Demand/High Growth Industries That Require an Associate Degree or Less	31
04	Montgomery County Programs Addressing Career Pathways and Workforce Development	49
05	Model Programs and Practices	57
06	Recommendations	73

APPENDIX

A	Innovative Workforce Programs
B	Montgomery County Workforce Organizations
C	Montgomery County Job Projections
D	WIA & WIOA Side-by-Side
E	California Community Colleges Task Force on Workforce
F	Montgomery College Adult ESL
G	Office of Legislative Oversight Youth and Work in Montgomery County
H	Office of Legislative Oversight Workforce Summit Report
I	Recommendations for a High Performing Workforce Development System
J	MMF Call to Action





PREFACE

In September 2014, the Montgomery County Department of Economic Development (DED) issued informal solicitation #1046358, Workforce Research and Recommendations Consulting Services, to research and provide information and recommendations for workforce practices in Montgomery County. In mid-October 2014, SkillsSmart, located in Germantown, Maryland, was officially awarded the contract to perform this work.

Montgomery County has asked that the final report include: (1) an environmental scan of career pathways and workforce development programs in Montgomery County; (2) the identification of county industries, and occupations within those industries, that are in high demand; (3) the identification of model program services, both in Montgomery County and other jurisdictions; (4) recommendations on workforce services that are employer focused, that lead to employment without a degree, the costs of such services, changes to existing programs based on new federal law, and how to improve coordination of services inside and outside county government; and (5) provide facilitation and outreach to key stakeholders.

For this report, SkillsSmart built upon its own comprehensive workforce and economic development research, in addition to referring to recent reports issued by the Office of Legislative Oversight, Montgomery Moving Forward, the Latino Youth Collaborative, and the Montgomery County Workforce Investment Board, as well as information presented at Councilmember Navarro's "Ready for Tomorrow: Education and Workforce Summit." While SkillsSmart also consulted extensively with stakeholders, as required by the informal proposal, we should note that time restrictions set by DED did not permit extensive direct facilitation. DED and SkillsSmart subsequently agreed that a representative group of stakeholders would be consulted and surveyed. That valuable input has also informed our final analysis and recommendations.

The research very quickly made clear that a broadening of direction was necessary to achieve the underlying objectives of the RFP. After analyzing data and speaking with stakeholders, it was obvious that addressing workforce services centering on those job seekers without a degree was only one part of Montgomery County's overall workforce development challenges—a symptom of a larger economic issues. This report, then, addresses opportunities for non-degreed job seekers in context of the county's larger economic needs.



01

EXECUTIVE SUMMARY

Overview

Fifteen years into the new millennium, Montgomery County finds itself at an economic crossroads. Over the last decade, even as national and regional economies suffered through a near economic depression, employers and employees in Montgomery County have continued to provide the jobs and services that have regularly made the county one of the best places in the United States to work, live, and raise a family.

Median income is just shy of \$100,000, more than half of the county residents have a college education, and only 5 percent of county residents are unemployed—one of the lowest unemployment rates in the nation.

The county's economy appears to be robust and thriving, and yet, there is cause to be seriously concerned about Montgomery County's economic future.

Looking at job growth over the last year in the 15 major metropolitan areas, the Greater Metropolitan DC region—which includes Montgomery County—ranks nearly last, barely edging out Detroit, and finishing behind Phoenix and Philadelphia. While the county will see the creation of high-demand jobs—nearly 115,000 over the next decade—nearly half of those jobs are in low skill industries, requiring only a high school diploma or less and largely not paying a sustainable wage.

It is critical, then, to have a clear understanding of exactly what kinds of jobs will be available in Montgomery County over the next decade, and what skills will be necessary to fill them. Does a high-demand job mean a job that pays enough to live in the county? What skills or education are required for these jobs?

It has become clear that Montgomery County lacks a truly functional, coherent workforce development system.

In the course of doing research for this report, analyzing data, and speaking with stakeholders, it has become clear that Montgomery County, while it offers an abundance of services and assets to support its workforce, lacks a truly functional, coherent workforce development system. While the initial scope of work issued by the county requested recommendations relating to, among other things, “workforce services...that



lead to employment without a degree,” confining the scope of the recommendations to the needs of workers with an Associate degree or less would not adequately address the greater underlying issues. With a lack of coordination among programs and providers, a minimally engaged business sector, and high-demand jobs that pay anemic wages, it’s not just workforce development services for workers without degrees that are underperforming.

Montgomery County faces much broader economic development challenges.

The Montgomery County Executive has acknowledged as much; in his 2014 inaugural remarks, County Executive Leggett announced a six-point plan to jump-start the region’s workforce and economy. As his comments made clear, the status quo is no longer working. As part of his economic plan, the County Executive proposed a substantial overhaul of the system, recommending the consolidation of all county workforce programs, and taking steps to do a better job addressing the needs of the community and the demands of the market.

For the purposes of this report, SkillSmart received similar suggestions from stakeholders as well—and it is generally agreed that some form of consolidation, coordination, or facilitation within the system is necessary. There were also plenty of organizations and agencies suggesting who or what that facilitator should be; but what wasn’t heard was anyone suggesting that the system was working as it is currently configured.

Many stakeholders also expressed concerns that the workforce system has slowly let its focus drift from the fact that, at its heart, it has two primary customers: employers and job seekers. Since enactment of the first Workforce Investment Act in 1998, the system has tended to focus mainly on the desires of job seekers, largely by providing them the skills they need to secure a job of their choosing, rather than one that reflects the needs of the local market. While well intentioned, this approach has had the unintended result of tilting the current system toward the job seeker, without ensuring their skills are aligned with the needs of employers.

With the recent enactment of new federal workforce legislation in the summer of 2014—as well as the Montgomery County Executive’s recent stated commitment to economic development—the county has both incentive and opportunity to refocus on their customers, and to provide meaningful and comprehensive services both for employers and job seekers. With a demand-driven approach to workforce development—one that focuses on meeting the specific needs of employers, and provides job seekers with the education, training, and skills necessary to acquire



those jobs—employers will find they have access to a regular pipeline of well-trained employees they can hire. Job seekers, meanwhile, will be able to obtain a job that pays enough to permit them to live in the county.

In short, from the County Executive and employers, to service providers and job seekers, all were unanimous in their belief that major reforms to the county’s workforce development system—and to the county’s underlying economic development system—are both needed and wanted. Montgomery County has committed itself to closing the skills gap to train its workers and fill the county’s most high-demand occupations. But the county now has the opportunity to engage in economic development beyond providing job seekers with training and job placement.

A vibrant economy is a growing economy that creates new jobs that pay employees enough to live in the county. Montgomery County needs to fill its high-demand jobs and broaden its focus beyond opportunities for job seekers without four-year degrees.

To achieve true economic growth, Montgomery County must create the right kinds of jobs, and prepare its population to fill them. And it’s got to start right now.



Findings

OPPORTUNITIES FOR JOB SEEKERS WITHOUT A FOUR-YEAR DEGREE

The Montgomery County Department of Economic Development (DED) is rightly very concerned about employment opportunities for residents who do not possess a four-year college degree. For purposes of this report, then, DED has asked for an examination of the high-demand jobs that may be available in the county for these particular job seekers. What was found wasn't encouraging.

Over the next decade, 75 percent of the high-demand jobs in the county will only require less than a four-year degree.

Looking at the Top 50 most high-demand jobs in Montgomery County over the next ten years, 47 percent won't require any education beyond a high school diploma; another 28 percent require an Associate degree or a post-secondary certification.

While it may initially sound encouraging that nearly 75 percent of high-demand jobs in the county are open to those without a four-year degree, what it really means is that three-quarters of the job openings created in Montgomery County over the next decade are not the kinds of jobs that make for a sustainable economy in Montgomery County. The educational requirements for the county's high-demand jobs are skewing down, not up.

Less than half of the top 50 high-demand jobs pay enough to live here.

Just as important as breaking out the educational requirements of the county's Top 50 high-demand jobs is an understanding of what these jobs pay: only 46 percent of them pay an economic security wage of \$22.31 per hour—approximately \$47,000 per year. That means that even if the county were to fill every high-demand job available in the county, [more than half of the employees in those jobs couldn't afford to live here](#). More alarming, of the high-demand jobs that do pay an economic security wage, 70 percent of those jobs require a bachelor's degree or higher. That means:

[Only 30 percent of the county's high-demand jobs that pay an economic security wage can be acquired with an Associate degree or post-secondary certification.](#)



In real numbers, then, there are seven high-demand occupations in Montgomery County—providing about 22,000 job openings over the 10-year period— that require an Associate Degree or lower that also pay an economic security wage:

FIGURE 1: HIGH-DEMAND ASSOCIATE’S DEGREES OR LESS PAYING ECONOMIC SECURITY WAGE

Occupational Title	Total Job Openings	Median Wage	Degree Held
Registered Nurses	9,359	\$34.04	Associate’s Degree
Business Operations Specialists, All Other	3,120	\$39.44	Associate’s Degree
General and Operations Managers	3,036	\$60.06	Associate’s Degree
Computer Support Specialists	2,071	\$27.15	Associate’s Degree
Licensed Practical and Licensed Vocational Nurses	1,564	\$24.48	Post-Secondary Certificate
Computer Systems Analysts	1,508	\$40.02	Associate’s Degree
Executive Secretaries and Administrative Assistants	1,422	\$30.37	Associate’s Degree

And perhaps the most staggering bit of data in the chart above is what you’re not seeing. Mainly, for those with a high school diploma or less, there are no high-demand jobs available that will pay enough to live in the county. Period.

The dire situation regarding employment for those without a four-year degree is symptomatic of larger economic issues in Montgomery County.

The county isn’t attracting the kinds of employers and jobs it needs for a growing, vibrant economy in the coming decades—and that’s obviously not the economic trajectory the county wants to be on.



Here are some lessons from looking at this data:

(1) Look to the needs of employers. The county should adopt an accessible, informed, involved, demand-driven approach to workforce development, that focuses on meeting the specific needs of employers, and provides job seekers with the education, training, and skills necessary to acquire those jobs.

(2) High-demand jobs don't always equal "good" jobs. Even if every high-demand job in the county were filled, a high number of workers in those jobs would be earning far below an economic security wage. Plainly put, the jobs being created are not the kinds that create a vibrant, sustainable economy for Montgomery County.

Just because a job seeker lands a high-demand job doesn't mean he or she is getting paid a wage high enough to live in the county.

(3) Education Matters. Earning a living in Montgomery County requires education beyond merely a high school diploma. It is vital, then, that the county encourage high school students and graduates to pursue some form of postsecondary education, whether it's a four-year degree, an Associate degree, or a certification program.

(4) Montgomery County needs to invigorate its economy. On its current trajectory, the county is not doing enough to stimulate growth in the desirable high skill, high paying sectors.

Just because a job seeker lands a high-demand job doesn't mean he or she is getting paid a wage high enough to live in the county. [Filling all the high growth and high-demand jobs is job placement, not workforce development—and it's definitely not economic development.](#)

Filling high-demand jobs is an important start, but it's not enough to create the kind of vibrant economy to grow and sustain Montgomery County.



Findings

ENVIRONMENTAL SURVEY OF COUNTY WORKFORCE DEVELOPMENT PROGRAMS

Montgomery County residents presently have access to a wide variety of workforce development programs, offered by a group of providers. For this report, SkillSmart conducted a comprehensive environmental survey of more than a hundred county programs. In doing so, a number of trends among providers, programs, and target populations were noted:

No one “owns” workforce development.

While the Workforce Investment Board, by statute, “oversees” the Federal portion of the county’s workforce investment system, and—again by statute—operates the county’s One Stop providers, there is no true owner of the greater system of organizations providing services, with no organizational or systemic accountability. Services are delivered by a wide range of government, non-profit, for-profit and education providers, with varying approaches to workforce development, differing targeted populations, and different degrees of focus on employment. There is a marked lack of coordination between providers, as well as overlapping services, that could be mitigated with either a systemic or organizational overseer.

For many organizations, employment is only part of it.

While most organizations identify “workforce development” as one of their goals, for most, job placement is only a small part of what they do. Whether it’s teaching resume writing, interviewing, proper attire—the so-called “life skills”—or providing access to child care or education programs, the county’s many organizations provide a web of much-needed services that can lead to a job. There are fewer organizations, however, that concentrate strongly on employment.

Services do not appear to be aligned with the needs of employers.

Few organizations, even those with a strong focus on job placement, have a meaningful or direct relationship with employers.

Most programs are targeted at youth.

Most programs offered in the county tend to have targeted populations. However, a vast majority of programs are targeted specifically at youth, whether they’re for helping them attain a GED, learning life skills, or bringing ESOL students up to English proficiency.



Montgomery County actually spends quite a bit on workforce development.

Taken as a whole—including more than a hundred sources in county government, MCPS, Montgomery College, Federal and the private/non-profit sectors—Montgomery County and its service providers presently spends upwards of \$50 million in workforce development initiatives.

Underemployed populations are one of the most underserved.

While there are an abundance of programs targeted at youth, one of the most underserved populations are those who are underemployed—that is, those who are in jobs far below their education or skill level.

Programs are clustered in the Silver Spring area.

Most of the programs serving Montgomery County have a tendency to serve populations located in the Downcounty region, particularly the Silver Spring area and the I-270 corridor.

Data on funding and number of clients served/placed is not readily available.

It was often difficult to determine how much money was being spent on these programs, how many people were receiving workforce services, and how many had been successfully placed in any kind of employment, especially given that many organizations incorporate workforce as one of many services. Such information is most likely collected and reported, but is not readily available.

There are few clear “career pathways” programs available.

While most providers cite the need to provide students or job seekers with a career pathway, there are few comprehensive career pathway programs widely available in the county. While federal law defines the term “career pathway,” it is still a relatively new concept, and many organizations are still working on their design and implementation.

Findings

MODEL PROGRAMS AND PRACTICES

In surveying model programs around the United States, it quickly became clear that there is no single “off the shelf” model program that can or should be duplicated in Montgomery County in its entirety. Some programs, for example, take place in areas with populations that are much too small to be replicated on a scale necessary for an area as large as Montgomery County. Other model programs serve less diverse populations, while still others are in areas in which a high percentage of the population are employed in a single sector, instead of the more dynamic economy of Montgomery County. Scalability remains one of the county’s major challenges when adapting model programs or practices.

That said, we were able to identify a number of “model characteristics”—that is, program elements, structures, or practices that generally transcend population size, demographics, or employer, and which may be adopted as part of an approach to constructing a model program in Montgomery County:

Employers and educators are actively engaged.

Successful programs are both demand- and supply-driven: they directly coordinate with employers for a true understanding of the specific needs of those employers. At the same time, successful programs work seamlessly with educators to ensure job seekers have ready access to the education and training necessary to meet that employer’s need.

Think regionally.

Economies don’t stop at the county borders; neither should a workforce development program. Many model programs, in fact, cater to a region or to a regional economy, recognizing that the employers and employees in a given area may not reside in one specific geographic location.

Coordination matters.

Beyond regional collaboration, many successful programs cite the advantage of having one organization—a so-called “umbrella entity”—overseeing or coordinating the entire workforce development system. This overseer doesn’t necessarily manage or administer individual programs or distribute funding, though that can certainly happen; rather, in many cases, it serves as a facilitator, whether it’s moving job seekers seamlessly from one service provider



to another, for example, serving as a common point of interaction for employers, or ensuring employers and educators make meaningful connections so educators can better align education and training programs with the specific needs of employers.

Be active, not passive.

It is not enough to move people into high-demand jobs, especially since many of these jobs don't pay a sustainable wage. If a local economy doesn't have the right kind of high-demand jobs, the workforce development system should be proactive and work with the appropriate economic development organizations to recruit or attract them. Regions can no longer wait for the good jobs to come to them; nowadays, if you want it, go get it or cultivate it.

Be specific.

The effectiveness of employer involvement greatly depends on their ability to be as specific as they can about skills and training. It is not enough for an employer to demand that job seekers have "better math skills," for example, or insist that colleges produce students with "technical skills." Nor can educators develop and provide training aimed at a generic "health care industry." When it comes to workforce development, details matter. Identifying specific skill sets drives educators to develop and implement education and training programs that meet those specific needs.

Combine and coordinate funding sources.

Funding for workforce development activities comes from a wide variety of sources, both public and private. Yet, for the vast majority of workforce development programs, funding comes almost solely from the public sector, whether it's from the federal, state, or local government—or some combination of the three. Meanwhile, some have used relationships with employers to leverage private investments in workforce development, whether through private donation or in-kind services such as space or software licenses. In other cases, non-profit organizations have worked independently of government to identify and address the workforce development needs of a particular population or group of employers.



Recommendations

The county's workforce development system must be fundamentally restructured, to meet the needs not only of job seekers without four-year degrees, but every job seeker and every employer.

While this report will be providing several options regarding the reconfiguration of the overall structure of the county's workforce services, there are two prerequisite changes—identified in this report as “foundational recommendations”—that must be made either before or in tandem with any restructuring of the workforce development system, regardless of target population. These foundational recommendations are critical to the underlying integrity of the county's workforce system.

FOUNDATIONAL RECOMMENDATIONS

The County must have a clear economic development strategy.

Too often, stakeholders are unclear of the county's economic priorities—and those operating within the present workforce development system don't know what the terms mean or understand their place within it. [The county must define its terms, its goals, its priorities—and it must do it with specificity, all the way down to kinds of jobs, employees, and salaries it wants.](#) Stakeholders and service providers need this kind of direction and specificity so they know how to align their programs to ensure the desired outcome: a job seeker with meaningful employment that pays sustainable wage.

Regardless of structure, someone needs to own the system.

Ownership of the workforce development system is bigger than an organizational chart, with someone or something in the center through which everything must flow; economic development requires the active participation of employers, educators, stakeholders, service providers, and job seekers, working together toward a common, defined objective. Ownership of the system, then, isn't about control; it's about cooperation. A coordinating entity, whether it's an agency or an individual, is needed to bring together all stakeholders in a meaningful way that isn't bound by bureaucracy or funding stream. [What is more likely needed—structurally, at least—is a coordinating entity or facilitator to ensure a single point of entry for employers, a seamless integration of services](#) among providers, and the “multiple doors, single hallway” approach demanded by job seekers.



STRUCTURAL RECOMMENDATIONS

Regardless of which of the three options below the county chooses to pursue, we believe any structural changes to the county's workforce development system should embrace "hallmarks of an integrating organization." In this case, we can refer back to the six best practices described in Section 5. As a reminder, these are:

1. Employers and educators should be actively engaged
2. Think regionally
3. Coordination matters
4. Active, not passive
5. Be specific
6. Combine and diversify funding

With these in mind, we offer three options for the county to restructure its workforce development system:

Establish a task force to restructure the county's workforce development system.

Any task force must lay out very specific goals, processes, and deliverables, all revolving around the county's specific economic development needs. For such an approach to work in Montgomery County, it will be critical that the county take into account many of the issues discussed in this report, including the county's current jobs trajectory, the nature of its high-demand occupations (both current and desired) and the county's unique demographics. The selection of members for the task force is vital as well, especially as the task force itself—or some iteration thereof—could ultimately serve as the coordinating entity for the county's workforce development system.

Given the recent interest in workforce development issues, we believe the county presently has an enormous opportunity to significantly reform its system in a timely manner.

A task force, while a good start, may cost the county some of the considerable momentum that has grown around these issues, as it will take time to appoint and coordinate the activities of a task force, and additional time to implement any of the task force's recommended structural and policy changes.



Restructure the system to consolidate all workforce development programs and services under a single office of Workforce Development and Continuing Education.

This new organization will not only connect and coordinate all aspects of workforce services, but will also own, operate, and oversee all workforce development programs and activities in the county. With a single overseeing entity, curricula, course offerings, and certification programs can be more quickly and closely aligned with the specific needs of employers. Such integration is critical to addressing the skills gap; by placing oversight for all education and training programs under one roof, the county can make better connections between what is taught and what employers are looking for.

Such an office could be housed in several locations, but we would recommend it be a new component of Montgomery College. With three campuses serving the county's upper, central, and lower regions, as well as two training centers for workforce development and continuing education, Montgomery College already has substantial infrastructure to support workforce development activities across the county. And with thousands of employees and an annual budget in excess of \$300 million, the college clearly has the necessary resources, as well as the staff and management structure, to manage the county's workforce system. With this infrastructure already in place, including a mechanism for receiving and allocating funding, Montgomery College could begin administering the system almost immediately.

This option provides a beneficial structure, as well as an opportunity to provide meaningful and comprehensive services for the workforce development system's customers: employers and job seekers. Employers need a regular pipeline of well-trained employees they can hire—and they require a dynamic and flexible system that can regularly change and adapt to meet their evolving needs. Job seekers, meanwhile, must be able to obtain a job that pays enough to permit them to live in the county—no matter where they enter the system.

We understand that this approach may not be perfect. It involves a large organization, and large organizations—even those with the best intentions—often have an entrenched bureaucracy, reducing the ability for the system to flex or adapt as quickly as needed. And as just one piece of an overarching organization, there may be times when the administering agency is competing within the overall organization for time and resources. Given time, however, the administering agency could be spun off from the college as a completely independent entity.



Restructure the workforce delivery system to flow through MC³, a central “career collaborative.”

This option creates a new facilitating entity, which this report refers to as the Montgomery County Career Collaborative (MC³), to act as a mediator and facilitator for all of the current stakeholders in the workforce system, from employers through the WIB and service providers to the job seeker. This option establishes MC³ as the overall facilitator of the workforce system; under this structure, all existing administrative functions and funding streams remain in place.

Under this model, employers would have one single point of contact with the workforce system. Job seekers, meanwhile, can enter the system at nearly any point—through education providers, service providers and community organizations, or One Stops—and be assured the services they receive from any stakeholders will be seamlessly coordinated by MC³.

And with MC³ as a facilitator between the job seekers and employers, service providers and educators will have direct access to employers, as well as immediate, real-time information on employers’ needs and desired skill sets. The involvement of a central conduit will also ensure that all stakeholders understand their roles within the system, overcoming the current disconnect in the workforce system when stakeholders have no clear understanding of what workforce development is, or what their role in the system might be. The county has experience with similar models that have yielded successful outcomes in the Primary Care Coalition and the Montgomery Coalition for Adult English Literacy.

A central platform ensures that all stakeholders understand their roles within the workforce system, helping to eliminate disconnect between stakeholders.

This approach is both pro-active and the least disruptive, since the current administrative and fiscal structures can remain in place for most of the stakeholders in the workforce system.

Further, this pro-active approach embraces five of six of the identified best practices. Employers and educators are actively engaged with the system. With a single point of entry, employers are more inclined to provide input that is detailed and specific. Services are fully coordinated through MC³, as are resources. While funding may or may not ultimately flow through MC³, resources and activities of service providers are more visible, which should result in less duplication of services, making the system more cost effective. This particular structure does not include an overtly regional component; however, the underlying economic development strategy should ideally provide a framework for how the county’s structure interacts with other localities.



Conclusion

Right now, the county has an opportunity to provide meaningful and comprehensive services for the workforce development system's customers: employers and job seekers. Employers need a regular pipeline of well-trained employees they can hire—and they require a dynamic and flexible system that can regularly change and adapt to meet their evolving needs. Job seekers, meanwhile, must be able to obtain a job that pays enough to permit them to live in the county—no matter where they enter the system.

Americans... want the respect and dignity of a full-time, good job.

- Jim Clifton, Gallup Chairman

Gallup polling repeatedly shows that Americans cite jobs and unemployment—not immigration, not ISIS, not health care—as the number one issue facing the country. “Americans aren’t looking for part-time, crappy jobs, and they aren’t looking for more free time to paint or read,” said Gallup

chairman Jim Clifton. “They want the respect and dignity of a full-time, good job.”¹

Montgomery County residents deserve that respect and dignity.

Montgomery County's economy demands flexible, pro-active leadership, creative thinking, and a new culture of communication and coherence. It demands a new workforce development system. It demands new economic development.

¹ Jim Clifton, “Opinion: The U.S. Economy: Kidding Ourselves,” Gallup, February 25, 2014.





02

THE WORKFORCE INNOVATION
AND OPPORTUNITIES ACT

Terminology

There are so many conversations in the community regarding workforce development and jobs that it's easy to assume everyone knows what the system is, how it works and what the words mean. However, like anything, it is important to make sure that everyone is on the same page. So, any discussion of workforce development policies and practices requires at least a passing familiarity with the structure—and lingo—associated with the federal programs under which most state and local workforce development initiatives operate.

Montgomery County government—like governments around the rest of the country—has structured its workforce development delivery system around requirements of [The Workforce Investment Act of 1998 \(WIA\)](#).² In July 2014, WIA was reauthorized, and slightly modified, when President Obama signed [The Workforce Innovation and Opportunities Act \(WIOA\)](#).³

The Appendix includes the resource for a comprehensive side-by-side comparison of the Workforce Investment Act of 1998 and the Workforce Innovation and Opportunities Act of 2014, prepared in September 2014 by the National Association of State Workforce Agencies. Additional guidance to assist states and localities in complying with new requirements of the law will be issued by the Department of Labor in early 2015.

Given the recent changes in leadership at the state level, it is also likely the State of Maryland will implement changes not only to the membership of the State Workforce Investment Board, but also to the state's underlying workforce development plan. Depending on the nature of these changes, the county may be required to make additional changes to its own local plan.

For purposes of this report, the two most important structural concepts created under WIA—and continued by WIOA—are the workforce investment boards (WIBs) and the One Stop delivery system. To receive Federal resources under WIA, workforce investment boards are created to develop a local workforce investment plan, as well as to oversee a One Stop delivery of comprehensive services for job seekers and employers alike.

While the newly-authorized WIOA incorporates some minor changes into the composition and duties of the workforce investment boards, the overall federal workforce development

² Public Law 105-220

³ Public Law 113-128



system remains in place. It is important to note, however, that Congress has given both state and local areas a great deal of flexibility in determining how this structure will be put into place, and how services can be delivered through the One Stop system.

Under the law, for example, the WIB is not limited purely to overseeing and/or administering only WIOA funding or WIOA-eligible populations. The WIB may be integrated into a broader workforce system, and may oversee or coordinate the delivery of services within the local workforce system, regardless of funding source. Again, while a WIB is required under federal law to receive and then administer the region's federal WIOA funding, its functionality and/or oversight may be broadened beyond WIOA.

Interestingly, while WIOA defines countless terms associated with workforce development—such as “workforce development board” and “workforce development activity”—it does not explicitly define the term workforce development. States and localities, therefore, are given the latitude to determine exactly what this term means.

It is critical, then, that local WIBs and others involved in a local workforce development plan and delivery system understand how this term is being defined. As will be shown later in this report, many stakeholders in Montgomery County are unclear on this term. Nor are they clear on the term “economic development” and how it related to workforce development.

TERMS TO REMEMBER

(AS DEFINED IN FEDERAL STATUTE)

Workforce Investment Act (WIA): The 1998 law that created the primary structure for workforce development at the state and local levels.

Workforce Innovation and Opportunities Act (WIOA): The 2014 reauthorization of WIA.

Workforce Investment Boards (WIBs): Local workforce investment boards, in partnership with local elected officials, plan and oversee the local system to distribute federal resources. Local plans are submitted for the Governor's approval. Local boards designate “One-Stop” operators and identify providers of training services, monitor system performance against established performance measures, negotiate local performance measures with the state board and the Governor, and help develop the labor market information system. A WIB may also oversee programs and services beyond those funded by WIOA.

One Stop Delivery System: a locally established structure for coordinating and providing comprehensive workforce development services, including placement and job training. While the One Stop system must provide services associated with the local plan, One Stops may provide an expanse of services beyond those funded under WIA/WIOA. In Montgomery County, there are two One Stop centers, one in Germantown, the other in Wheaton.



Background

President Clinton signed the Workforce Investment Act into law in August 1998. Conceived, debated and enacted in an era of federal program consolidation and a move toward greater local programmatic control and flexibility, WIA created a comprehensive workforce investment system designed to fundamentally change the way employment and job-training services were delivered.

In one of its major programmatic changes, WIA eliminated the Job Training Partnership Act of 1982, along with its private investment councils. In its place, WIA established a new structure to oversee a seamless delivery of services for adults, youth, and dislocated workers, overseen at the state and local level by Workforce Investment Boards. These boards, appointed by chief elected officials in the local area, are tasked with writing the local workforce development plan. WIBs are also required to have a majority of their seats occupied by representatives of local employers, with the other seats taken by educators, labor representatives, and other stakeholders. Ideally, this ensures that the concerns, interests, and needs of employers will be reflected in the local workforce plan.

More ambitiously, the Workforce Investment Act required the consolidation of services provided by 17 categories of federal programs—funded in FY2014 at \$15 billion annually—to be provided through a One-Stop delivery system. Since 1998, state and local governments have used these federal dollars to establish nearly 3,000 One Stop centers, including three located in Montgomery County: Germantown, Wheaton, and in the Montgomery County Correctional Facility. In FY2014, these three One Stops served 13,758 individuals.

The One Stop delivery system was designed to address what was seen as a disconnect between the various federal job training and employment programs, many of which had overlapping jurisdictions and clients or conflicting requirements. Under WIA, One Stops consolidate and coordinate all these activities for all clients, including adults, youth, and various targeted subpopulations.

For job seekers, these One Stops should make employment and training services easy to find, easy to understand and, when needed, easy to access. Ideally, job seekers should be able to enter a One Stop facility not only to look for available jobs for which they believe they are already qualified, but also to find information about training and other programs to give them the skills



needed to acquire a job for which they may not yet be fully qualified. Moreover, job seekers act as an available labor pool for one of the One Stop's most important customers: employers.

WIA served as the nation's primary workforce development program for fifteen years, until it was reauthorized in July 2014 as the Workforce Innovation and Opportunities Act. While WIOA made a number of changes involving the duties and makeup of the WIBs, the underlying structure for delivery of workforce services remains intact.

Major Challenges: Addressing the Skills Gap

While both WIA and WIOA provide states and local areas with a great deal of flexibility in establishing their WIBs and setting up and running their One Stop delivery system, the overall implementation of WIA, as we'll show

Job growth in certain sectors far outpaces the county's ability to fill those jobs with qualified applicants.

below, has seemed to widen the so-called "skills gap"—the chasm between the skills required for a job versus the current skills of job seekers. This is true both nationally and in Montgomery County, where job growth in certain sectors far outpaces the county's ability to fill those jobs with qualified applicants. For example, according to a 2010 report from Trust for America on the national nursing shortage, Maryland has an estimated shortage of 7,000 nurses. In Montgomery County, the number of jobs for Registered Nurses is projected to increase from nearly 20,000 in 2010 to more than 25,000 in 2020.

Part of the problem stems from the initial philosophy behind the 1998 version of WIA. The Workforce Investment Act was signed shortly after the passage of the first comprehensive welfare reform legislation, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA). PRWORA imposed stricter work requirements on recipients of public assistance, including those receiving Temporary Aid for Needy Families (TANF) benefits.

At the time of its passage—that is, before the economic downturn of the mid-2000s—the WIA was seen mainly as a "gateway" or bridge service for moving the unemployed or underemployed into the workforce, largely by giving them the skills they needed to secure a job of their choosing, rather than one that reflects the needs of the local market.

While President Clinton acknowledged the skills gap at the time he signed WIA into law in



1998—pointing out that “there are hundreds of thousands of jobs which are going begging that are high-wage, high-skill jobs” for which there are not enough qualified applicants—the driving concept behind the new law was mainly to move applicants into the workforce, rather than targeting job seekers toward jobs or training that met the specific needs of employers. As President Clinton noted, WIA provided job seekers with employment information they needed, “so that they could decide...what to do with the help we were giving them, on the theory that they would know their own best interest and be able to pursue it.”⁴

While well intentioned, this approach has had the unintended result of tilting the current system toward the desires of the job seeker. Those job seekers now have skills, certainly, but not necessarily skills aligned with the needs of employers. This leads to the skills gap.

As currently structured, then, the One Stop delivery system needs to be more fully cogent of and accountable to the needs of local employers. This is consistent with the law’s statutory language, which requires that One Stops help employers identify and recruit skilled workers. The law also gives One Stops the flexibility to provide a variety of tailored services, including hiring, assessments and training services that meet the specific needs of each employer.

Further, federal law also requires that businesses have a 51 percent majority of the seats on any state or local WIB, reflecting a legislative intent to involve businesses as key decision makers and participants in both the development and delivery of workforce services. Too often, however, local officials merely populate their boards with business representatives as required, consult with businesses on the writing of the local plan, and then build and oversee the delivery of services without much additional involvement or engagement from business.

As a result, WIA tends to emphasize employment, retention, and earnings of job seekers, but without any direct correlation to the real or perceived needs of employers, further widening the skills gap.

⁴ Quotes in this paragraph from President William J. Clinton, “Remarks on Signing the Workforce Investment Act of 1998,” August 7, 1998. Emphasis added.



Moving Forward

With the enactment of WIOA, Montgomery County—and countless other communities around the nation—has a new opportunity to reorganize and re-prioritize its workforce development system. It should be re-emphasized that WIOA, like WIA before it, is intrinsically designed to give states and localities flexibility in deciding how to implement the one-stop system, allowing local one-stops to try new approaches and tailor their systems to the needs of both local job seekers and employers.

In this report, we'll highlight some of the innovative approaches other localities have taken to provide workforce development services, including programs with a much more integrated employer focus. We should also make clear that as we studied innovative practices, we did not find an “off the shelf” model that could be applied unilaterally to any local workforce area; rather, we were able to identify promising practices that localities can adopt as part of a larger and comprehensive approach to workforce development.

In many places, local areas have used the law's flexibility to implement their own visions for

1. streamlining services for job seekers,
2. engaging the employer community, and
3. building a solid one-stop infrastructure by strengthening partnerships across programs and raising additional funds.

The General Accounting Office has found, for example, that many of the best One Stop delivery systems had employer-focused staff working with specific industries in order to respond better to local labor shortages.

Others worked with employers through intermediaries, such as the Chambers of Commerce or economic development entities, in order to market one-stop services and expand their base of employer customers.

Finally, many of the best One Stop delivery systems went beyond providing basic services to employers by tailoring services to meet individual employers' needs, such as specialized recruiting and applicant pre-screening, customize training opportunities, and assessments using employer specifications.



These tailored services were used to maintain employer involvement and increase employment opportunities for job seekers.⁵ Clearly, the most effective workforce development systems are those in which One Stops directly engage employers at every step of the process.

We strongly encourage Montgomery County to more deliberately engage with employers beyond the mere statutory requirements of the law, ensuring not only their involvement with the development of the state plan, but on through to the provision of services and training.

⁵ See General Accounting Office, Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, But More Research and Information Sharing is Needed, GAO-04-725, June 2003.





03

HIGH DEMAND/HIGH GROWTH
INDUSTRIES THAT REQUIRE AN
ASSOCIATE DEGREE OR LESS

Overview

We live in a complicated economy.

Over the last decade or so, as national and regional economies declined, Montgomery County—long accepted as Maryland’s economic engine—has been incredibly fortunate to have a smart, committed workforce.

The county’s employers and employees have continued to provide the jobs and services that have made Montgomery County one of the best counties in the United States in which to work, live, and raise a family. That’s good for Montgomery County, good for Maryland, and good for the United States.

As the economy has improved over the past few years, businesses are growing again. Some sectors have grown exponentially in a short amount of time. People are returning to work after being unemployed for months, sometimes years. Many people who gave up on looking for work are tenuously seeking employment again, sensing new optimism and new opportunities.

In general, the news in Montgomery County is encouraging. In 2014, a [New York Times study](#) ranked Montgomery County as the nation’s sixth best county in which to live, taking into account median income, college education, and overall health. Median income is \$96,985, more than half the county’s residents are college educated, and unemployment is 5.1 percent.⁶

But here’s where things start to get complicated: while things are looking up, the Greater Washington DC Metropolitan area—which includes Montgomery County—has some reason to be concerned.

CITIES BY JOB GROWTH

1. New York
2. Dallas
3. Houston
4. Los Angeles
5. Miami
6. Atlanta
7. SF-Oakland
8. Boston
9. Seattle
10. Phoenix
11. Chicago
12. Minneapolis
13. Philadelphia
14. Washington
15. Detroit

⁶ Alan Flippin, “Where Are The Hardest Places To Live in The U.S.?” New York Times, June 26, 2014.



Looking at job growth over the last year in the 15 major metropolitan areas—including Los Angeles, Chicago, Boston and Atlanta—the DC region ranks nearly dead last, barely edging out Detroit, and finishing behind Phoenix and Philadelphia.⁷ And of the jobs that are being created in the region, they're not happening quickly enough in industries in which workers can earn enough to live in the area.⁸ That's a problematic one-two punch: [job growth is anemic, and people working hard in our county can't afford to live here.](#)

There's more: it's also becoming clear that [when new jobs are created in Montgomery County, there aren't enough qualified workers to fill them.](#) By some estimates, between 2012 and 2022, in Montgomery County there will be almost 175,000 new jobs—and there won't be workers with the skills necessary to fill them.⁹

Even as we're creating new jobs in this new economy, we have to make sure that every American has the skills to fill those jobs. And keep in mind, not every job that's a good job out there needs a four-year degree, but the ones that don't need a college degree generally need some sort of specialized training.

- President Obama, July 2014

As a nation, the numbers are staggering: According to the U.S. Chamber of Commerce, American employers spend over \$486 billion on training annually, mostly for existing employees. At the same time, the Federal government spent \$16 billion on federal job training programs last year. There's that skills gap again—with very real costs and consequences.

This is more than just a math problem. Right now, [employers nationally attribute half of their unfilled jobs to a lack of skilled workers for that job; meanwhile, 60 percent of applicants are unqualified to do the jobs for which they apply.](#) That's a formula for disaster.

If Montgomery County is indeed Maryland's economic engine, then—to continue with this metaphor—it's got too much motor and not enough fuel to keep it running. Skilled workers are crucial to filling these jobs and, ideally, keeping our economy moving and growing.

7 Steve Fuller, 2014. <http://www.bizjournals.com/washington/blog/2014/08/stephen-fuller-paints-greater-washingtons-economy.html>

8 Stephen S. Fuller, "The Washington Area Economy: A Mid-Year Review and Early Forecast for 2015," George Mason University, Center for Regional Analysis, 2014.

9 Center for Regional Analysis, George Mason University.



It is vital, however, to have a clear understanding of exactly what kinds of jobs will be available in Montgomery County over the next decade, and what skills will be necessary to fill them. What jobs will be the most high-demand over the next decade? Does a high-demand job mean a job that pays enough to live in the county? What skills or education are required for these jobs—and, specific to the purposes of this report, are there high-demand jobs that can be had for an Associate degree or less?

“[E]ven as we’re creating new jobs in this new economy, we have to make sure that every American has the skills to fill those jobs,” said President Obama in July 2014. “And keep in mind, not every job that’s a good job out there needs a four-year degree, but the ones that don’t need a college degree generally need some sort of specialized training.”¹⁰

We tend to agree: most good jobs—jobs that pay an economic security wage—tend to require at least some post-secondary training, whether it’s an Associate degree or a certification program.

Yet, as we discovered in the course of compiling the data for this report, many of the county’s most high-demand occupations don’t require a bachelor’s degree—or even an Associate degree or certificate. [For a county that identifies itself strongly with its high-tech sector, it is remarkable that the county’s highest-demand occupations do not more directly involve these industries.](#) Further, a majority of Montgomery County’s high-demand jobs don’t pay enough for an employee to live in the county.

In short, we’re seeing an increase in jobs that don’t require highly-skilled employees, paying wages that don’t permit an employee to live here. The county isn’t attracting the kind of employers and jobs it needs for a growing, vibrant economy in the coming decades—and that’s obviously not the trajectory the county wants to be on.

For purposes of this report, the Department of Economic Development has asked us to examine which high-demand jobs may be available in the county to job seekers who do not possess a four-year degree. This report, then, will look not only at high-demand jobs requiring an Associate degree or some kind of post-secondary training, such as a certification program, but also high-

¹⁰ Remarks of President Barack Obama, signing ceremony for the Workforce Innovation and Opportunity Act, July 22, 2014.



demand jobs that require no more than a high school education—and there are more of them than you might think.

The county is rightly concerned about closing the skills gap to train its workers and fill the county's most high-demand occupations. But economic development is more than just providing job seekers with training and job placement. A vibrant economy is a growing economy—an economy that creates new jobs that pay well enough for employees to live here. The data you're about to see tells a compelling and, we'll admit, unexpected story.

Put simply, Montgomery County doesn't just need to fill its high-demand jobs. To achieve true economic growth, Montgomery County must create the right kinds of jobs, and prepare its population to fill them.

The Jobs Situation in Montgomery County

"HIGH-DEMAND" JOBS WILL ACCOUNT FOR MORE THAN HALF OF JOB OPENINGS

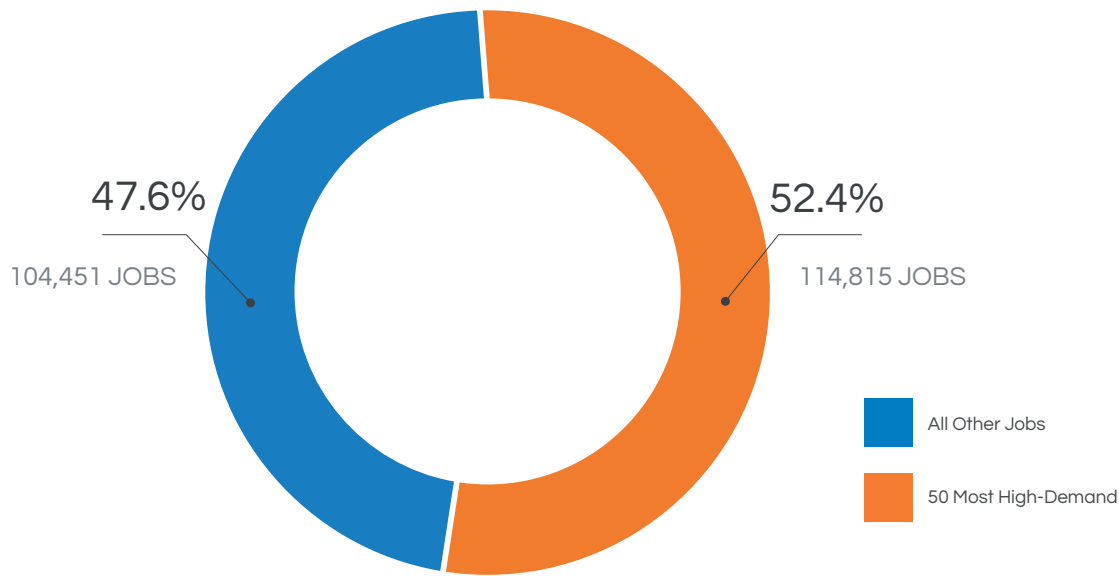
First, a bit about methodology: To determine which jobs should be considered "high-demand," we compiled a large amount of data on jobs and job growth in the county over the decade of 2010-2020, using data and analysis provided by the Maryland Department of Labor, Licensing and Regulation (DLLR), the U.S. Department of Labor, the Economic Modeling Specialists International database, and the George Mason Center for Regional Analysis.

The jobs were then ranked, in order, based on the total number of new and replacement jobs projected to be created over a ten-year period. While some occupations have higher growth rates than others percentage wise, we determined and ranked jobs purely by the number of openings.

Over the next ten years, Montgomery County will have approximately 219,000 total job openings—a number that includes not only new jobs that are being created, but also positions that open up as jobs are vacated or workers retire. Of those 219,000 job openings, the fifty highest-demand occupations will account for approximately 115,000, or 52 percent, of those positions. The remaining ~104,000 job openings are distributed over approximately 600 classified occupations.



FIGURE 2: TOTAL JOB OPENINGS IN MONTGOMERY COUNTY BETWEEN 2010 AND 2020



TOP 50 JOBS

- | | |
|---|---|
| 1 Registered Nurses | 27 Medical and Health Services Managers |
| 2 Cashiers | 28 Software Developers, Systems Software |
| 3 Retail Salespersons | 29 Cooks, Institution and Cafeteria |
| 4 Nursing Aides, Orderlies, and Attendants | 30 Security Guards |
| 5 Office Clerks, General | 31 Information Security Analysts, Web Developers, and Computer Network Architects |
| 6 Customer Service Representatives | 32 Truck Drivers, Light or Delivery Services |
| 7 Business Operations Specialists, All Other | 33 Dining Room and Cafeteria Attendants and Bartender Helpers |
| 8 General and Operations Managers | 34 Licensed Practical and Licensed Vocational Nurses |
| 9 Janitors and Cleaners, Except Maids and Housekeeping Cleaners | 35 Laborers and Freight, Stock, and Material Movers, Hand |
| 10 Waiters and Waitresses | 36 Computer Systems Analysts |
| 11 Receptionists and Information Clerks | 37 Market Research Analysts and Marketing Specialists |
| 12 Management Analysts | 38 Securities, Commodities, and Financial Services Sales Agents |
| 13 Child Care Workers | 39 Medical Secretaries |
| 14 Maids and Housekeeping Cleaners | 40 Executive Secretaries and Administrative Assistants |
| 15 Health Diagnosing and Treating Practitioners, All Other | 41 Amusement and Recreation Attendants |
| 16 Home Health Aides | 42 Sales Representatives, Services, All Other |
| 17 First-Line Supervisors/Managers of Office and Administrative Support Workers | 43 Software Developers, Applications |
| 18 Accountants and Auditors | 44 Teachers and Instructors, All Other |
| 19 Counter Attendants, Cafeteria, Food Concession, and Coffee Shop | 45 Food Servers, Nonrestaurant |
| 20 Managers, All Other | 46 Network and computer systems architects and administrators |
| 21 Landscaping and Groundskeeping Workers | 47 Stock Clerks and Order Fillers |
| 22 Physicians and Surgeons, All Other | 48 Human resources, labor relations, and training specialists, all other |
| 23 Personal and Home Care Aides | 49 Hairdressers, Hairstylists, and Cosmetologists |
| 24 Computer Support Specialists | 50 First-Line Supervisors/Managers of Retail Sales Workers |
| 25 Food Preparation Workers | |
| 26 Secretaries, Except Legal, Medical, and Executive | |



What are these high-growth/high-demand jobs?

Far and away, the fastest-growing occupation in the county over the next decade—meaning it will be adding the highest number of new and replacement jobs—is nursing, adding a little over 9,000 positions.

The next highest growing occupation is cashiers, adding nearly 5,000 jobs over the decade, followed closely by retail salespeople, nursing aides and orderlies, and office clerks. (For the complete list of the 50 fastest growing occupations in Montgomery County, see Appendix C.)

NEARLY HALF OF THE HIGH-DEMAND JOBS ONLY REQUIRE A HIGH SCHOOL DIPLOMA OR LESS

It is important to examine what kinds of jobs are the fastest growing in region. [In the ten highest-demand jobs in Montgomery County, none require a bachelor's degree.](#) Three—registered nurses, operations specialists, and general/operations managers—require an Associate degree, while one—nursing aides and orderlies—requires a post-secondary certificate. For the remaining six occupations in the top ten, no education beyond a high school diploma is required.

Even within these, it is important to engage with employers to understand changing trends; in the case of registered nurses, local hospitals report that they now prefer registered nurses with a bachelor's degree, as this has been demonstrated to improve patient outcomes. While an Associate degree technically is only required for entry, increasingly, it takes a four-year degree to be employed in this profession.¹¹

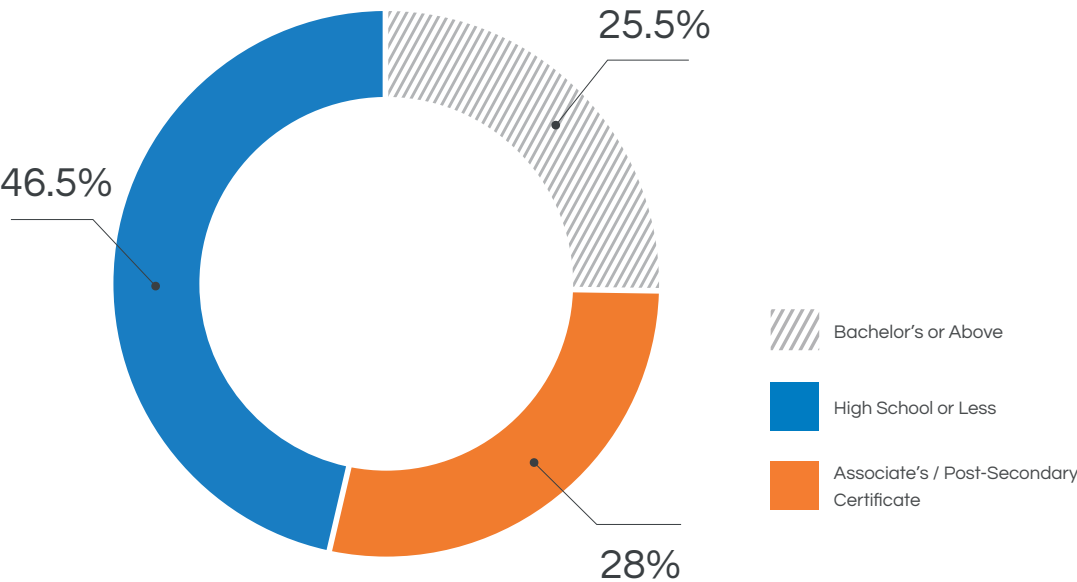
Looking at the Top 50 most high-demand jobs in Montgomery County, then, we see that 47 percent require only a high school diploma or less, while 28 percent demand an Associate degree or a post-secondary certification. That leaves only a little more than a quarter (26 percent) of high-demand jobs that require a bachelor's degree or higher.

By some estimates, 63 percent of U.S. jobs will require some level of post-secondary training.¹² Nearly three-quarters of U.S. companies (73 percent) expect an increase in their demand for

¹¹ See "Fact Sheet: Creating a More Highly Qualified Nursing Workforce," American Association of Colleges of Nursing. Retrieved at <http://www.aacn.nche.edu/media-relations/fact-sheets/nursing-workforce>

¹² Anthony P. Carnevale, Nicole Smith, and Jeff Strohl. Help Wanted: Projections of Jobs and Education Requirements Through 2018, Georgetown University Center on Education and the Workforce, June 2010.

FIGURE 3: DEGREE REQUIREMENTS OF TOP 50 MOST HIGH-DEMAND JOBS IN MONTGOMERY COUNTY BETWEEN 2010 AND 2020



Of the top 50 most high-demand jobs in Montgomery County, only 47% require a high school diploma or less, while 28% demand an Associate’s degree and 26% require Bachelor’s degree or higher.



“middle-skills” jobs—jobs that generally require more than a high school diploma but less than a four-year degree—over the next few years. At the same time, more than half (56 percent) of those surveyed are struggling to find people with the qualifications to fill existing middle-skills vacancies—that skills gap again.¹³

Clearly, there is a demand nationally for these “middle skills” jobs. In Montgomery County, however, only 28 percent of the county’s high-demand jobs are considered middle skill. While county employers—like employers nationally—struggle with the skills gap, middle skills jobs make up less than a third of the county’s workforce.

In short, the county isn’t creating nearly as many higher skills jobs that pay an economic security wage as might be expected.

And of the jobs the county is creating that don’t require a bachelor’s degree or higher, nearly half of those don’t require training beyond a high school diploma. When it comes to high-demand jobs in Montgomery County, the educational requirements for those jobs are increasingly skewing down, not up.

LESS THAN HALF OF THE TOP 50 HIGH-DEMAND JOBS PAY AN ECONOMIC SECURITY WAGE

Just as important as breaking down the educational requirements of the county’s Top 50 high-demand jobs is an understanding of what these jobs pay. Looking at the Top 50 high-demand jobs, only 46 percent of them pay an economic security wage.*¹⁴

In Montgomery County, an economic security wage is \$22.31 per hour—approximately \$47,000 per year—which is the individual income level needed to pay for living expenses, including rent/mortgage, utilities, groceries, and health care.

¹³ “Nearly Three-Quarters of U.S. Companies Expect Their Demand for Middle-Skills Jobs to Increase, Accenture Research Shows,” Accenture News Release, November 14, 2014. Retrieved at <http://newsroom.accenture.com/news/nearly-three-quarters-of-us-companies-expect-their-demand-for-middle-skills-jobs-to-increase-accenture-research-shows.htm>

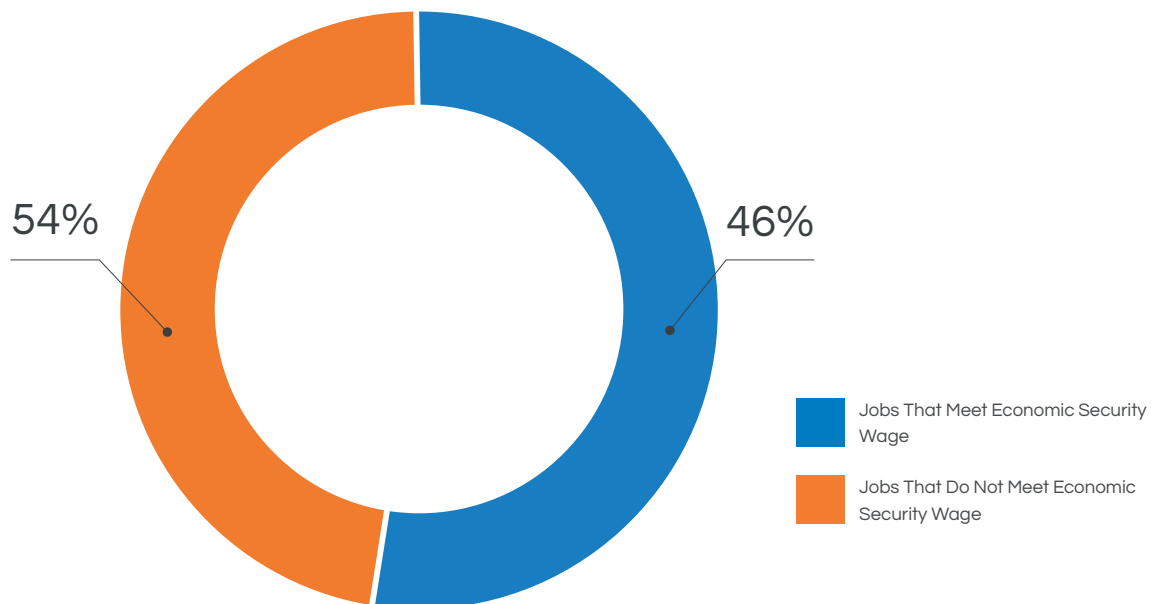
¹⁴ Source: <http://www.wowonline.org/wp-content/uploads/2013/05/DC-Basic-Economic-Security-Tables-Report-2010.pdf>



That means that even if the county were to fill every high-demand job in the county, more than half of the employees in those jobs couldn't afford to live in Montgomery County.

The numbers become even more alarming when we look only at the high-demand jobs that pay enough to live in the county. Of the high-demand jobs that do pay an economic security wage, 70 percent of those jobs require a bachelor's degree or higher. Only 30 percent of the county's

FIGURE 4: % OF TOP 50 HIGH-DEMAND JOBS THAT PAY ABOVE MONTGOMERY COUNTY'S BASIC ECONOMIC SECURITY WAGE (\$22.41 PER HOUR)



*** ECONOMIC SECURITY WAGE**

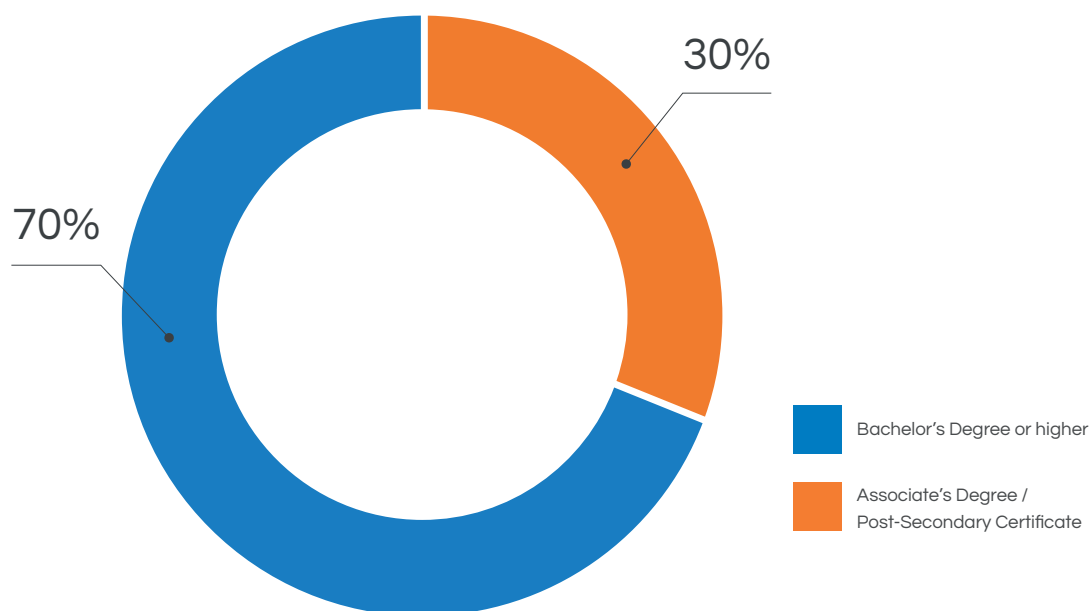
Calculated using the Basic Economic Security Tables Index (BEST), a measure of the basic needs and assets workers require for economic security throughout a lifetime and across generations. The BEST captures the local variance in prices that determine how well incomes allow families to make ends meet. The core BEST Index contains basic budget items essential to all workers' health and safety: housing, utilities, food and essential personal and household items such as clothing, household products and a landline telephone. Because the BEST is an exploration of the minimum income families require to achieve security, it assumes that single heads of household and both adults in a two-adult household work outside of the home. Basic needs are not enough to ensure financial stability.



high-demand jobs that pay an economic security wage can be acquired with an Associate degree or post-secondary certification.

In real numbers, there are seven high-demand occupations in Montgomery County—providing about 22,000 job openings over the 10-year period—that require an Associate Degree or lower that also pay an economic security wage.

FIGURE 5: EDUCATION REQUIRED FOR HIGH-DEMAND JOBS PAYING AN ECONOMIC SECURITY WAGE



30 percent of the county's high-demand jobs that pay an economic security wage can be acquired with only an Associate degree or post-secondary certification.

FIGURE 6: HIGH-DEMAND ASSOCIATE’S DEGREES OR LESS PAYING ECONOMIC SECURITY WAGE

Occupational Title	Total Job Openings	Median Wage	Degree Held
Registered Nurses	9,359	\$34.04	Associate’s Degree
Business Operations Specialists, All Other	3,120	\$39.44	Associate’s Degree
General and Operations Managers	3,036	\$60.06	Associate’s Degree
Computer Support Specialists	2,071	\$27.15	Associate’s Degree
Licensed Practical and Licensed Vocational Nurses	1,564	\$24.48	Post-Secondary Certificate
Computer Systems Analysts	1,508	\$40.02	Associate’s Degree
Executive Secretaries and Administrative Assistants	1,422	\$30.37	Associate’s Degree

And perhaps the most staggering bit of data in the chart above is what you’re not seeing. Mainly, [for those with a high school diploma or less, there are no high-demand jobs available that will pay enough to live in the county.](#) Period.

This is consistent with what we know nationally: job applicants with only high school degrees are among the worst off economically. Just three out of ten can expect to make \$35,000 a year or more in their lifetimes.¹⁵ In 2011, workers with a high school diploma or less constituted 36.4 percent of the nation’s total workforce, but 54.3 percent of low-wage workers.¹⁶

Over the next decade, those with only a high school degree are increasingly out of options in Montgomery County. [Clearly, the county must take every step to encourage its high school students to complete high school and go on to achieve at least some post-secondary education,](#) whether it is a Bachelor’s degree, Associate degree or professional certification.

¹⁵ Strohl.

¹⁶ Rebecca Thiess, “The Future of Work: Trends and Challenges for Low-Wage Workers” (Briefing Paper 341), Economic Policy Institute, April 27, 2012. It should be noted that in 2011, only 31.5 percent of low-wage workers (defined as below the national poverty line for a family of four, or \$23,005 per year) lived in households with a family income greater than \$50,000—indicating that low-wage workers are not pre-dominately teenagers living with their parents or adults with low-paying jobs living with a higher-earning spouse.



Lessons Learned

Adopt an Informed, Involved, Demand-Driven Approach:

While both WIA and WIOA tout employers as their primary customer, as we have already seen, local workforce activities—in Maryland and beyond—have tended to focus more on the job seeker—a so-called “supply driven” approach. While countless communities need to more purposefully look to business to inform them of their needs and counsel job seekers accordingly, a demand-driven approach is more than just looking at regional predictions and economic projections in the name of anticipating future workforce needs.

A meaningful demand-driven approach must involve employers pro-actively, anticipating not just what jobs there are, but also what jobs might be. Every WIB is required under law to look at regional job projections from the Bureau of Labor Statistics (BLS), for example—but local systems must look beyond BLS and snapshots of current data. As the saying goes: “skate to where the puck is going to be, not where it is.” Ensure that employers are engaged in an actively informed and involved manner, ensuring regular input, real-time information, and anticipation of trends.

This pro-active engagement would permit the local region to better anticipate, for example, new or emerging industries that may not have been captured in BLS data, simply because they’re too new for BLS to include or count. We’re already seeing this in Montgomery County and the DC region in the new industry of cybersecurity. In 2013, the Washington Metropolitan area had more than 23,000 total postings for cybersecurity, with an average salary of \$93,028, a figure far higher than any other region.¹⁷ But again, as an emerging sector, this data isn’t necessarily reflected in regional projections or data. Ten years ago, no one would ever have projected 7,000 new jobs in the county in cybersecurity—because ten years ago, cybersecurity wouldn’t have been captured in BLS data.

High-Demand Jobs Don’t Always Equal “Good” Jobs:

Montgomery County is creating new and high-demand jobs over the next decade; it’s just not creating the right kind of jobs. As we’ve shown, high-demand jobs are not always the kind of jobs that pay enough for employees to live in the county—and when it comes to high-demand jobs for job seekers with an Associate degree or lower, the prospects are even bleaker. Even if every

¹⁷ Susan Halzack, “Evidence That The DC Area Really Is a Hotbed for Cybersecurity Jobs,” Washington Post, March 5, 2014.

high-demand job in the county were filled, a high number of workers in those jobs would be earning far below an economic security wage. Plainly put, the jobs being created in Montgomery County are not the kinds that create a vibrant economy.

That said, [this is not a minimum wage issue](#). A vast majority of the high-demand jobs being created are in the service sector or other industries where wages are relatively consistent across the United States. Even if the salary for a barista at a coffee shop were to be raised to the national high minimum wage of \$15 per hour, a full-time employee would still be paid well below the \$22 per hour required to make an economic security wage in Montgomery County.

More importantly, [Montgomery County needs to diversify its economy](#), stimulating growth in higher paying sectors—as well as decreasing its reliance on government-related jobs, a sector that is already shrinking in the county and in the greater Washington DC region. George Mason University’s Center for Regional Analysis estimates that the federal government spent \$13.4 billion less in the Washington area in 2013 than in 2010. In Maryland, that translates into a \$600 million budget deficit next fiscal year, and nearly \$300 million for the current fiscal year.¹⁸

Education Matters:

Looking at the data, one thing is abundantly clear: earning a living in Montgomery County requires education beyond merely a high school diploma.

[It is vital, then, that the county encourage high school students to graduate and pursue some form of postsecondary education, whether it’s a four-year degree, an Associate degree, or a certification program.](#)

In Montgomery County, approximately 20 percent of county high school graduates don’t pursue either a two- or four-year degree. Further, approximately 12 percent of students do not graduate high school. As we’ve shown, of the 22,000 job openings over the next decade that require less than a four-year degree and pay enough to live here, none of the high-demand jobs are available for those with only a high school diploma.

We recognize that two-year degrees or certification programs are often unfairly stigmatized

¹⁸ Antonio Olivo, “Washington Area Seeks to Break Free From Federal Spending,” Washington Post, November 24, 2014.



as less rigorous. A study by the Community College Research Center, in fact, noted that many managers in highly-educated regions (meaning a region with a higher percentage of residents with four-year degrees) “were more likely . . . to indicate that an Associate degree signified a lack of academic ability, initiative, or skill . . . An Associate degree can stigmatize its holder by implying broad deficiencies when compared with a bachelor’s degree.”¹⁹

Even the federal financial aid system makes a judgment call of sorts, favoring four-year degrees over certification or vocational programs: federal student aid is unavailable for certification programs, for example, because such programs do not lead to a degree. [And yet, for those job seekers who decide a four-year degree is either not desirable or unaffordable, an Associate or certification program can offer a practical and inexpensive route to economic stability.](#) (Many college graduates, in fact, carry a staggering amount of student loan debt for much of their working lives. A recent report shows that the average debt for college graduates with student loans was \$28,400 in 2013.)²⁰

Employment opportunities are more strictly limited for those with Associate degrees or certifications, certainly, but not as limiting as for those with only a high school diploma. In some cases, in fact, those with Associate degrees may actually out-earn those with four-year degrees; nationally, nearly 30 percent of Americans with Associate degrees make more than those with bachelor’s degrees. Further, on average, men with postsecondary certificates earn 27 percent more than men with high school diplomas, while women earn 16 percent more.

Still, finding a way to move job seekers into high-demand jobs that don’t require anything beyond an Associate degree is not the solution to the county’s workforce development problems. As we’ve shown, even an Associate degree doesn’t guarantee a job that pays an economic security wage.

What is clearly needed is a comprehensive career pathway program.

There are a few career pathway programs offered in the county, like Rx for Employability or Montgomery College’s Building Trades Apprenticeship Program, which have directly aligned their activities on the basis of employer need and identified internal pathways within the employer.

¹⁹ Michelle Van Noy & James Jacobs, *Employer Perceptions of Associate Degrees in Local Labor Markets: A Case Study of the Employment of Information Technology Technicians in Detroit and Seattle*, Community College Research Center, February 2012.

²⁰ Keith Button, “The Average Student Load Debt for the Class of 2013 is \$28,400,” *EducationDive.com*, November 13, 2014.



Conclusion

Just because a job seeker lands a high-demand job doesn't mean he or she is getting paid a wage high enough to live in the county. Filling all the high growth and high-demand jobs is job placement, not workforce development—and it's definitely not economic development. Filling high-demand jobs is simply a start, but it's not enough to create the kind of vibrant economy we expect of Montgomery County.

Workforce development is economic development. The county needs to create a more demand-driven workforce development system that incorporates job information in real time; it needs to invigorate its economy; and it needs to encourage its residents to become lifelong learners, acquiring skills and education needed to enter, succeed, and earn an economic security wage in our economy.





04

MONTGOMERY COUNTY
PROGRAMS ADDRESSING
CAREER PATHWAYS AND
WORKFORCE DEVELOPMENT

Overview

Montgomery County residents presently have access to a variety of workforce development programs, offered by a group of providers—from Montgomery County government, to Montgomery College, to private and non-profit providers.

The appendix to this report contains a comprehensive environmental survey of programs offered in the county, regardless of whether those programs receive county support and/or funding. This list was sourced largely from Montgomery Moving Forward, the Montgomery County Maryland Youth Resource Map, and independent research conducted by SkillSmart. While we made every effort to be as thorough as possible—there are over one hundred programs listed in the environmental survey—this survey may not necessarily represent a listing of every program offered in the county. Further, a program’s inclusion on or inadvertent absence from this list is not intended to be a statement of quality, either good or bad, of that particular program.

For this environmental survey, SkillSmart has collected the following data (when available) for each program:

- Program Name and Description
- Funding Source
- Service Area
- Contact Information
- Target Populations
- Eligibility Requirements
- Fees Required for Participation
- Delivery Site Locations
- Annual Budget



What We Know

In compiling this environmental survey, we noted a number of trends among providers, programs, and target populations.

No one “owns” workforce development.

While the Workforce Investment Board, by statute, “oversees” the Federal portion of the county’s workforce investment system, and—again by statute—operates the county’s One Stop providers, there is no true owner of the greater system of organizations providing services, with no organizational or systemic accountability. Services are delivered by a wide range of providers, with varying approaches to workforce development, differing targeted populations, and different degrees of focus on employment. There is a marked lack of coordination between providers, as well as overlapping services, that could be mitigated with either a systemic or organizational overseer.

For many organizations, employment is only part of it.

While most organizations on the list identify “workforce development” as one of their goals, for most, job placement is only a small part of what they do. Whether it’s teaching resume writing, interviewing, proper attire—the so-called “life skills”—or providing access to child care or education programs, the county’s many organizations provide a web of much-needed services that can lead to a job. There are fewer organizations, however, that concentrate strongly on employment.

This begs several questions: Should every organization that identifies workforce as one of its objectives necessarily have a job placement component? Does providing job placement services dilute the underlying mission of these service organizations, or become secondary to the provision of other services?

Would it make more sense for an organization to focus on providing life skills or childcare services, and then move the customer seamlessly to an organization that concentrates more directly on job placement?

Services should be better aligned with the needs of employers.

Few organizations, even those with a strong focus on job placement, have a meaningful or direct relationship with employers. In other words, there is a lack of a demand-driven approach to



Organizations can provide clearer and more meaningful guidance to job seekers by having a demand-driven relationship with employers to understand the needs and requirements for their positions, including the education and skill prerequisites.

employment. A demand-driven relationship with employers would help organizations ensure they're guiding job seekers toward positions that meet the needs of business and, hopefully, into positions that provide greater opportunities for higher pay and advancement.

Additionally, as has been shown, opportunities are severely limited for those with only a high school diploma. In most cases, **job seekers should be advised, counseled, and guided toward additional education or training,**

whether a two- or four-year degree, or a certification. And yet, even beyond encouraging job seekers to obtain additional education, organizations must be able to counsel and advise their clients on a field of study that is most likely to lead to employment—especially if achieving a degree in that field will require the participant to encumber additional debt.

By working more directly with employers and understanding their educational needs and requirements, organizations can provide clearer and more meaningful guidance to job seekers.

Most programs are targeted at youth.

Most programs offered in the county tend to have targeted populations. However, a vast majority of programs are targeted at youth, whether they're for helping them attain a GED, learning life skills, or bringing ESOL students up to English proficiency. According to a recent OLO report, Montgomery County, including Montgomery College, spent \$4.678 million on Youth Career Development programs alone—and that's only the county's 48 percent share of the costs of these programs.²¹

Further, most of these programs provide a wide range of services, rather than targeting employment. That's not a bad thing—but as mentioned in the first point above, when it comes to the actual employment placement needs of job seekers, they might perhaps be better served by moving them seamlessly toward a provider more directly engaged with employers.

²¹ Elaine Bonner-Tompkins and Sue Richards, Youth and Work in Montgomery County, Office of Legislative Oversight, December 10, 2014



Montgomery County actually spends quite a bit on workforce development.

Like every locality, Montgomery County receives its WIOA funding based on a federal funding formula; under the current formula, the county received \$3.32 million for WIA activities in 2014. However, Montgomery County's workforce development activities and funding are not limited to just the WIB and its One Stops.

In 2014, for example, Montgomery College received more than \$5 million under the federal Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant program to focus on training in the growing cybersecurity industry. Yet, because this type of funding does not flow through the county's Department of Economic Development, nor through the WIB tasked with overseeing workforce development, it isn't usually counted as workforce development funding. In fact, reviewing the environmental survey of programs operating in Montgomery County—including more than a hundred sources in county government, MCPS, Montgomery College, Federal and the private/non-profit sectors—Montgomery County and its service providers presently spends upwards of \$50 million* in workforce development initiatives.

* \$50 MILLION IN WORKFORCE DEVELOPMENT INITIATIVES

This figure includes, among others: \$45 million in MCPS Career and Life Readiness Programs; \$17.4 million in Montgomery College Workforce Development and Continuing Education; \$9.5 million in federal grants, including Perkins, WIA, and TAACCCT; \$6.5 million for Montgomery County Department of Corrections and Rehabilitation Pre-release and Re-entry Services; and \$4.7 million for Montgomery County and Montgomery College Youth Career Development programs.

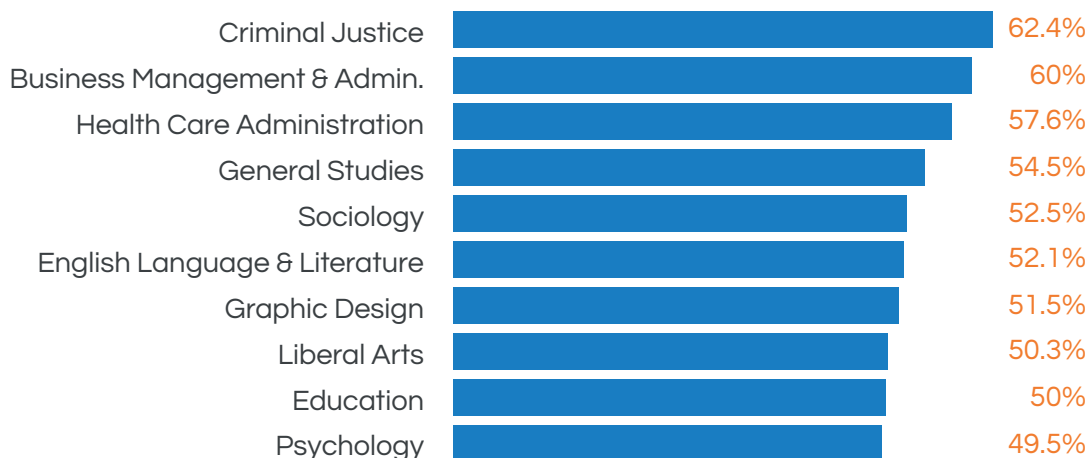
Underemployed? Underserved.

While there are an abundance of programs targeted at youth, one of the most underserved populations are those who are underemployed—that is, those who are in jobs far below their education or skill level. For example, while a recent U.S. Bureau of Labor Statistics report found that the jobless rate for workers with at least a bachelor's degree had fallen to under 3 percent in late 2014, a significant number of those with jobs were considered underemployed, since they were in jobs that don't require a college degree, such as working as a cashier or barista.

That figure may also include workers who lost their jobs during the economic downturn and are having a difficult time finding a similar level of employment to the jobs they left or lost. Figures on the amount of underemployed workers in the county are imprecise, as there is no universal measurement for the term underemployed. We do know, however, which college majors have



FIGURE 7: UNDEREMPLOYMENT BY COLLEGE MAJOR

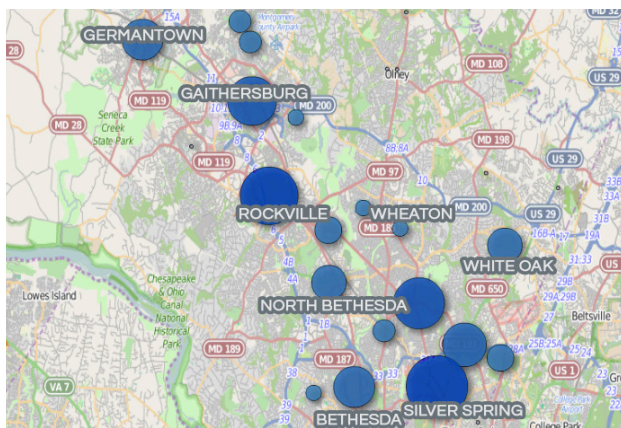


the highest rates of underemployment.²² This falls in line with earlier commentary regarding the counseling of job seekers about four-year degree programs. Clearly, organizations should work closely with employers to increase their awareness of college majors with high levels of underemployment or unemployment.

Programs are clustered in the Silver Spring area.

Most of the programs serving Montgomery County have a tendency to serve populations located in the Downcounty region, particularly the Silver Spring area. A heat map of services shows the following geographic concentrations:

FIGURE 8: HEAT MAP OF POPULATIONS SERVED



²² Lance Lambert, "Underemployment Hits Recent Graduates the Hardest," The Chronicle of Higher Education, October 17, 2014.



Data on funding and number of clients served/placed is not readily available.

In surveying workforce development programs and services offered in the county, it was often difficult to determine how much money was being spent on these programs, how many people were receiving workforce services, and how many had been successfully placed in any kind of employment, especially given that many organizations incorporate workforce as one of many services.

While we sorted through a number of online resources, including copies of annual reports and IRS Form 990s submitted by service providers, we were unable to locate much of this information. Such information is most likely collected and reported, but is not readily available.

A consistent, better-integrated, and more transparent system of reporting requirements is needed to more fully understand the range, cost, and effectiveness of services being offered in the county. New reporting requirements integrated into the recent WIOA legislation may make this information more readily available.

There are few clear “Career Pathways” programs available.

Although federal law has a definition for the term “career pathways,” this is still a relatively new concept. While most providers cite the need to provide students or job seekers with a career pathway, there are few comprehensive programs widely available in the county.

Programs like Rx for Employability and Montgomery College’s Mid-Maryland Transportation and Logistics consortium have recently been introduced; however, providers are still articulating the best ways to make career pathways successful for employers and job seekers alike.

Until there is a clearer understanding of how these and other programs work effectively and together, it is difficult to determine precisely what services are available in the county.





05

MODEL PROGRAMS AND PRACTICES

Methodology

As part of our efforts to identify model programs and practices, we met with and consulted with stakeholders, advocates, service providers, and policy experts in Maryland and beyond. We looked, for example, at programs and services suggested by representatives of Montgomery County Public Schools, Nonprofit Montgomery, Moving Montgomery Forward, Montgomery College, the Montgomery County Workforce Investment Board, and the Workforce Solutions Group.

We also undertook our own independent research, reviewing programs contained in this report's environmental survey, as well as reviewing similar studies of programs in other states and localities such as New York, Seattle and Detroit. Based on these initial discussions, interviews and data reviews, we compiled a list comprised of more than thirty model WIBs and non-profit divisions of WIBs.

Next, we reviewed the community colleges that were distinguished as winners or finalists for Community College Excellence, selected biannually by educators affiliated with the non-profit Aspen Institute.²³ Many, though not all, of these colleges were hailed for their close ties to the state and/or local workforce investment systems, or had been recognized for implementing demand-driven workforce programs. After analyzing these colleges and their programs, the list was culled again, this time to nearly thirty community colleges. This list was pared down again to highlight only the most notable examples.

Finally, we consulted with the National Association of Workforce Boards and reviewed their comprehensive list of more than fifty promising practices across the United States.²⁴ After removing any duplicates from the list, we were left with more than forty notable model programs, services, and practices. (A full list of programs, including short descriptions of each, containing funding information and level of services, appears in Appendix A.) While comprehensive and illustrative, it should be noted that, given the length and time limitations of this report, this list is not intended to be all-inclusive; there are likely many other programs that may be considered "model" that do not appear on this list.

²³ See <http://www.aspeninstitute.org/policy-work/college-excellence/2013finalists>

²⁴ "Promising Practices: Innovations From Workforce Investment Boards," National Association of Workforce Boards, 2014. http://www.nawb.org/promising_practices.asp



There is no single “off the shelf” model program that can or should be duplicated in Montgomery County in its entirety; rather a program should incorporate elements, structures or practices that transcend population size, demographics or industry.

It quickly became clear that there is no single “off the shelf” model program that can or should be duplicated in Montgomery County in its entirety. Some programs, for example, take place in areas with populations that are much too small to be replicated on a scale necessary for an area as large as Montgomery County. Other model programs serve less diverse populations, while still others are in areas in which a high percentage of the population are employed in a single sector, instead of the more dynamic economy of Montgomery County. Scalability remains

one of the county’s major challenges when adapting model programs or practices.

That said, we were able to identify a number of “model characteristics”—that is, program elements, structures, or practices that generally transcend population size, demographics, or employment sectors, and which may be adopted as part of an approach to constructing a model program in Montgomery County.

Model Characteristics

Employers and educators are actively engaged.

Almost without exception, one of the most important elements of an effective, model program is the meaningful involvement of employers and educators. This goes well beyond assigning employers and/or educators to seats on the local workforce boards in order to meet the requirements of the federal statute; rather, successful programs are both demand- and supply-driven: they directly coordinate with employers for a true understanding of their specific needs, while at the same time working seamlessly with educators to ensure job seekers have ready access to the education and training necessary to meet that employer’s need.

In Seattle, for example—an area that demographically resembles Montgomery County—the [Seattle-King County Workforce Development Council \(WDC\)](#) works closely with employers to address specific worker shortages in well-defined industries, and then partners with educators



and other organizations to develop the required workforce to fill those shortages. One of its most successful efforts, the Healthcare Career Pathways program, was specifically developed in response to the concerns of area hospitals, which cited a desperate need for nurses and technicians, and found that due to high costs and limited state funding, local community colleges and nursing schools could not offer enough classes to keep up with the demand. Many aspiring nurses, some of whom already worked within the hospital system, could not afford the training they needed to acquire a nursing degree.

Working in tandem with community colleges and hospitals, the Seattle-King County WDC expanded the capacity of two- and four-year nursing and radiology programs in the county, creating an employment pipeline to move students into and through the training programs. WDC specialists helped job seekers apply for financial assistance for training, while area hospitals contributed both in-kind support, such as use of equipment and office space, and provided funds to subsidize training. Additional funding for the program came from the state and federal government. Over the past decade, over 500 individuals have enrolled in the training, and an additional 50 youth completed training to be a Certified Nursing Assistant funded by a U.S. Department of Health and Human Services grant.

Ultimately, what made the Seattle program notable was the proactive involvement of employers. “One of our most important lessons is that [the process] must really be industry-lead,” said Laurie Black, WDC’s Director of Sector Industries. “If educational providers and government members outnumber the employers, then the industry voice can get lost.”²⁵

While Black emphasized the involvement of employers over educators, a truly coherent workforce system must directly involve the education sector as well, incorporating not only post-secondary education and training or certification programs, but high school-based and apprenticeship programs as well. For example, the [Apprenticeship 2000 program in North Carolina](#) directly relies on a seamless cooperation and coordination of employers to recruit candidates as early as their junior year in high school for a four-year technical training program in which participants receive an AAS degree in Mechatronic Engineering Technology, an apprenticeship certification, and are guaranteed a job after graduation paying an annual salary of at least \$34,000, well above the economic security wage for the region.

²⁵ Laurie Black, quoted in Case Study: Seattle, WA: Seattle Workforce Investment Board’s Employer Engagement Process,” Institute for Sustainable Communities. http://sustainablecommunitiesleadershipacademy.org/resource_files/documents/Seattle,%20WA.pdf



In another Apprenticeship 2000 program in Charlotte, Siemens is collaborating with Central Piedmont Community College on a 3½-year program to put students on an upwardly mobile career pathway at Siemens—and without student loan debt, since Siemens assumes all the costs of the program. “You’re getting paid, you have no debt and you get a job at \$55,000,” said Eric Spiegel, CEO of Siemens USA. “The average liberal arts graduate is making less than \$40,000” or can’t find a position in their field. “Meanwhile, we can’t fill these technical jobs.”²⁶

The program works because of the active involvement and commitment of employers—in this case Siemens—and a community college system willing to offer an academic program directly aligned with the specific needs of employers.

Combined, these apprenticeship programs have graduated over 250 individuals.

Similarly, [Walla Walla Community College \(WWCC\)](#) in Washington has begun pro-actively altering, adjusting, and fine-tuning its courses in response to the changing needs of employers—a demand-driven approach to curricula. When a regional analysis showed the region demanded twice as many nurses as WWCC was producing, it doubled its nursing program; on the other hand, when the local construction sector declined, WWCC closed down its carpentry program. This employer focus has contributed to new graduates earning, on average, \$41,548 annually, over twice the average starting wage in the region.

The [Pathways in Technology Early College High School \(P-TECH\)](#) partnerships in New York is another prime example of employer demand driving a curriculum that leads to meaningful employment. Specifically, P-TECH is an independent non-profit partnership between New York schools, IBM and the City University of New York, established with the objective of providing African American and Latino high school students with the math and science skills they need to succeed in the modern workforce.

P-TECH is a six-year program that encompasses all four years of high school, as well as two more years of post-secondary education, leading participants to an Associate degree in applied science. While IBM does not guarantee participants a full-time job on graduation, it does promise priority consideration for openings. The program accepts approximately 100 students per year, meaning the program can accommodate up to 600 students at a time.

²⁶ Paul Davidson, “More High Schools Teach Manufacturing Skills,” USA Today, November 12, 2014.



Again, it is the demand-driven approach driving curriculum that makes the program work. With the proactive leadership of educators, it's no wonder New York governor Andrew Cuomo lauds P-TECH as a highly successful education program. "New York's P-TECH program is transforming our education system," said Cuomo in November 2014, "putting emphasis on vital skills that will

New York's P-TECH program is transforming our education system, putting emphasis on vital skills that will allow our students to thrive in some of the most competitive sectors of the global workforce, while alleviating financial burdens that act as a barrier.

- Governor Andre Cuomo

allow our students to thrive in some of the most competitive sectors of the global workforce, while alleviating financial burdens that act as a barrier." ²⁷ P-TECH is presently being expanded to more than forty schools around the nation.

While the P-TECH partnership is driven primarily by one industry, the programs offered by the [Lancaster \(PA\) Workforce Investment Board](#) focuses its training programs on several fast-growing employment clusters in the Lancaster area—with a marked emphasis on skilled, sustainable-wage jobs critical to the economy of Pennsylvania.

Working with employers and educators, the Lancaster WIB maps career pathways—one of the few programs to focus sharply on career pathways, incidentally—for seven priority clusters: health care, biotechnology, communications, construction, food processing, automotive, metals and metal fabrication. These pathways are data-driven and validated by employers, in contrast to other pathways that are driven by training providers.

One important element of the Lancaster model is its Centers of Excellence—bricks and mortar locales operated by the Lancaster WIB for industry "strategic development." As part of this strategic development, employers connect actively with both K-12 and post-secondary education providers to further develop career ladders for job seekers. Just as important, these centers, while formally operated by the WIB, are actually "hosted" by different organizations in varying industries, which can include an educational institution or a steering committee comprised of representatives of the local private sector.

²⁷ "Governor Cuomo Announces Second Round Winners of P-Tech Awards," November 12, 2014.

<http://www.governor.ny.gov/news/governor-cuomo-announces-second-round-winners-p-tech-awards>



In a similar manner, the nonprofit [Boston Private Industry Council \(PIC\)](#) regularly convenes a Boston Healthcare Careers Consortium, comprised of health care organizations, educational institutions, labor organizations, the public workforce system, and others. The consortium regularly meets to share labor market information in real time, as well as best practices for supporting employees who are furthering their education. Ultimately, the goal is to enroll, graduate and place graduates from health care certificate programs in occupations with a high regional demand—connecting the education system with real jobs that pay real a sustainable wage.

Ultimately, it is strategy, not structure that makes these programs remarkable. Each of these model programs embraces a similar comprehensive, demand-driven philosophy, regardless of the administering organization. While state or local WIBs oversee many of these innovative programs, others are just as likely to be managed by non-profits, business, education providers, or with partnerships of city, county, and/or state governments.

Think regionally.

Economies don't stop at the county borders; neither should a workforce development program. Many model programs, in fact, cater to a region or to a regional economy, recognizing that the industries and employees in a given area may not reside in one specific geographic location. One of the largest regional programs in the nation is the [Northern Rural Training Consortium \(NoRTEC\)](#), overseen by the California Workforce Investment Board. NoRTEC consists of the eleven northern-most counties in California, merging their localized workforce boards and One Stop centers into a unified, comprehensive workforce development system. This consortium has also established formal partnerships with a wide variety of stakeholders, including employer advisory boards, community colleges, California State University, and regional businesses.

Perhaps most critically, the consortium has found an active partner in the [California Community College \(CCC\)](#) system, which remains, in many northern California communities, as the only institution providing workforce preparation and training. In 2012, the CCC Chancellor's Office announced a framework to more closely align its training and education programs with the skill needs of regional industries. The CCC's involvement in the regional consortium is critical, as the system's 112 colleges serve more than two million students annually, making it the largest higher education system in the nation.



Ultimately, California has recognized that California is comprised of a set of regional economies, not a monolithic one, and has adopted a regional effort structured to meet the specific needs of a region. Not every regional effort is led by the state or local WIB, however; in southern California, for example, eight community colleges and sixteen high schools have created a non-profit consortium called LA Hi-Tech, to cater to the needs of the technology-based employers in Los Angeles and Santa Monica.

The [LA Hi-Tech](#) consortium has established over twenty employer partnerships, with three defined career pathways: design, information support and services, and software systems and development. Working with employers—which had openly criticized a lack of local and diverse talent for its jobs—LA Hi-Tech prepares students for careers in IT occupations, with the goal of filling more than a quarter of the region’s IT jobs. The consortium [regularly engages employers to review program outcomes and provide direct input into training needs](#). And because the consortium is comprised entirely of education providers, students in the program move seamlessly from secondary to post-secondary institutions and training programs.

Sometimes, however, a regional approach can encompass an entire state system—and make itself available at any computer. As part of its [Ohio Means Jobs](#) program, the Ohio Workforce Investment Board has initiated a statewide partnership with the online job-seeking service Monster.com to create a statewide job access portal. While Ohio Means Jobs provides job seekers with a list of high-demand careers and job openings for their local area, it also lists all jobs available anywhere in Ohio. While such a statewide approach might seem intuitive, few states offer job seekers such a service.

Closer to home, three counties in northern Virginia—Fairfax, Loudon, and Prince William—have united in their workforce development effort to create a non-profit regional workforce investment board called [Skill Source](#). Serving nearly two million people in the region, Skill Source offers services at eight locations, two of which reside at sites within the Northern Virginia Community College system. Skill Source provides a variety of programs serving targeted populations, including veterans, the disabled, and formerly incarcerated individuals. The consortium has also founded programs like the NoVa Health Force to address regional shortages in nursing, routing revenue from the Virginia General Assembly and health care providers to area colleges and universities to enhance their nursing programs.

Regional models are particularly effective in areas that are not only geographically adjacent, but also contain closely aligned industries. Too often, states and counties in the region are



competing with one another—a strategy, noted Stephen Fuller, director of the Center for Regional Analysis, which may be good when times are flush but can be harmful during an economic downturn.²⁸ A regional approach provides for a better sharing of regional information and resources, including desirable employees.

Coordination matters.

Beyond regional collaboration, many successful programs cite the advantage of having one organization—a so-called “umbrella entity”—overseeing or coordinating the entire workforce development system. This overseer doesn’t necessarily manage or administer individual programs or distribute funding, though that can certainly happen; rather, in many cases, it serves as a facilitator, whether it’s moving job seekers seamlessly from one service provider to another, for example, serving as a common point of interaction for employers or ensuring employers and educators make meaningful connections so educators can better align education and training programs with the specific needs of employers.

The previously-mentioned [NoRTEC](#) program of northern California, for example, is a prime example of a workforce program in which providers, and their funding, are overseen and administered by a single entity—in this case, the newly-established Division of Workforce and Economic Development (DWED), located within the California Community Colleges Chancellor’s Office. The DWED serves as that administrator for several funding streams, including federal funding from the Perkins Career and Technical Education Act, and several state programs, including funding for the Governor’s Career Technical Education Pathways Initiative and money set aside for apprenticeship and economic development programs.

More importantly, appointing an umbrella agency recognizes the critical need for a single point of contact for all customers of the workforce system—not only employers, but also job seekers and education providers.

Job seekers, for example, can be moved seamlessly from community colleges offering the accreditation or training needed for a specific employers, over to a service provider specializing in life skills, on to a specialist who will help secure child care services for the employee’s children, and then into a high-demand, well-paying job with a local business: a truly comprehensive, seamless, and fully integrated workforce development system.

²⁸ Antonia Olivo, “Washington Area Seeks to Break Free From Federal Spending,” The Washington Post, November 24, 2014.



Be active, not passive.

As we have seen, in today's complicated economy, it is not enough to move people into high-demand jobs, especially since many of these jobs don't pay a sustainable wage. If a local economy doesn't have the right kind of high-demand jobs, the workforce development system should be proactive enough to recruit or attract them. Regions can no longer wait for the good jobs to come to them; nowadays, if you want it, go get it.

One of the best and most pro-active workforce development programs in the nation is [Louisiana FastStart](#), a statewide program administered by the Louisiana Department of Economic Development. [The Economist](#), in fact, lauded FastStart as the nation's "most notable statewide workforce development initiatives."²⁹ Others have positively referred to it as "a training program on steroids."³⁰

The program is intensely employer-focused, with one overarching goal: seeking out new or expanding companies and encouraging them to relocate to Louisiana.

We have to be very results-oriented. For us to be very effective and to help companies recruit and want to build new operations here in the state of Louisiana, we have to act like a company.

- Jeff Lynn, Louisiana's Executive Director of Workforce Development Programs

To this end, FastStart provides companies with customized employee recruitment and screening, and will even train workers and develop appropriate programs at Louisiana technical colleges—all at no cost to the companies themselves. In return, the companies must commit to creating at least fifteen (15) new, permanent manufacturing jobs, or at least fifty (50) new, permanent service-related jobs.

In 2011, for example, FastStart offered to screen potential applicants for Gameloft, a leader in the mobile gaming industry, which was looking to expand. FastStart recruited and trained 1,400 potential job seekers—and Gameloft decided to expand to New Orleans, where it created 150 new positions. "We have to be very results-oriented," said Jeff Lynn, Louisiana's Executive Director of Workforce Development Programs. "For us to be very effective and to help

²⁹ "Workers (and Business) Unite!" *The Economist*, August 27, 2011.

³⁰ John Snell, "Louisiana Lures Gameloft and Other Job Creators With a Training Program on Steroids," Fox 8 News (New Orleans), February 2, 2013.



companies recruit and want to build new operations here in the state of Louisiana, we have to act like a company.”³¹

But statewide models don’t have to reside in the governor’s office to be successful. [ReadySC](#), an initiative of the South Carolina Technical College System, works with sixteen technical colleges in the state to develop and implement training programs for new or relocating companies.

Like FastStart, ReadySC provides these services at no cost to the companies, on the condition that the company creates permanent, well-paying jobs for South Carolina residents. The approach works: in late November 2014, for example, the tire company Bridgestone Americas Inc. expanded into Aiken County, SC, with a billion dollar radial tire plant employing 375 individuals. At the time of the plant’s opening, ReadySC was cited as pivotal in the decision to expand into Aiken, with the plant manager praising ReadySC for helping Bridgestone with pre-screening efforts and aiding in training and development of employees.³²

Be specific.

As we’ve seen, the active involvement of employers and educators is critical to the workforce development system. The effectiveness of their involvement, however, depends on their ability to be as specific as they can about skills and training. It is not enough for an employer to demand that job seekers have “better math skills,” for example, or insist that colleges produce students with “technical skills.” Nor can educators develop and provide training aimed at a generic “health care industry.” When it comes to workforce development, details matter.

Identifying specific skill sets drives educators to develop and implement education and training programs that meet those specific needs.

The [Berks County \(PA\) Workforce Investment Board](#) has developed a partnership with employers and the local community college that relies on employers identifying specific worker and skill shortages in Berks County region. For example, manufacturing employers in the region were losing skilled industrial maintenance workers to retirement, with no real pipeline of employees to replace them. Additionally, job requirements were evolving, requiring technicians to update and refine their technical skills. Specifically, then, Berks County paired up employers with the Reading Area Community College to address the need for workers skilled

³¹ Snell.

³² Chris Sweeney, “BIG Startup for BIG Tires,” *Tire Business*, November 24, 2014.



in mechatronics, a high-tech version of industrial maintenance that merges mechanical and electrical engineering with computer science.

In response, the community college developed and offered an advanced manufacturing integrated systems technician certification. More than 400 workers earned a mechatronics certification through this program; meanwhile, efforts are underway to expand the training into high schools and other post-secondary institutions across the state.

When provided with similarly defined and specified needs of employers, the [Kansas WorkforceOne](#) workforce investment board—a regional collaboration comprised of 62 counties in central and western Kansas—was also able to respond to a major employer’s need for skilled personnel, and develop a training program with the local community colleges. In this case, the Tyson Foods plant in Finney County, KS, needed specialized maintenance workers to attend to equipment.

While the company had an in-house training program for these positions, they were unable to find employees with the basic maintenance skills required as a gateway for these jobs. Kansas WorkforceOne, then, partnered with Garden City Community College (GCCC) to access its industrial maintenance technology program curriculum to provide basic training for Tyson Food. GCCC even modified its teaching methods to focus on lab-demonstrated skills, while Tyson invested in a new training facility in which employees could practice during training periods.

Finally, in the case of Hempstead, New York, a local shortage of health care workers spawned a partnership between the New York Department of Labor, the local WIB—called [HempsteadWorks](#)—the Town of Hempstead, and Hofstra University, to better identify and address worker and skills shortages. Since 2003, this collaborative effort has provided customized training through Hofstra University for nurses and other positions specifically identified by health care providers in the region. Again, it was the specificity of skills required that ensured HempsteadWorks could quickly and effectively respond to the needs of the employers.

Combine and coordinate funding sources.

Funding for workforce development activities comes from a wide variety of sources, both public and private. For the vast majority of workforce development programs, funding comes almost solely from the public sector, whether it’s from the federal, state, or local government—or some combination of the three. Meanwhile, some have used relationships with employers to leverage



private investments in workforce development, whether through private donation or in-kind services such as space or software licensing. In other cases, non-profit organizations have worked independently of government to identify and address the workforce development needs of a particular population or employer—though nearly every non-profit or privately supported program also receives government funding.

For example, [Fund for Our Economic Future](#) in northeast Ohio is a philanthropic collaboration dedicated to advancing economic growth and equitable access to opportunity through research, civic engagement, and grant making. The Fund has raised over \$100 million since its inception in 2004, largely through government grants and donations from private donors and foundations. Meanwhile, the [Year Up](#) program—in twelve cities and soon to be in Baltimore—operates as an independent non-profit, providing a six month boot camp style training for “disconnected” high school graduates to achieve training and eventually a degree or certification in information technology.

Similarly, the [WorkSystems](#) program in Portland, Oregon is a non-profit WIB that works to improve the quality of the workforce in the City of Portland and its surrounding counties. WorkSystems has successfully applied for and received federal funding, including an \$8.5 million grant from the U.S. Department of Labor for training in advanced manufacturing and information technology—but it has also secured in-kind services from local high tech firms, which have donated licenses for training in IT industries.

While WIOA is the federal government’s primary source of funding for workforce investment, many other federal programs—such as funding from the Perkins Career and Technical Education administered by the U.S. Department of Education, or Economic Development funds allocated by the U.S. Department of Commerce—also provide funding for services and initiatives that would likely be considered workforce or economic development.

Some programs have chosen to administer any money for workforce development, whether it comes from WIOA or not, through a common agency, organization, or consortium devoted to workforce development. However you administer these funds, local spending on workforce investment isn’t just limited to a state or local or regional allocation under the WIOA funding formula.

For instance, the Hartford (CT) Workforce Investment Board—called [Capital Workforce Partners \(CWP\)](#)—has been one of the most successful WIBs in the nation when it comes to expanding its

funding beyond the WIOA. Many of the programs it administers do not require WIOA eligibility, which widens its options for funding sources. While serving a small area and population—roughly half a million—CWP has an annual budget of over \$1 million, drawn from sources as diverse as the State of Connecticut, the Annie E. Casey Foundation, the Hartford Foundation for Public Giving, Connecticut Light and Power, and the Laborers/Associated General Contractors Training Fund.

Exactly how you count the money you invest in workforce programs makes a difference as well. As mentioned earlier, Montgomery County only cites funding it receives under WIOA as its spending on workforce investment when, in fact, it receives funding from disparate sources that can also be considered as investing in workforce and economic development. In October 2014, for example, Montgomery College received \$5.4 million as part of the federal Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant program to focus on training in the growing cybersecurity industry—a workforce development project of staggering size. Yet, because this funding does not flow through the county’s Department of Economic Development, nor through the WIB tasked with overseeing workforce development, it isn’t usually counted as workforce development funding.

On the other hand, in the community of [Broward County, Florida](#), a similar TAACCCT grant would be considered workforce development, as it is administered by Broward College as part of its College Career Pathways Program. The SkillSource program of northern Virginia administers more than \$8 million annually, including funding from non-federal grants and contracts, contributions and rental income—all of which it counts in its bottom line.

It’s worth mentioning again that in our environmental survey of programs operating in Montgomery County—including more than a hundred county government, MCPS, Montgomery College, Federal and private/non-profit sources—we found that:

Montgomery County presently spends upwards of \$50 million in workforce development initiatives. This is an investment worth noting; yet, typically, the county points to the little more than \$3 million the county receives annually from the federal government under WIOA as its investment in workforce development.

A final point worth mentioning: many WIBs have established 501(c)(3) organizations, in the expectation that non-profit status will spur large private donations to supplement government



funding. In our examination of workforce development programs—whether model program or not—we have determined that this is not the case. The [Milwaukee Workforce Investment Board](#)—an employer driven 501(c)(3), and one of the most successful organizations in the nation at raising funding from disparate sources—had a 2014 budget of \$19.5 million, of which \$699,000, or four percent, came from non-government sources.

However, beyond its “fund raising” capacity, non-profit status can provide structural value, because it may apply for, receive, and/or administer public sector funding from multiple sources. For example, the [Anne Arundel WIB](#) recently obtained a \$10 million Ready to Work grant from the U.S. Department of Labor through its non-profit arm, as well as participating as a partner on a federal TAACCCT grant. Montgomery County’s WIB, however, because it is part of a local government, is ineligible to serve as the lead applicant for federal grants, or assistance from other non-profit organizations.



A photograph of three business professionals in a meeting, overlaid with a semi-transparent blue filter. A man in a shirt and tie stands and leans over a table, pointing at documents. Two women are seated at the table, looking at the documents. The scene is set in a modern office with large windows in the background.

06

RECOMMENDATIONS

First, Some Perspective

In the course of researching for this report, analyzing data, and speaking with stakeholders, it has become clear that Montgomery County, while it offers an abundance of services and assets to support its workforce, lacks a truly functional, coherent workforce development system. While the initial scope of work issued by the county requested recommendations relating to, among other things, “workforce services...that lead to employment without a degree,” confining the scope of the recommendations to the needs of workers with an Associate degree or less would not adequately address the greater underlying issues.

With a lack of coordination among programs and providers, a minimally engaged business sector, and high-demand jobs that pay anemic wages, [it's not just workforce development services for workers without degrees that are underperforming; Montgomery County faces much broader economic development challenges.](#)

The County Executive has acknowledged as much; in his 2014 inaugural remarks, County Executive Ike Leggett announced a six-point plan to jump-start Montgomery County's workforce and economy. As his comments make clear, the status quo is no longer working. As part of his economic plan, the County Executive proposed a substantial overhaul of the system, recommending the consolidation of all county workforce programs, and taking steps to do a better job addressing the needs of the community and the demands of the market.

We heard similar suggestions from stakeholders as well—and we agree that some form of consolidation, coordination, or facilitation within the system is necessary. Further, we heard plenty of organizations and agencies suggesting who that facilitator should be, but what we didn't hear was anyone suggesting the system was working as it is.

[From the County Executive and employers, to service providers and job seekers, all were unanimous in their belief that major reforms to the county's workforce development system—and to the county's underlying economic development system—are both needed and wanted.](#)



FIVE QUESTIONS TO CONSIDER

Whose needs are not being met by the present system?

The primary customers of any workforce development system are employers and job seekers—and with the disarray in the current system, their needs are not being met.

Employers are not being actively engaged in the system to communicate their specific needs and skill sets—as a result, their training needs don’t get coordinated with service providers and educators.

That, in turn, means that needs of job seekers aren’t being met, since they’ll never receive the adequate training and skills they need to fill an employer’s available jobs.

More than this, the underperforming workforce system has hit job seekers especially hard, since many are finding that the only jobs available to them—particularly if they have a two-year degree or less—don’t pay enough to live in the county.

Ultimately, it might fairly be said that until the county has in place a coordinated, demand-driven workforce system that is responsive to the specific needs of employers, and puts people in jobs that pay above the economic security wage, every job seeker in the county will be underserved by the existing system.

Why isn’t the current system working for them?

It’s simple: the economy in the county is headed in the wrong direction—and that’s bad for pretty much everybody. While the county continues to create high-demand jobs, we’re finding that most of those jobs are middle-to low-skill jobs that don’t pay an economic security wage. And projections for the future remain equally discouraging, with continued growth in the same kind of high-demand, low-paying jobs. It is never too late to take the steps necessary to begin to change this narrative.

As we noted earlier, successful workforce development programs in other regions have actively identified and recruited employers, with efforts like recruiting talent in their existing pool of employees, or changing education and training curricula to directly reflect the needs of a



particular sector. However, even forward thinking, pro-active efforts to recruit business and start the economy moving in the right direction won't work without a clear and comprehensive strategy for economic development.

What does successful economic development look like?

In the course of researching stakeholders, we noticed particular confusion regarding this issue: no one could define exactly what the county's priorities were for economic development. Many were equally unclear on what the term workforce development meant or understood their role in the overall system, beyond the particular service they were providing. As we noted in a prior section, specificity matters.

For providers of services in the county, it is vital for them to understand exactly what it is they're preparing people to do.

While the details will differ from organization to organization—some might be providing life skills or access to childcare or transportation, while others concentrate more intently in education or job placement—the common goal should be clearly defined. What jobs are we preparing workers for? What services and skills do workers need, and what do employers need? The answers to those questions should keep the focus on the employer and job seeker, and not of the structures and the systems. If the structure or system that has been put into place isn't working, it needs to evolve.

While the county's workforce development system needs to be as specific as it can be, it also needs to be nimble and highly adaptable—particularly in a region where new industries can emerge rapidly.

For this reason, too, Montgomery County's workforce development system demands not only definition and specificity, but also flexibility. Even though Montgomery County is home to more than a million residents with nearly 600,000 jobs, there is no one sector hiring a large proportion of the county's employees. In Montgomery County, industries and their needs will always vary—the county cannot, for instance, tilt its system in favor of biotechnology or cybersecurity, as desirable

as those jobs are, simply because those two industries comprise a very small proportion of the county's overall economy. So while the county's workforce development system needs to



be as specific as it can be, it also needs to be nimble and highly adaptable—particularly in a region where new industries can emerge rapidly. In short, the system needs to be specific yet flexible—a challenge, to be sure.

Further, there cannot be a piecemeal approach to economic development. Addressing the workforce development needs of non-degreed workers, for example, is critical—but when it comes to economic development, so is everything else. Every cog in the engine of our economy matters; the moment one part begins to malfunction, the machine breaks down completely. To change metaphors: Economic development cannot occur in a vacuum. A systemic approach is vital.

As shown, there is no single solution that will immediately create a model system. We believe, for example, that consolidating or coordinating all workforce programs under a single agency, organization, or facilitator is a good place to start, especially given the size of the county and the scope of services presently provided. However, putting such a system in place requires a fundamental shift in thinking about programmatic infrastructure.

Workforce development—indeed, economic development— isn’t any single organization; it’s lots of organizations doing lots of different things for lots of different populations.

What’s needed, then, is an overarching structure that genuinely encourages organizations to work together—regardless of their source funding or administering agency—and that also truly mediates and facilitates meaningful relationships with its customers: employers and job seekers.

This customer-oriented philosophy is critical to the county’s workforce and economic development strategy. It should go without saying that under any system, employers and job seekers must ultimately connect—and it’s the job of the workforce development system to bring them together. Employers need a pipeline of skilled workers; job seekers want a pipeline to jobs that will pay an economic security wage.



What do employers need from the system?

Employers need three things: simplicity, specificity, and predictability.

The nation's current approach to skills development is no longer capable of meeting the needs of a rapidly changing business environment.

- U.S. Chamber of Commerce Foundation

During our conversations with employers, we found that while they generally value the concept of workforce development, they find the lack of a cohesive workforce system frustrating. [What employers want is a single point of engagement with the system, where they can inform someone of their needs, and an assurance that those needs can be addressed as quickly as possible, whether through new training and certification](#)

[programs for future employees, or recruitment of existing talent for current positions.](#) Employers also value sustainable relationships with the system and with the providers within it.

On their end, too, the employers have a fundamental responsibility to engage with the system in a meaningful way as well. It is not sufficient for employers to lament that they're unable to hire skilled workers; employers must be specific about their needs and the skills they require for particular jobs. And when the workforce system responds to their needs, by producing workers with the particular skills employers have suggested, employers need to hire those workers.

If an employer can't hire them, it needs to explain why. In some cases, employers have failed to adequately articulate their needs with enough specificity, and were ultimately provided with workers with skills that didn't quite match the jobs. Employers, then, cannot expect the workforce system to create the kinds of workers they need without being active and engaged with the system themselves.

Fortunately, employers recognize the value of their involvement in the system—and also acknowledge that previous efforts have been ineffectual. As the U.S. Chamber of Commerce Foundation noted, “the nation's current approach to skills development is no longer capable of meeting the needs of a rapidly changing business environment.”³³

Further, [the U.S. Chamber of Commerce Foundation recently announced it is taking a new](#)

³³ Managing the Talent Pipeline: A New Approach to Closing the Skills Gap, U.S. Chamber of Commerce Foundation, 2014.



approach to employer engagement with education and workforce systems—called talent pipeline management—that will yield more effective transitions into employment for students and improved career advancement for workers.

While we need to recognize that no workforce development or economic development program will work without a fully engaged employer segment, we also need to recognize that the people that employers designate to engage with the system are just that: people, with lots on their plates and may not have authority within their organizations.

It is critical, then to make this engagement as easy as possible, meaningful, and to give them the tools to fully articulate to their organizations the benefits of engagement, retaining employees within this geographical area, and working with the workforce development stakeholders to specifically target employee skills.

Ultimately, employers need to take very seriously their interactions with the system, including their required presence of the local WIB, which gives them direct input into the system. Setting up subcommittees centered on employment sectors within the WIB also permits representatives of each sector to make more meaningful decisions about their needs without requiring every member of the WIB to be present, permitting a better use of employer time and resources.

What do employees and job seekers need from the system?

Job seekers have many needs, whether it's childcare services and so-called "life skills" like how to dress or show up on time, or training programs and real-time information on skills needed to get a good job. Fortunately, there are plenty of programs to address their needs—and what job seekers really need is a system that can meet as many of their needs as possible, no matter where they enter the system. So, unlike employers, which prefer a single point of entry, [job seekers tend to want multiple entrances into the system—but once inside, they expect multiple services to be delivered in as seamless a manner as possible.](#)

In other words: multiple doors, one hallway.

Ideally, with the wide swath of organizations and entities presently providing services in Montgomery County, a job seeker should be able to find help overcoming almost any barrier to employment. But service providers need to view themselves holistically—as part of an



overall system with a common goal beyond their particular service or specialty. Providing a customer with life skills or assistance with resume writing, but with no information on training or certification would be like putting new tires on a car without also fixing its faulty steering system: you've given it something it needs, certainly, but have left it without an ability to move in the desired direction. More likely, you want your car to receive the entire litany of services it needs, without having to take it to one garage for tires, one for the steering system, another for the brakes, and so on. Job seekers should demand the same of the workforce development system.



Recommendations

While we will be making several recommendations regarding the overall structure of the county's workforce services, we believe that there are two prerequisite changes—we call them “foundational recommendations”—that must be made either before or in tandem with any restructuring of the workforce development system, regardless of target population. These foundational recommendations are critical to the underlying integrity of the county's workforce system.

FOUNDATIONAL RECOMMENDATIONS

Regardless of the structure of their workforce system the county chooses to adopt, any changes to the system must incorporate the following:

The County must have a clear economic development strategy.

As discussed earlier, stakeholders are unclear of the county's economic priorities, and those operating within the present workforce development system don't know what the terms mean or understand their place within it.

The county must define its terms, its goals, its priorities—and it must do it with specificity, all the way down to kinds of jobs, employees, and salaries it wants.

Stakeholders and service providers need this kind of direction and specificity so they know how to align their programs to ensure the desired outcome: a job seeker with meaningful employment that pays sustainable wage.

Regardless of structure, someone needs to own the system.

Ownership of the workforce development system is bigger than an organizational chart, with someone at the top of the pyramid through which everything must flow; economic development requires the active participation of employers, educators, stakeholders, service providers, and job seekers, working together toward a common, defined objective. While the federal government funds WIOA, the federal government doesn't “own” the county's workforce development system—nor should it.

Certainly, county government could set up a county government agency to oversee the system, but the problem is that two of the largest stakeholders of the system—employers and job



seekers—are completely removed from government. They’re not beholden to government structure and funding formulas—and indeed are frustrated by programmatic labels. Job seekers are interested in the service, not the source of funding, while employers want clarity, not confusion.

Ownership of the system, then, isn’t about control; it’s about cooperation. A coordinating entity is needed to bring together all stakeholders in a meaningful way that isn’t bound by bureaucracy or funding stream.

What is more likely needed—structurally, at least—is a coordinating entity or facilitator, whether it’s an individual or organization, to ensure a single point of entry for employers, a seamless integration of services among providers, and the “multiple doors, single hallway” approach demanded by job seekers.

Again, nearly every stakeholder we spoke with suggested that a consolidation and coordination of resources was critical. When stakeholders were asked to describe the characteristics of the ideal coordinating organization, they consistently noted three qualities: credibility, resources, and infrastructure. Many also added the critical element of time as a factor, stressing that any coordinating entity—whether it’s individuals or organizations—must be able to meet these qualities as quickly as possible—and if there are no existing entities or individuals that meet these criteria, one would need to be created and put into place as quickly as possible.

Fortunately, Montgomery County already has a successful track record in facilitating the creation of these kinds of coordinating entities. In 1992, for example, an alliance of hospitals, health care providers, county government, and community organizations created the Primary Care Coalition (PCC) to ensure access to high-quality health care for low-income, uninsured residents—a structure very similar to that envisioned for workforce development. PCC eventually launched Montgomery Cares, a public-private partnership that oversees, among other responsibilities, community-based clinics, fulfilling a function very similar to One Stops under the workforce delivery system. Similarly, in 2003, the county created the Montgomery Coalition of Adult English Literacy (MCAEL) to coordinate the wide variety of English literacy services offered throughout the county—again, a function very similar to that envisioned for the coordinator of the workforce development system.

Both PCC and MCAEL work because there is a single point of coordination and oversight. Each



has also created a successful culture of collaboration in which all stakeholders feel valued. This gave both organizations enormous and necessary credibility. While some county funding passes through these organizations—in FY2014, MCAEL distributed \$660,000 in county funds, while PCC oversaw distribution of \$12.4 million in FY2013—neither can be said to be “in charge” of their respective systems. Rather, these organizations essentially “own the issues” on both a practical level—making them the common point of entry for their customers—as well as at a policy level, since these organizations essentially serve as clearinghouses of information for their respective fields.

STRUCTURAL RECOMMENDATIONS

Regardless of which of the three options below the county chooses to pursue, we believe any structural changes to the county’s workforce development system should embrace—as PCC calls it—“hallmarks of an integrating organization.” In this case, we can refer back to the six best practices described in Section 5. As a reminder, these are:

1. Employers and educators should be actively engaged.
2. Think regionally.
3. Coordination matters.
4. Active, not passive.
5. Be specific.
6. Combine and diversify funding.

With these in mind, we offer three options for the county to restructure its workforce development system:

Establish a task force to restructure the county’s workforce development system.

We know that task forces are usually viewed cynically as the “do nothing” approach—and therefore we don’t make this recommendation lightly. But then, we don’t envision this as the typical task force, either. We would refer the county to the State of California, where NoRTEC³⁴ and its Community Colleges Board of Governors have commissioned a statewide Task Force on Workforce, Job Creation and a Strong Economy.

Established on November 14, 2014, this task force—comprised of leaders in the private

³⁴ See Section 5, Model Programs.



sector, education, labor, government, and service providers— has laid out very specific goals, processes, and deliverables, all revolving around its own specific economic development needs.

The California task force has asked, for example, for guidance on new policies that would prepare students for “high value” jobs that currently exist in the state, and for strategies that will help the state attract desirable jobs in key employment sectors.

Ultimately, the Task Force on Workforce, Job Creation and a Strong Economy will develop a specific plan to implement a more comprehensive workforce development in the State of California—one that responds to regional industries and economies, and understands both the mechanics and value of “braiding” federal and state funding/programs for a common objective.³⁵ They have also given themselves a hard deadline for submitting recommendations to the Board of Governors, ensuring footdragging is kept to a minimum and that some action will occur.

For such an approach to work in Montgomery County, it will be critical that the county take into account many of the issues discussed in this report, including the county’s current jobs trajectory, the nature of its high-demand occupations (both current and desired) and the county’s unique demographics.

The selection of members for the task force is vital as well, especially as the task force itself—or some iteration thereof—could ultimately serve as the coordinating entity for the county’s workforce development system. Like the NoRTEC model, too, the County should put into place a hard date for deliverables.

Given the recent interest in workforce development issues, we believe the county presently has an enormous opportunity to significantly reform its system in a timely manner.

A task force, while a good start, may cost the county some of the considerable momentum that has grown around these issues, as it will take time to appoint and coordinate the activities of a task force, and additional time to implement any of the task force’s recommended structural and policy changes.

³⁵ For more information, see Task Force on Workforce, Job Creation, and a Strong Economy, California Community Colleges: Doing What Matters For Jobs and the Economy, 2014. Retrieved at <http://doingwhatmatters.cccco.edu/StrongWorkforce.aspx>.



Restructure the system to consolidate all workforce development programs and services under a single office of Workforce Development and Continuing Education.

For this option, we propose moving every county workforce development program and service under the authority of a new Workforce Development. This new organization will not only connect and coordinate all aspects of workforce services, but will also own, operate, and oversee all workforce development programs and activities in the county.

After much review, we believe that [for this approach, Montgomery College is best equipped to serve as the administrator for all workforce programs within the county](#). As a dedicated, longtime provider of workforce development and continuing education services—indeed, the college offers services in coordination with 14 community organizations—the college is well-regarded among workforce stakeholders, giving it vital credibility as an administrator of the system. Moreover, the college has pre-existing relationships with both Montgomery County Public Schools and the Universities at Shady Grove, allowing for ready collaboration with both the K-12 and post-secondary education systems alike. With a single overseeing entity, curricula, course offerings, and certification programs can be more quickly and closely aligned with the specific needs of employers.

[Such integration is critical to addressing the skills gap; by placing oversight for all education and training programs under one roof, the county can make better connections between what is taught and what employers are looking for.](#)

Such an office could be housed in several locations, but we would recommend it be a new component of Montgomery College. With three campuses serving the county's upper, central, and lower regions, as well as two training centers for workforce development and continuing education, Montgomery College already has substantial infrastructure to support workforce development activities across the county.

And with thousands of employees and an annual budget in excess of \$300 million, the college clearly has the necessary resources, as well as the staff and management structure, to manage the county's workforce system. With this infrastructure already in place, including a mechanism for receiving and allocating funding, Montgomery College could begin administering the system almost immediately.



We should also stress that the WIB can and should continue to exist and operate within this new structure; indeed, as the required administering agency for federal WIOA dollars, the WIB must continue to be active. [Under the new structure, however, the WIB and its associated One Stops will be more fluidly integrated into the overall workforce system through the college.](#) Further, the WIB and its employer panels will continue to play a valuable role in advancing, communicating, and overseeing the implementation of the specific needs of employers.

This structure, we should add, is not unprecedented; SkillSource of Northern Virginia places its WIB within the NoVa system, while ReadySC attaches its local WIB to the Division of State Colleges. Montgomery College should be left the flexibility to work with the WIB to determine exactly how the WIB will function within the new structure.

We understand that this approach may not be perfect. It involves a large organization, and large organizations—even those with the best intentions—often have an entrenched bureaucracy, reducing the ability for the system to flex or adapt as quickly as needed. And as just one piece of an overarching organization, there may be times when the administering agency is competing within the overall organization for time and resources. Given time, however, the administering agency could be spun off from the college as a completely independent entity.

[Restructure the workforce delivery system to flow through a central “career collaborative.”](#)

This option creates a new facilitating entity, which this report refers to as the Montgomery County Career Collaborative (MC³), to act as a mediator and facilitator for all of the current

With MC³ as a facilitator between job seekers and employers, service providers and educators will have direct access to employers, as well as immediate, real-time information on employer needs and desired skill sets.

stakeholders in the workforce system, from employers through the WIB and service providers to the job seeker.

This option establishes MC³ as the overall conduit of the workforce system; under this structure, all existing administrative functions and funding streams remain in place. MC³ “owns” the system in the sense that it can monitor and connect all functions of the system, much like a central conduit or control room (see Figure 9 on page 89).



MC³, in fact, functions much as PCC does, coordinating and connecting without administering the daily operations of the workforce system.

Under this model, employers would have one single point of contact with the workforce system. This allows employers to present their specific needs at one central point, coordinate those needs coherently with the county's economic plan, and then transmit those specific needs directly to educators and service providers to ensure information is accurate and up-to-the-moment.

Job seekers, meanwhile, can enter the system at nearly any point—through education providers, service providers and community organizations, or One Stops—and be assured the services they receive from any stakeholders will be seamlessly coordinated by MC³.

This model also recognizes that service providers, educators, and employers may also have valuable pre-existing relationships with each other; the auto industry, for example, already works closely with MCPS on its auto shop courses, to ensure that high school students have access to the right courses and certification pathways necessary to become qualified, certified mechanic.

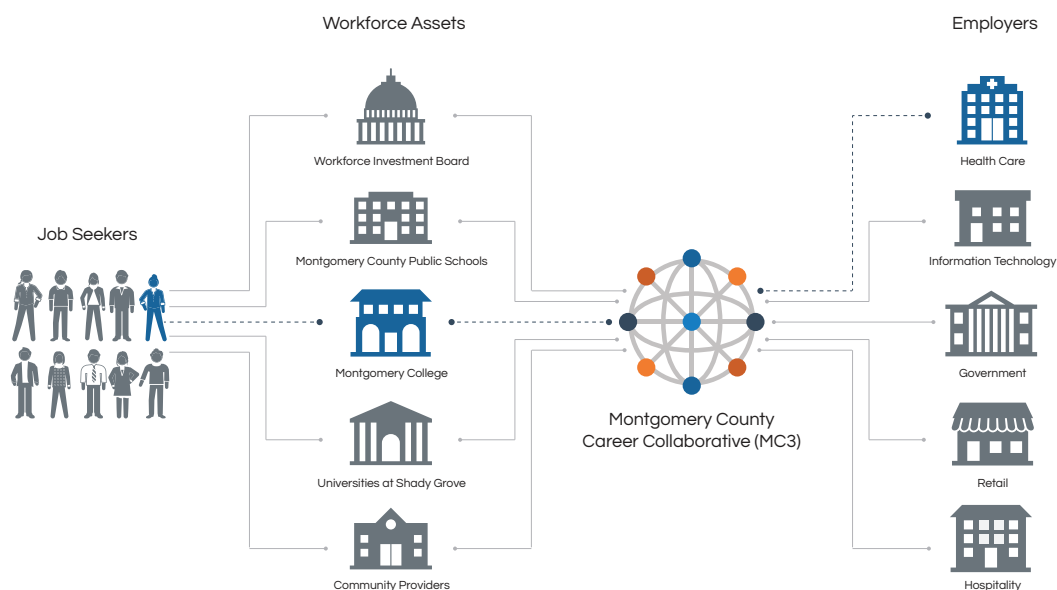
MC³ ensures these relationships continue to thrive and that, in fact, their interactions are even more meaningful, with better and more consistent information being provided to all parties, as well as a clearer understanding of their roles, both individually and collectively, in the overall workforce system.

With MC³ as a facilitator between the job seekers and employers, service providers and educators will have direct access to employers, as well as immediate, real-time information on employer needs and desired skill sets.

The involvement of a central conduit will also ensure that all stakeholders understand their roles within the system, overcoming the current disconnect in the workforce system when stakeholders have no clear understanding of what workforce development is, or what their role in the system might be.

Such a structure thrives on specificity from employers, yet remains remarkably flexible and easily replicable.

FIGURE 9: PROPOSED MC³ STRUCTURE



How would the MC³ career pathway work?

1. Job Seeker goes to their local connection to better understand what they need to be successful in obtaining a job/career
2. Local connections can access MC³ to identify resources they can use to help meet the needs of the Job Seeker and identify job opportunities based on employer need and job seekers' skills
3. Job seeker is connected to job opportunity through this central platform - OR - is provided training options to learn / improve skills for available job openings" since we're focusing on not what the job seeker wants to become but how to prepare them for jobs that employers demand
4. Employer identifies open positions and skills they need and work with MC³ and MC³ coordinates with local connections to ensure skills training to develop a skilled workers/ workforce



This flexibility permits the entire workforce system to quickly adjust for new and emerging industries, or to pivot toward new priorities if industries and/or jobs fail to emerge or grow as projected. It also permits new service providers to easily enter the system and to begin providing services in a meaningful manner, and with better coordination with other providers.

MC³ may be a completely new entity, created specifically to serve as the central conduit for the workforce system—or it may be a function of an existing entity. Regardless, this entity—whether it’s an organization or individual—would require infrastructure, resources (including dedicated staff), and credibility with all stakeholders within the workforce system. For this reason, the county may want to consider housing the new entity within an existing organization, such as the Montgomery County Business Development Corporation (MBDC) or Montgomery College. The college, in fact, is already heavily involved with many of the programs providing education, training, and certification services desired both by employers and job seekers.

Again, we strongly urge the county to look to MCAEL and PCC as models for how this coordinating entity might be established, integrated, and maintained. [We consider this approach to be both pro-active and the least disruptive, since the current administrative and fiscal structures can remain in place for most of the stakeholders in the workforce system.](#) Further, this pro-active approach embraces five of six of the identified best practices. Employers and educators are actively engaged with the system.

With a single point of entry, employers are more inclined to provide input that is detailed and specific. Services are fully coordinated through MC³, as are resources. While funding may or may not ultimately flow through MC³, resources and activities of service providers are more visible, which should result in less duplication of services, making the system more cost effective. This particular structure does not include an overtly regional component; however, the underlying economic development strategy should ideally provide a framework for how the county’s structure interacts with other localities.



Conclusion

Fifteen years into the new millennium, Montgomery County finds itself at an economic crossroads. While the county has experienced more than a generation of economic expansion, job growth, and good wages, in today's economy, moving forward, the status quo will no longer be sufficient. If things stay the way they are, Montgomery County will find itself with a weakened economy, steeped in low skills jobs that don't pay enough for workers to live in the county. That's an untenable trajectory.

Right now, the county has an opportunity to provide more meaningful and comprehensive services for the workforce development system's customers: employers and job seekers.

Employers need a regular pipeline of well-trained employees they can hire—and they require a dynamic and flexible system that can regularly change and adapt to meet their evolving needs. Job seekers, meanwhile, must be able to obtain a job that pays enough to permit them to live in the county—no matter where they enter the system.

Gallup polling repeatedly shows that Americans cite jobs and unemployment—not immigration, not ISIS, not health care—as the number one issues facing the country. “Americans aren’t looking for part-time, crappy jobs, and they aren’t looking for more free time to paint or read,” said Gallup chairman Jim Clifton. “They want the respect and dignity of a full-time, good job.”

Montgomery County residents deserve that respect and dignity. Montgomery County's economy demands flexible, pro-active leadership, creative thinking, and a new culture of communication and coherence. [The county presently has a unique opportunity to rethink and reform its workforce and its commitment to economic development.](#) Community, government, and employers have all indicated a willingness, even an excitement, to engage. The remaining challenge is to seize this opportunity and take action. Now.





APPENDIX A

INNOVATIVE WORKFORCE PROGRAMS

ANNE ARUNDEL WORKFORCE DEVELOPMENT CORP.

Address: 401 Headquarters Drive, Suite 208
Millersville, MD 21108

URL: <http://www.aawdc.org>

Email: N/A

Phone: 410-987-3890

Organization Type: Non-profit Workforce Investment Board

Overview

Anne Arundel Workforce Development Corp. (AAWDC) is the WIA entity for Anne Arundel County, Maryland. AAWDC effectively leverages and highlights the various workforce resources available to both job seekers and employers within the county, regardless of whether or not the programs are run through the WIB

Programs

Training Initiatives – through grants from the Governor’s Workforce Investment Board and the U.S. Department of Labor, AAWDC operates targeted training programs in the high-growth fields of cyber security, Green Jobs and Federal Application and Security Clearance training.

The **Cyber Works** program is an industry-lead initiative designed to help Maryland companies fill their cybersecurity needs with qualified candidates, while simultaneously helping individuals start careers. The program relies on strong employer involvement, and helps address the gap between individuals who have received the requisite training in academia but have difficulty entering the cyber industry due to a lack of experience. The program vets candidates up front to ensure a high quality of those presented to employers, and also stipulates that applicants be a Maryland resident and meet one of the following criteria:

- Have a bachelor’s degree in computer science or related field,
- Hold a minimum certification level of Network +, or
- Be a veteran with related experience.

Candidates that are selected undertake a 2-week intensive skills training focused on professional and soft skills. Those that connect with an employer engage in a 3 to 12 month training process involving hands-on training and skill building with that employer. Cyber Works reimburses employer for part of cost of training.

AAWDC also obtained a \$10 million grant from U.S. DOL Ready to Work Partnership to provide career coaching and job training programs in information technology and bioscience for thousands of unemployed Marylanders. AAWDC will use the DOL grant funding to create the Maryland Tech Connection, which will offer career coaching to unemployed Marylanders and will collaborate with more than twenty local information technology and bioscience businesses to provide direct job training and employment opportunities in these high-growth industries.

Finally, AAWDC highlights the TAACCCT Grant that was obtained by Anne Arundel Community College, totaling \$19.7 million to fund the National STEM Consortium. The Consortium is a collaborative of ten leading community colleges in nine states organized to develop nationally portable, certificate-level programs in STEM and to build a national model of multi-college cooperation in the design and delivery of high quality, labor market-driven occupational programs. Target industries include: Composite Materials Technology; Cyber Technology; Electric Vehicle Technology; Environmental Technology; and Mechatronics. The STEM Credentials range from 12-36 credit hours and all completers receive an industry-validated college certificate.



Total Revenue: \$6,492,907

- Grants comprised \$6,458,543 (all of their funding less interest)
- WIA programs comprised \$2,501,939 in spending for 2012
- Pathways to cyber security spending was \$882,668 for the year
- Non-wia workforce programs was \$1,563,127 for the year
- TANF workforce spending was \$740,824 for the year



APPRENTICESHIP 2000

Address: N/A

URL: <http://apprenticeship2000.com/index.html>

Email: info@apprenticeship2000.com

Phone: N/A

Organization Type: Private Industry Consortium

- and -

APPRENTICESHIP CHARLOTTE

Address: Central Piedmont Community College

P.O. Box 35009

Charlotte, NC 28235-5009

URL: <http://www.cpcc.edu/clc/workplace-learning/apprenticeshipcharlotte>

Email: workplace.learning@cpcc.edu

Phone: 704.330.4660

Organization Type: Community College

Overview

There are numerous organizations that participate in this model, including a number of private employers, the State's ReadySC program (below) and Apprenticeship 2000. North and South Carolina have implemented nationally-recognized apprenticeship programs, driven by either community colleges or industry itself.

Programs

The Apprenticeship 2000 program is a 4-year technical training partnership in the Charlotte, NC region designed to develop people for such a workforce. Juniors and Seniors are recruited from region's high schools, and in the program they attain:

- AAS degree in Mechatronics Engineering Technology
- Apprenticeship Certification
- Earn a min. of \$34,000/year at completion
- Benefits (Medical/Dental, Paid Holidays)
- Guaranteed Job after Graduation
- Travel Opportunities
- Get paid to go to school

List of participating companies here: <http://apprenticeship2000.com/partners/partners.html>

* This is almost exclusively high-tech manufacturing

Apprenticeship Charlotte is Central Piedmont Community College's innovative effort to connect talented students to local employers, modeled after Apprenticeship 2000. By combining classroom and workplace learning, both the employers and selected students share a valuable experience that produces immediate results.

Siemens is testing its apprenticeship model at a plant in Charlotte, North Carolina, where 18 recent high school graduates work while taking classes at [Central Piedmont Community College](#) in a 3.5-year program. "They will graduate debt-free with an Associate's Degree in Mechatronics," and "they will be Siemens employees with an average starting salary that is more than the average of a four year liberal arts graduate."

These programs are based on the German apprenticeship model:



The German concept is simple: After students complete their mandatory years of schooling, usually around age 18, they apply to a private company for a two or three year training contract. If accepted, the government supplements the trainee's on-the-job learning with more broad-based education in his or her field of choice at a publicly funded vocational school. Usually, trainees spend three to four days at work and one to two in the classroom. At the end, the theory goes, they come out with both practical and technical skills to compete in a global market, along with a good overall perspective on the nature of their profession.

Due in part to this program, Germany has the lowest young worker unemployment rate of any industrialized country. Further, the program ensures that there is a job ready for every young person enrolled in vocational school, because no one is admitted unless an employer has already offered a training contract. No job offer, no admission. In this way, there is less risk of heartbreak when years of hard work in university go unrewarded by an unforgiving market.

Students also know what they're getting before the first day of class. This contrasts with the U.S., where many young individuals take on exorbitant amounts of debt to attend college and grad school, only to find no placement on the other end.

In Germany, around 500,000 firms use such a system to train approximately 1.5 million people each year in 350 recognized occupations. Nearly two-thirds of the country's workers are trained through partnerships among companies, technical schools and trade guilds

Several years ago, Siemens, the German energy conglomerate, sought to train new U.S. workers for a 1,500-employee turbine and generator plant it was opening in Charlotte in 2011. But only 10% of applicants passed a math and science aptitude test and only about 450 of 3,000 people it trained for five months were hired. So Siemens partnered with Central Piedmont Community College to create a program that supplies machinists for the factory. High school seniors and graduates who enter the program earn associate degrees while serving as paid apprentices at Siemens for 3½ years. When they're done, they're guaranteed a \$55,000 a year job at Siemens.

"You're getting paid, you have no debt and you get a job at \$55,000," says Eric Spiegel, CEO of Siemens USA. "The average liberal arts graduate (from a four-year college) is making less than \$40,000" or can't find a position in their field. "Meanwhile, we can't fill these technical jobs."¹

Yearly revenue and number served was unavailable

¹ <http://www.usatoday.com/story/money/business/2014/11/12/high-schools-teach-manufacturing-skills/17805483/>



BALTIMORE REGIONAL TALENT DEVELOPMENT PIPELINE STUDY

Address: 417 E. Fayette Street, Suite 468

Baltimore, MD 21202

URL: <http://www.baltoworkforce.com>

Email: rchambers@oedworks.com

Phone: 410-396-1910

Organization Type: Workforce Investment Board

Overview

The Baltimore Talent Development Pipeline Study has been published in 2010 and 2013, and is the result of an intensive investigation into understanding if Baltimore's post-secondary institutions are preparing students for the types of jobs that local businesses are looking to fill.

Programs

The Baltimore Workforce Investment Board undertakes a Talent Development Pipeline Study which studies the following areas:

- Examines which job makeup of Baltimore over a five-year horizon
- The levels of education are require for these jobs
- Which industry sector occupations are projected to see the greatest growth, and what levels of pay are associated
- How many post-secondary programs are available in the Baltimore region that prepare students for work in industry sector-related occupations
- How many students are enrolled in the above programs, and their levels of education
- Focused on the following industry sectors:
 - Bioscience
 - Business Services
 - Computer, Internet and software-related data services
 - Construction
 - Healthcare and Social Assistance
 - Hospitality and Tourism
- Surveys education and apprentice programs available
- Makes recommendation to better connect Baltimore region education and training assets to employers in the region

The study has recognized that a high school diploma is insufficient for Baltimore residents to achieve economic security. Further, in order to be successful, postsecondary institutions must align their programs to the needs of local businesses in order to ensure Baltimore produces a workforce ready to fill open positions.

In addition, the report analyzes local education programs to see which programs produce graduates in excess of local demand for particular skills, and which programs do not currently have the capacity to produce enough graduates with a given skill set. The 2010 report can be found here: http://www.baltoworkforce.com/documents/ri_tdps.pdf



BERKS COUNTY (PA) WORKFORCE INVESTMENT BOARD

Address: Pennsylvania CareerLink - Berks County 1
920 Kutztown Road, Suite F
Reading, PA 19604

URL: <http://www.co.berks.pa.us/Pages/default.aspx>

Email: info@bccl.org

Phone: Administrative Office: 610-988-1310

Organization Type: Workforce Investment Board

Overview

The Berks County Workforce Investment Board has developed a NAWB-recognized industry partnership that addresses an identified worker / skill shortage in their region. The WIB partnered with the local community college, industry and the Lancaster County (PA) WIB to develop the program, which is driven from employer input into skills needs. The program addresses skills needs in a variety of industries within the region, which has allowed it to leverage significant economies of scale.

Programs

In response to an identified skills gap, the WIB developed a [Mechatronics Partnership](#) to build its future workforce. Manufacturing employers in the Berks County region were losing their skilled industrial maintenance workers to retirement, and there was an inadequate “pipeline” of new entrants. In addition, the job requirements were shifting, requiring cross-trained technicians that had more advanced technical skills.

The employers partnered with [Reading Area Community College](#), secondary career and technology centers, and the Berks and Lancaster County Workforce Investment Boards to address the need for workers skilled in “mechatronics” - a high-tech version of the old industrial maintenance job that combines mechanical, electrical and controls engineering with computer science. Driven by input from employer partnerships in food processing, metals and metal fabrication, plastics and other businesses, the Berks and Lancaster Workforce Investment Boards teamed with the Reading Area Community College to develop and offer an advanced manufacturing integrated systems technician certification program.

More than 400 workers earned certification in mechatronics through this collaborative effort. The initiative expanded to include an associate degree program at RACC.

Additionally, the Berks Career and Technology Center, a secondary school career and technology education center, now allows a high school graduate to enter RACC with 15 transferable credits toward an associate degree in mechatronics engineering technology. Graduates of the associate degree program can then transfer credits to one of three baccalaureate programs: Electromechanical Engineering Technology at Penn State Berks; Mechatronics Engineering Technology at Purdue Calumet in Hammond, Ind.; or Industrial Technology at California University of Pennsylvania.

Currently, efforts are underway to help local secondary and postsecondary institutions across the state expand mechatronics training capacity to prepare more workers for these high-demand jobs.

The board had a budget of \$5,185,728 in 2012.



BOSTON PRIVATE INDUSTRY COUNCIL (PIC)

Address: 2 Oliver Street

Boston, MA 02109

URL: <http://www.bostonpic.org/>

Email: N/A

Phone: 617-423-3755

Organization Type: Non-Profit Workforce Investment Board

Overview

The Boston Private Industry Council (PIC) is a nonprofit organization that offers connection between education and the workforce. The PIC is the WIB for Boston, and operates the city's One Stop shops.

Programs

The [Healthcare Careers Consortium](#) was convened to address the healthcare skills shortage in the region. The Consortium works together to disseminate labor market information and best practices for supporting employees who are furthering their education. Additionally, the program works to identify and address systemic barriers to an aligned and efficient education and training system. Finally, the program works to develop career ladders across healthcare roles to ensure that healthcare providers have the staff they need to deliver quality care and that healthcare workers have opportunities for career advancement.

The PIC recognizes that the pathway to a sustainable career requires some level of post-secondary education. To this end, the PIC utilizes [College-to-Career Coaches](#) who work with students to overcome the social, financial, and academic barriers to completing college. Financial support for this initiative comes from the Boston Foundation, State Street, and Merck. Similarly, the [Out of School Youth](#) program assigns counselors to reach out to individuals who have dropped out of school and help them address barriers to completion.

The PIC served 25,000 job seekers in 2013 has an annual budget of approximately \$8 million. Of this, approximately half was pass-through funds. Of those funds the PIC itself utilized, the following was the breakout by source:

- State: 34%
- City: 27%
- Foundation: 19%
- Federal: 10% (a majority of pass-through funds were Federal)
- Corporate donations: 8%
- Other: 2%



CALIFORNIA WORKFORCE INVESTMENT BOARD

Address: 800 Capitol Mall, Suite 1022
Sacramento CA 95814

URL: <http://www.cwib.ca.gov/>

Email: N/A

Phone: 916-657-1440

Organization Type: State Workforce Investment Board

Overview

The California Workforce Investment Board is the State's workforce investment board. Established in 1998, the board has been cited by the NAWB as a leader in best practices for their approach to addressing regional workforce needs. Recently, The WIB commissioned a Task Force to study options for increasing the availability of good-paying jobs in the State, and how to best prepare its residents for these jobs.

Programs

The [Northern Rural Training and Employment Consortium \(NoRTEC\)](#) consists of the 11 northern-most counties in California and their localized workforce boards and One Stop Centers. NoRTEC is part of the Northern California WIRED (Workforce Innovation in Regional Economic Development) district and has taken the lead in securing grant monies, public and private partnerships, and community contacts to grow opportunities for green jobs in the region.

NoRTEC has developed diverse partnerships with industry advisory boards, the region's Community Colleges, California State University Chico, utilities companies, Golden Capital Network, Wavepoint Venture Capital, and the SolarTech Association.

These partnerships will enable NoRTEC to meet the needs of local workers and businesses by putting people back to work, growing the opportunities of business and the green economy and providing high-paying career to job seekers. To date, under the Clean Energy Workforce Training Partnership, 301 people have enrolled, 213 have received training, and preliminary results are showing a job placement rate of 81%.

November 17th, 2014, the California Community Colleges Board of Governors commissioned the [Doing What Matters for Jobs and the Economy - Task Force to Guide Workforce Development](#)² with a goal to increase individual and regional economic competitiveness by providing California's workforce with relevant skills and quality credentials that match employer needs and fuel a strong economy. This Task Force is to consider strategies and recommend policies and practices that would:

1. Prepare students for high-value jobs that currently exist in the State,
2. Position California's regions to attract high-value jobs in key industry sectors from other states and around the globe,
3. Create more jobs through workforce training that enables small business development, and
4. Finance these initiatives by braiding existing state and federal resources.

The Task Force will be comprised of leaders from the community college system, business community, labor, public agencies involved in workforce training, K-12 education policy, community based organizations, and other groups.

In 2012, the California Community Colleges Chancellor's Office created the [Doing What MATTERS for Jobs and Economy \(DWM\)](#) framework, which seeks to align state investment with the skill needs of regional industry sectors. In much of California, especially rural areas, community colleges remain the only institution providing workforce preparation and training.

² <http://doingwhatmatters.cccco.edu/Home.aspx>



The California WIB also has recognized that [California is a set of regional economies, not a monolithic one](#). Different industry sectors serve the base for each regional economy, yet one commonality remains the same. Between 2010 and 2020, 60% of all job openings will be from replacements as Baby Boomers retire.³ Further, education has been shown to significantly increase regional prosperity - increasing the education of the average worker by one year is associated with a 10.5% increase in regional GDP per capita.¹⁰

The California Community Colleges play an important role in boosting the state's economy by serving more than 2.6 million students a year. One out of four community college students in the U.S. is enrolled in a California community college, making it the nation's largest system of higher education. (There are 112 colleges in the system) Further, community colleges enroll 70 percent of California's higher education students.

Among the activities of the California Community Colleges Chancellor's Office, the programs of the Division of Workforce and Economic Development bridge the skills and jobs mismatch and prepare California's workforce for 21st century careers. [The Division serves as administrator for several streams of state and federal funds](#), including Governor's Career Technical Education Pathways Initiative (SB70), Carl D. Perkins Career and Technical Education Act of 2006, and Proposition 98 dollars for Apprenticeship, Economic & Workforce Development (EWD), and Career Technical Education (CTE).

The program recognizes need for a [single point of contact](#) for business / industry to approach with requests regarding training / education needs. Further, it recognizes that there should be a person(s) whose main or only responsibility is this function, so that this interaction does not get lost in the shuffle of other duties and there is the need for a standard process to accept the above input, and [develop curriculum to meet](#) need.



CAREERSOURCE BROWARD (FLORIDA)

Address: North Center

2301 West Sample Road

Building 4, Suite 7-A

Pompano Beach, FL 33073

URL: <http://www.careersourcebroward.com>

Email: N/A

Phone: 954-969-3541

Organization Type: Workforce Investment Board

Overview

CareerSource Broward is the workforce investment board for Broward County, Florida. The WIB provides an interesting access model coupled with a range of industry-focused partnerships that tie in local education resources to help businesses meet their skills needs.

Programs

CareerSource offers a unique access model where the WIB's three one-stop centers are supplemented by 16 one-stop kiosk sites around the county. In addition, CareerSource's website offers translations into a range of languages, making it accessible to those who do not speak proficient English.

CareerSource provides access to the [Employ Florida Marketplace](#) - a job board where job seekers throughout Florida can post their resume to find a job and employers can source candidates within the State.

CareerSource offers job seekers the

Provides labor market statistics [TORQ \(Transferable Occupation Relationship Quotient\)](#) program, which is an online tool that links occupations based on the abilities, skills and knowledge required by workers in a vast number of occupations. The TORQ program assesses a job seeker's skills and "crosswalks" them with other occupations that require similar skill sets. The program then performs an analysis that shows the job seeker how close the skills matches are and recommends additional training options to help close any knowledge or skills gaps.

[Startup Quest™](#) is an entrepreneurial training program is part of a \$12 million state-wide grant from the U.S. Dept. of Labor to train individuals with college degrees to become entrepreneurs and educate them about opportunities to commercialize technologies developed at Florida's public universities and federal laboratories. Through an intensive 10-week training course led by experienced entrepreneurs and startup mentors, participants develop a go-to-market plan for a real technology selected by the mentors and approved by the various tech-transfer offices.

CareerSource is a member of the Florida [TRADE Consortium](#), a group of 12 state and community colleges throughout Florida. Funded by a [TAACCCT grant](#), the program offers courses of study that can be completed in 3 to 6 months that prepare students for careers in manufacturing. Students have opportunity to earn nationally-recognized manufacturing credentials, and the program can translate into college credit if students decide to pursue 2 or 4 year degree. After completion, the program helps connect graduates to manufacturing employers in Florida. Employers that partner with the program have input on the base skills they want to see in entry level hires and provide feedback on curricula to ensure it is meeting their needs

Broward College is developing a set of eight stackable and latticed credentials that will provide workers with skills suitable for entry and middle-level employment in [supply chain management](#). Program content will be delivered through traditional, hybrid and online instruction. Industry-approved internships, apprenticeships and on-the-job training will be included. Eight newly created industry-recognized certifications will be based on an evidence-based design endorsed by the Council of Supply Chain Management Professionals.



CHARLOTTE WORKS

Address: 1401 W. Morehead Street, Suite 100
Charlotte, NC 28208

URL: <http://www.charlotteworks.com>

Email: N/A

Phone: 704-206-1350

Organization Type: Non-profit arm of Workforce Investment Board

Overview

Charlotte Works is a private/public partnership that brings together Charlotte area resources to engage, empower and employ Charlotte's workforce to meet current business climate needs. The organization provides customized resources including coaching, training and networking opportunities that will help to develop, align and connect job seekers with the changing employment needs of Charlotte area employers.

Programs

Despite representing only the city and county, Charlotte Works offers [over 30 access points for resources](#). SNAP (Shared Network Access Points) sites are collaborations with community partners to extend Charlotte Works' resources within local neighborhoods and faith-based organizations so that communication, transportation and other barriers to employment are reduced or eliminated. Each site is equipped with computers, software and volunteers that offer clients convenient access to resources needed to become more employable and to find work.

[Youth Business Connector \(YBC\)](#) is a collaboration among employers, schools and community organizations who are working together to build career education partnerships in the Charlotte-Mecklenburg area. Through relevant career education opportunities/experiences, local employers build a future pipeline of qualified employees and our region's students gain valuable career awareness and preparation - helping them know where to focus their further studies.

Employers can access the [NC Works incumbent worker training grant program](#). Participating Mecklenburg County employers are reimbursed 50 to 90 percent of the salaries (\$6,000 to \$20,000) of their OJT trainees while these new employees learn their new jobs on the job. Since July 1, 2013, has assisted 37 businesses in training 59 OJT Grant-funded newly hired employees.

The board has a yearly budget of approximately \$6 million, over 95% of which comes from government grants.



CINCINNATI WORKS

Address: 708 Walnut Street, Floor 2

Cincinnati, OH 45202

URL: <http://www.cincinnatiworks.org>

Email: info@cincinnatiworks.org

Phone: 513-744-WORK

Organization Type: Private non-profit

Overview

Cincinnati Works is a privately-funded non-profit that works to help individuals overcome poverty in the Cincinnati area. The organization works with individuals to address the myriad barriers to success and helps them attain jobs that pay at least 200% of the Federal poverty level.

Programs

Cincinnati Works aims to help individuals living in poverty achieve economic self-sufficiency through employment. The program offers [holistic services](#) to overcome barriers to employment including:

- Behavioral Counseling
- Legal Advocacy
- Spiritual Support
- Childcare Resources
- Transportation Assistance
- Lifetime Membership

The organization views itself as having two clients: those individuals in the community who are currently unemployed or underemployed (i.e. the working poor) and Employer Partners who have entry to mid-level job openings. The short-term goal for the unemployed is to attain a job that pays a fair wage with health benefits. The long-term goal for the underemployed is for them to earn 200% of the federal poverty guidelines and move to economic self-sufficiency.

The program takes a multi-step approach to preparing individuals for jobs paying sustainable wages:

STEP 1: JOB READINESS

Job seekers attend the six-day Job Readiness Workshop. Topics include:

- Completing Job Applications
- Attitude
- Work Ethic
- Business Etiquette
- Values
- Self-Confidence
- Problem Solving
- Employer Expectations
- Breaking Down Obstacles
- Budgeting
- Interviewing



STEP 2: JOB SEARCH

Structured assistance with the individual's job search including access to the organization's group of employer partners, Internet job searches, application assistance and interview feedback until employed.

STEP 3: JOB RETENTION

Cincinnati Works provides regular contact for at least one year with job seekers and Employer to help ensure employment retention. Re-employment services are provided following job loss.

STEP 4: ADVANCEMENT

Once the job seeker retains the same job for one year, staff assists with a plan to improve a skill, behavior or educational component to increase marketability and earning power.

The program is funded entirely from private sources, and does not take government grants or funding, allowing them to address a wide range of job seekers and not be limited in their programming. The yearly budget is approximately \$1.8 million, which allows them to serve about 600 job seekers per year with a 70% retention rate. The program has established partnerships with about 70 employers

The program is free to use for both job seekers and employer partners.



COASTAL WORKFORCE SERVICES (GEORGIA)

Address: 601 E 66th St #201

Savannah, GA 31405

URL: www.coastalworkforceservices.org

Email: N/A

Phone: 912-351-6380

Organization Type: Regional Workforce Investment Board

Overview

The Coastal Workforce Investment Board represents nine counties in Georgia. The CWIB has implemented an industry-driven training program to meet an identified need for welders. The program is funded using the ARRA.

Programs

The Coastal Workforce Investment Board embarked on a new program called [Group Sized Training for High Demand Occupations](#). Partnered with a local Plumbers & Pipefitters Union to conduct a 16 week welding class with Occupational Health and Safety Training. Funded by the Coastal Workforce Investment Board using ARRA funds, the trainees -- primarily dislocated workers -- were taught a full range of welding skills earning them certifications and making them competitive for jobs in the region.



FUND FOR OUR ECONOMIC FUTURE - (NORTHEAST OHIO)

Address: 1360 E. 9th St., Suite 210
Cleveland, OH 44114

URL: <http://www.thefundneo.org>

Email: N/A

Phone: 216-456-9800

Organization Type: Non-Profit

Overview

The Fund for Our Economic Future is a philanthropic collaboration dedicated to advancing economic growth and equitable access to opportunity for the people of Northeast Ohio through research, civic engagement, and grantmaking.

Programs

The Fund is an independent non-profit that provides grants for economic development - having raised over \$100 million since its inception in 2004. Currently, the fund has a yearly budget of approximately \$6 million. Funding has been raised both from government grants and private do-nors / foundations.

The Fund's grants have supported strategies that:

- Strengthen the region's capacity to attract businesses,
- Expand targeted industry clusters,
- Promote minority business growth,
- Support high-growth-potential startups,
- Increase the innovation capacity of mid- to small-sized manufacturers,
- Enhance the effectiveness of workforce development systems, and
- Promote more effective regional planning and more efficient local go

The Fund aims to maximize alignment with the private sector and corporate leaders to develop a shared understanding of the region's economy, engages diverse stakeholders in communities to identify opportunities to align their economic efforts with regional assets and initiatives and awards grants to support strategies that address the region's economic priorities in the areas of job creation, job preparation and job access.



HARTFORD, CONNECTICUT WORKFORCE INVESTMENT BOARD - CAPITAL WORKFORCE PARTNERS

Address: One Union Place

Hartford, CT 06103

URL: <http://capitalworkforce.org>

Email: WIB Local Chair Sheldon Bustow: tphillips@capitalworkforce.org

Phone: 860-522-1111

Organization Type: Non-Profit Workforce Investment Board

Overview

Capital Workforce Partners serves 37 municipalities in north-central Connecticut. Its construction-focused program has been recognized as a best practice in workforce development by the NAWB and the organization has also been successful in broadening its reach via obtaining funding from numerous non-WIA sources. Also worth noting, almost 80 percent of participants in the program are still employed in the industry 3 years after completion.

Programs

The **Jobs Funnel** is a pre-employment preparation and job training “stepping stone” for Connecticut residents who are seeking employment in construction and construction-related trades. The program recognized the need for skilled labor in the construction industry and ‘funnels’ job seekers into the system to gain specific work competencies and trade-related certifications. They then have access to build self-sustaining and rewarding careers.

Training is provided by a number of community-based organizations, including the Urban League of Greater Hartford, South Arsenal Neighborhood Development Corporation, Connecticut Puerto Rican Forum, and Co- opportunity Hartford.

Training areas provided can include:

- OSHA Cert.
- Finishing trades
- Green Trades
- Ironworker
- Masonry
- Sheet metal
- Solar panel

Criteria for admission include:

- 18 yrs old
- Ability to read / write English
- Reside in region
- Physically fit to perform work
- Drug free
- Access to transportation



It is important to note that program admittance does not require WIA eligibility, which speaks to the WIB's ability to raise funding from non-WIA sources. The program has a budget of approximately \$1 million per year, obtained from the below sources:

State of Connecticut (66%)

- Capital Workforce Partners (15%) (used WIA dollars to fund its portion)
- Hartford Foundation for Public Giving (10%)
- Annie E. Casey Foundation (4%)
- Laborers/Associated General Contractors Training Fund (2%)
- Connecticut Light and Power (2%)
- City of Hartford (1%)

Population Served:

- Majority minority participants
- 56% are former felons
- 43% have little to no employment history
- 15% with substance abuse problems
- 85% require math remediation
- 43% lack reliable transportation

Jobs Funnel has placed 2,200 individuals into construction jobs and apprenticeships, with almost 80 percent of these still employed in the industry three years later. Post program wages are nearly double those of pre-program, with most of the participants earning above the \$20,000 level identified as the minimum income necessary for a single individual to be considered financially self-sufficient in Connecticut.

A key strength of program is its connections to the demand side of the equation – the unions and construction firms. WIB staff has built strong relationships with 15 different construction trades, learning what their needs are and ensuring that the participants the program supplies are prepared to do a good job. In addition, all of the community-based organizations involved in the program work together under a single roof to ensure that service provision is seamless.



HEMPSTEADWORKS

Address: Hempstead Executive Plaza
50 Clinton Street
Hempstead NY

URL: <http://www.hempsteadworks.com>

Email address: N/A

Phone: 516-485-5000

Organization Type: Workforce Investment Board

Overview

HempsteadWorks recognized a local shortage of healthcare workers, and convened a partnership between the State Department of Labor, the WIB, the town Department of Occupational Resources and Hofstra University to address this.

Programs

Recognizing the shortage of skilled workers for the local healthcare industry, Winthrop University Hospital assisted the Town of Hempstead Workforce Investment Board (WIB) in founding the [HempsteadWorks Health Care Skills Partnership](#), a collaborative effort among the New York State Department of Labor, the WIB, the HempsteadWorks One-Stop System, the Town of Hempstead Department of Occupational Resources (DOOR), which is the local WIA grant recipient, and Hofstra University.

Since the program was established in 2003, the strategic planning team that leads the partnership has increased the local WIB's ability to identify and address worker and skills shortages in the health care industry. In addition, 180 hospital supervisors have participated in customized leadership training and received university certifications.

At Winthrop University Hospital, senior HR staff teach leadership to economically disadvantaged youth during the Summer Youth Program, introducing these young workers to leadership concepts within the healthcare industry. Finally, the partnership has assisted twenty Winthrop Hospital staff with obtaining their National Work Readiness Credential, certifying their skills and increasing opportunities for further training and advancement.

The program served over 20,000 individuals in FY2014 and received WIA funding of approximately \$4 million.



HOUSTON-GALVESTON WORKFORCE SOLUTIONS

Address: 3549 Palmer Hwy

Texas City, TX 77590

URL: <http://www.wrksolutions.com>

Email: N/A

Phone: 409-949-9055

Organization Type: Regional Workforce Investment Board

Overview

Houston-Galveston Workforce Solutions is the workforce system for the 13-county Houston-Galveston region. The board takes advantage of both WIA funding as well as key State workforce funding opportunities for training new and incumbent employees.

Programs

As part of the statewide [Texas Workforce Solutions](#) network, the board partners with the Texas Workforce Commission and other workforce boards in the largest job-matching database in the state - [WorkInTexas.com](#).

The [Up-Skill Houston](#) initiative is focused on informing the public and raising the profile of middle skills occupations that are in high demand in the Houston region. While this program does not provide training or funding, it does aim to meet employer need for middle-skills positions as much of the public is not aware of the opportunities that exist.

The [Skills Development Fund](#) is a state-wide program that helps Texas employers build a better workforce to remain competitive in the world market. The program funds customized training that helps current employees upgrade their skills and new employees become proficient in industry skills. [How Does It Work?](#) Industry collaborates with a community college or public technical college to customize a training program to address identified needs. Once the training is identified, the Fund will pay for the training. Training methods can be on-site, hands-on, simulation, classroom or online.

The board has a yearly budget of \$11.8 million, all of which is funded via government grants.



KANSAS WORKFORCEONE

Address: Elmore Center

631 E. Crawford, Suite 206

Salina, KS 67401

URL: <http://www.la1lwib.org/>

Email: info@la1lwib.org

Phone: 785-493-8018

Organization Type: Regional Workforce Investment Board

Overview

Kansas WorkforceONE is a regional workforce investment board comprised of 62 counties in central and western Kansas. The board responded to an employer's need for skilled personnel and developed a training program in concert with a community college to meet this need. The program was funded with a combination of WIA and non-WIA dollars.

Programs

The Tyson Foods plant in Finney County, KS, needed specialized maintenance workers to attend to its equipment. Although the company had developed a in-house training program, they were challenged in finding workers with basic maintenance skills to fill open positions

KansasWorks partnered with Garden City Community College to access its [Industrial Maintenance Technology](#) program curriculum as a basic training program for the Tyson Foods hires.

Eighteen individuals came on board at Tyson, learning on-the-job as well as in the classroom, and receiving full time pay even though they spent 16 hours per week offsite attending their college courses.

GCCC modified its teaching methods to focus on lab-demonstrated skills. Through KansasWorks, funding was provided to offset the college tuition - funding which was not available through Tyson. WIA funds, an apprenticeship grant, and On-the-Job training funds supported the transition of these individuals from unemployed to skilled employment.

Tyson invested additional funding to create a 2200sf training facility at the plant in Finney complete with customized lab benches for employees to use for practice and learning during their training periods, with the idea of creating support to help trainees succeed.

The entire class of 18 students has completed the program. They have full time employment at Tyson foods and a one-year certificate in Industrial Maintenance Technology from GCCC.

The board has a revenue of approximately \$3.2 million, of which a very large majority was gov-ernment grants.



LA HI-TECH

Address: 1570 E. Colorado Blvd
Pasadena, CA 91106

URL: <http://www.lahitech.org/index.html>

Email: careertech@pasadena.edu

Phone: 626-585-7682

Organization Type: Non Profit

Overview

LA Hi-Tech is a non-profit consortium of eight community colleges and 16 high schools in the Los Angeles region. The organization works to prepare students for careers in Information, Communication, Technology, Entertainment and Entrepreneurship to meet the needs of the tech-based industry in Santa Monica and Los Angeles.

Programs

LA Hi-Tech was formed to meet the needs of the IT industry in the Los Angeles area by preparing students for careers in middle skill IT occupations. The organization's goal is to fill more than a quarter of the region's middle-skill IT jobs by training students and in so doing, fill the industry's skills gap, namely, a lack of local and diverse talent.

The Consortium works to improve student transitions from secondary to postsecondary institutions by linking secondary learning academies to Career and Technical Education (CTE) programs at the postsecondary level.

The Consortium has established over 20 industry partnerships, with three defined career pathways: design, information support and services and software systems and development. The Consortium engages industry to review outcomes of the program and provide input into training. In addition, industry works with the Consortium to offer internships for participants.

Approximately 3,600 students have enrolled to date.

The program was launched with a \$15 million grant from the California Career Pathway Trust.



LANCASTER COUNTY WORKFORCE INVESTMENT BOARD

Address: 313 West Liberty Street, Suite 114

Lancaster, Pa 17603

URL: <http://www.lancastercountywib.com>

Email: Scott Sheely, Executive Director ssheely@lancastercountywib.com

Phone: 717-735-0333

Organization Type: Workforce Investment Board

Overview

The Lancaster Workforce Investment Board has been cited by numerous individuals and organizations as a model WIB. The WIB focuses its training programs on seven industry clusters in the Lancaster County economy that are growing, provide skilled, sustainable-wage-paying jobs and for which Lancaster possesses a competitive advantage.

For the focus industries (health care, biotechnology, communications, construction, food processing, automotive, and metals and metal fabrication), the WIB does a deeper studies of the skills required for the job that are in demand, and the education paths that can lead to these jobs, helping to provide job seekers not only with employment, but a job that can pay sustainable wages.

Programs

Lancaster WIB maps [Career Pathways](#) for focus industry clusters. These outline a progression of jobs a job seeker could attain, with the education requirements of each step - demonstrating which entry-level jobs have long-term career potential. The WIB has currently has identified six career pathways - Production, Administrative Support, Sales, Health Care, Construction and Trade, and Technical Support - which closely align with the seven priority Industry Clusters.

Career Pathways are data-driven and validated by industry unlike many pathways that are driven by training providers and their interest in playing to their curriculum interests and strengths.

Career pathways leverage [Industry Partnerships](#), which are integral to Pennsylvania's new, industry-led, demand-driven workforce development strategy. This new approach focuses on creating a skilled workforce through industry-specific training and education programs for incumbent workers developed in cooperation with companies in the State.

Industry Partnerships bring together multiple employers in the same industry to identify and address common workforce needs - providing economies of scale and making training accessible to smaller companies.

Lancaster currently operates industry partnerships in food processing, industrial maintenance, metal manufacturing, plastics manufacturing, printing, and construction. The WIB also participates in the logistics and transportation partnership run by the South Central Workforce Investment Board and the biotechnology partnership run by the Life Science Career Alliance.

Objectives include:

- Aims to take a demand-driven approach within industry partnerships
- Industry partnerships are developed in the priority growth clusters
- Only focus on industries that will pay a family sustaining wage
- Provides both new and incumbent worker training
- Economies of scale are gained by conducting shared training
- Some of the partnerships / consortia are unique to Lancaster, others are regional



Centers of Excellence are physical locales operated by the WIB that are established to focus on a particular industry sector with the objective of uncovering each target industry's local competitive advantage, and then helping companies to exploit it. One of the functions of the Center is to connect to K-12 and Higher Education for career ladder development.

While they are operated by the WIB, each center has a host organization, which could be an educational institution and a steering committee which is entirely comprised of private sector representatives.

1. Local research and development;
2. Technology transfer activities - helping disseminate best practices and new tech to area companies
3. Entrepreneurial development activities - aiding in innovation
4. Incumbent worker training (much of which can be utilized as college credit); and
5. Maintenance of a pipeline from school to work for essential careers

There are currently three Centers of Excellence:

1. Lancaster County Agriculture Council
2. Center for Manufacturing Excellence
3. Industrial Maintenance Training Center

Focus areas of centers were devised directly from industry need - either for a better-skilled incumbent workforce, or the inability to source individuals for a given trade. Focus areas include:

- Long term care practice (healthcare)
- Packaging operations
- Production for agriculture
- Construction tech
- Wood finishing
- Automotive tech

Best practices from the Lancaster WIB include:

- Understand the industry both wide and deep
- Build relationships with the industry sector and employers
- Think beyond workforce to innovation, which will build the sectors
- Think beyond WIA funding to build programs
- Focus on competitive advantage and sustainable wage
- Take a more holistic view to workforce, recognizing that in order for there to be job growth, businesses need to prosper. For this reason, their centers of excellence help businesses grow by aiding in innovation, best practices, etc. as well as training programs - *"Be the facilitator of the needs of the industry, which may or may not include the workforce system"*
- Take a company-focused approach vs. job seeker focus - build sectors vs. find a job seeker any job

The board has yearly revenue of approximately \$5 million.



LORAIN COUNTY (OHIO) COMMUNITY COLLEGE

Address: 1000 N. Abbe Rd.
Elyria, OH 44035

URL: <http://www.lorainccc.edu>

Email: info@lorainccc.edu

Phone: 1-800-995-5222

Organization Type: Community College

Overview

Lorain County Community College (LCCC) has received significant recognition for its advanced manufacturing education programs. These programs have been funded both by the college itself as well as a TAACCCT grant in partnership with other community colleges.

Programs

Severely hurt during the recession, the region's manufacturing employers shed over 10,000 jobs. However, as they began to recover, many found that the workforce did not have the skilled they needed to grow. LCCC was selected to lead a state-wide consortium of eleven community colleges and 35 manufacturing partners to develop a state-wide manufacturing training model. The consortium, known as [Ohio TechNet](#), was funded with a \$15 million TAACCCT grant.

The consortium has found that each year, there have been over 5,000 job openings in welding, industrial maintenance, machining, fabrication, automation and safety among Ohio employers. By responding to this demand, LCCC is able to both spur economic growth as well as enabling its residents to attain jobs that oftentimes pay upwards of \$20 per hour.



LOUISIANA FAST START

Address: 1051 North Third Street

Baton Rouge, LA 70802-5239

URL: <http://www.opportunitylouisiana.com>

Email: N/A

Phone: 800.450.8115 | 225.342.3000

Organization Type: State Workforce Initiative

Overview

Louisiana Fast Start is the State's flagship workforce and economic development initiative whereby the State funds the training of any relocating or expanding company within the state provided they create at least 15 new, full-time manufacturing jobs or 50 new, full time service-related jobs. The program is funded via the State.

Program

Louisiana Fast Start was launched in 2008 and has been recognized as a leading workforce training program nationally. The State proactively reaches out to companies that are or may be interested in relocating or expanding within the State. The State works with the company to identify their skill needs, recruit potential candidates and develop training programs in concert with educational partners to meet the company's requirements - all at no cost to the firm.

Companies must commit to creating at least 15 new, permanent manufacturing jobs, or at least 50 new, permanent service-related jobs. Training is generally limited to new employees, however current employees do qualify if they are moving up to a higher level position.

The program focuses on the following industries:

- Advanced and traditional manufacturing
- Digital Media
- Headquarters and business operations
- Research and Development
- Warehouse and distribution

One state publication explains that FastStart "has removed uncertainty about workforce quality": that is, it has helped companies get over their hang-ups about the South.³

To date, the program has served approximately 70 major projects in the state.

³ <http://www.shreveporttimes.com/story/opinion/guest-columnists/2014/11/06/program-addresses-gap-jobs-skills/18609145/>



MILWAUKEE WORKFORCE INVESTMENT BOARD

Address: 2338 North 27th Street

Milwaukee, WI 53210

URL: <http://milwaukeeewib.org>

Email: N/A

Phone: 414-270-1700

Organization Type: Non-Profit arm of WIB

Overview

Milwaukee Workforce Investment Board is a non-profit entity set up to address workforce in the Milwaukee region. The Board has been recognized for its ability to leverage multiple funding sources beyond WIA to provide additional services.

Programs

The WIB has formulated [partnerships](#) with a wide ranges of organizations in the region, all with the aim of giving adults and youth the knowledge to make informed career decisions and help them gain skills, find work and move up in their careers.

Partners include:

- Unions
- Public school system
- Community organizations
- Foundations
- Community colleges
- City departments - i.e. parks, employment and training

Most notably, the WIB has been able to secure a large amount of funding beyond its WIA appropriation from multiple sources, listed below:

- State of Wisconsin WIA \$ - 56%
- State of Wisconsin DHHS - 16%
- U.S. DHHS - 14%
- U.S. Dept. of Labor - 6%
- City of Milwaukee - 3%
- Other - 2%
- State of Wisconsin, other - 2%
- Foundations - 1%

Total = \$19.5M in 2014



OHIO MEANS JOBS

Address: (online)

URL: <https://jobseeker.ohiomeansjobs.monster.com/>

Email: omj-help-desk@jfs.ohio.gov

Phone: 888-296-7541

Organization Type: State Workforce Investment Board

Overview

Ohio Means Jobs is a state-wide partnership between Ohio and Monster.com.

Programs

Ohio Means Jobs is an online site funded by WIA and is a state-wide job access portal in partnership with Monster. The site lists high-demand careers for the region, provides assessment to figure out possible good job areas for job seekers based on likes / dislikes and provide links to [Work Keys](#) assessments. The site was funded via a \$12 million Workforce Innovation Fund grant from the U.S. Department of Labor.

The site is intended to be an extension of the OhioMeansJobs Centers, but removes any geo-graphical barriers to access. All State workforce programs are listed on the site, with directions as to how to access them.

There are 90 total Centers across the state. In 2012, these sites received a total of 2.7 million unique visitors.



PHILADELPHIA YOUTH NETWORK

Address: 714 Market St., Suite 304

Philadelphia, PA 19106

URL: <http://www.pyninc.org/>

Email: info@pyninc.org

Phone: 267-502-3800

Organization Type: Non-profit

Overview

Philadelphia Youth Network works to change the educational and economic outcomes of youth in Philadelphia. It accomplishes this mission via summer employment programs, industry-specify programs and occupational skills training.

Programs

Philadelphia Youth Network provides a range of youth programming to accomplish its mission. [Summer Employment Models](#) offer internships for 14-21 year olds that build work-related skills.

[Work Ready Philadelphia](#) is a cross-sector partnership that works to attract, align and invest resources in youth workforce-development strategies. The program provides thousands of young people with career exposure and preparation opportunities designed to enhance understanding and mastery of skills needed to be successful in a 21st century economy.

[Industry Pipeline](#) promotes talent development in targeted industries by exposing youth to industry-specific, technical skills and training. The program provides comprehensive, two-year training for 11th and 12th grade students specifically in high growth industries. In 2012, 199 youth were served via this model in the last program year with the following results:

- 71% of 11th grade participants were promoted to 12th grade
- 82% of 12th grade participants obtained a credential
- 52% of 12th graders transitioned into post secondary education and employment placements

[Occupational Skills Training](#) offers opportunities for technical-skill development in targeted industries specifically for out-of-school, over-aged youth. The program provides industry-relevant learning and employer-recognized credentials.

The program has a \$26 million annual budget. These funds come from a variety of sources in-cluding:

- TANF and WIA Funds
- The School District of Philadelphia
- The City of Philadelphia
- Private foundations and contributions
- The State of Pennsylvania
- Corporate contributions



P-TECH (PATHWAYS IN TECHNOLOGY EARLY COLLEGE HIGH SCHOOL)

Address: 150 Albany Ave, Brooklyn, NY 11213

URL: <http://www.ptechnyc.org/site/default.aspx?PageID=1>

Email: ptechnyc@schools.nyc.gov

Phone: 718-221-1593

Organization Type: Non-Profit

Overview

P-Tech is a partnership between New York City schools, IBM and the City University of New York. The organization is an independent non profit that serves as prime example of how industry can collaborate with local high schools and colleges to drive curriculum that leads to employment. Also - it is free to students (including covering books, etc.), meaning participants obtain an associate's degree for no cost.

Programs

P-Tech was founded in 2011 with the goal of providing high school / early college students the science and math skills they need to succeed in the modern workforce. P-Tech is a 6-year program that encompasses all of traditional high school + 2 years of college classes. Students graduate with an associate's degree in applied science.

Every student has a mentor from IBM, who can help with course work, networking and job place preparedness. IBM then promises graduates priority consideration for jobs when they graduate. Further, IBM provides paid summer internships for approximately 75% of the higher-level students.

The program's target populations are African American high school students, Latino Students (who have a college degree attainment rate of only 10.1% for 20 - 29 year olds) and students as a whole who are disadvantaged or lack pathways to higher education. The program is to help lower the drop-out / non completion rate of associate's degrees and also ensures that students do not get 'lost' after high school and do not start their postsecondary education.

"From community engagement to lesson planning, P-TECH benefits from each partner's contributions. In school, we often wonder whether the lessons we devise, the instruction we deliver, the curriculum we plan, is really going to be relevant outside of the buildings. At P-TECH, we have the answer, or it can easily be found: our technology teachers email frequently with the college professors at City Tech; human resources pros from IBM keep us informed about trends in hiring and what they look for; and the Department of Education shares research and best practices in education reform."

IBM donated \$500,000 to get the program off the ground, but now only donates in-kind services and 'sweat equity.' The program has served as a model that is now being expanded to 40 schools around the nation.⁴

⁴ <http://www.eweek.com/it-management/ibm-launches-plan-to-take-p-tech-schools-nationwide.html>



READY SC

Address: 111 Executive Center Drive, Columbia SC, 29210

URL: <http://www.readysc.org/index.htm>

Email: readyscsupport@sctechsystem.edu

Organization Type: Division of State Technical College system

Overview

The Center for Accelerated Technology Training and its readySC™ program work together State-wide with the 16 technical colleges to prepare South Carolina's workforce to meet the needs of your company. The program develops training programs specifically for companies, then provides this training at no / low cost to company. Does not have ongoing training, only done in response to company demand.

Programs

Provides tailored training for relocating or expanding companies in the State. The training is carried out by the State's technical / community colleges.

Is a significant benefit to new, relocating or expanding companies, as will provide tailored training for their workforce needs.

Ready SC focuses on high school graduates, or those with an associate's degree or less. Typical applicant is 32 years old. The program is funded by the South Carolina government, and offers its services at low or no cost to industry provided the company creates permanent, well-paying jobs with benefits.

The program has trained over 280,000 individuals since 1961 and trained approx. 4,700 individuals in FY 2013 - 2014, serving 81 companies.

Industries served:

- Aerospace
- Distribution
- Auto
- Food / Food Processing
- Biotech
- Metal
- Call Centers
- Plastics
- Chemicals
- Textiles

For a great example of the program in practice, see: <http://www.prnewswire.com/news-releases/charleston-sc-emerges-as-global-aerospace-hub-212538121.html>



SAN DIEGO WORKFORCE PARTNERSHIP

Address: 3910 University Ave, Suite 400

San Diego, CA 92105

URL: <http://workforce.org>

Email: contact@workforce.org

Phone: 619-228-2900

Organization Type: Non-Profit Workforce Investment Board

Overview

San Diego Workforce Partnership (SDWP) is the workforce investment board for the City and County of San Diego. Beyond its own workforce services, the Board serves as the City and County grant-making agency, distributing monies to community workforce organizations.

Programs

San Diego Workforce Partnership offers job seekers and employers twelve access sites throughout its region, with six of these located at public libraries. After surveying computer use at the library and finding that approximately 40 percent of this time was spent on job searches, the WIB decided that these would make a good place for the public to access its services.

Beyond access points, the WIB offers the [Platform to Employment \(P2E\)](#) initiative, which focuses on the need for the long-term unemployed to return to work and employer need to build a skilled workforce. In 2013, SDWP enrolled 24 participants in its P2E pilot program, with the following outcomes:

- 92% successfully completed training
- 82% were placed in subsidized employment
- 100% were hired on full-time

The P2E program provides job seekers three core services:

- Coaching and facilitation: Workshops are conducted four days a week for five weeks, including work-readiness counseling, skills assessment, interview preparation and self-marketing.
- Employee assistance services and family support: Job seekers have the opportunity to meet with counselors for financial literacy training and behavioral health services.
- Subsidized employment opportunities: P2E works with participants to match them with employers. P2E enables employers to have a risk-free evaluation of participants during a subsidized work experience.

The SDWP also provides job seekers a comprehensive list of community [Training Partners](#) that provide workforce services within the region. This has several advantages to both the organizations and the job seeker including provision of wrap-around services, allowing organizations to focus on a specific demographic (youth, ex offenders, etc.) and providing more tailored services as they know what other people are doing.

Overall, the SDWP has a yearly budget of \$36.5 million, some of which is comprised of WIA and other Federal funding, with the remaining coming from the county and city. As mentioned above, the SDWP serves as the workforce grant making entity within its locale, meaning public funding for a number of non-profits passes through the WIB.

Total Revenue: \$36.5M

<http://workforce.org/sites/default/files/pdfs/annualreport2013-2014.pdf>



SANTA BARBARA CITY COLLEGE

Address: 721 Cliff Dr

Santa Barbara, CA 93109

URL: <http://www.sbccc.edu/>

Email: info@sbccc.edu

Phone: 805-965-0581

Organization Type: Community College

Overview

Santa Barbara City College has been recognized as a (if not, the) top community college in the nation. Two out of every three full-time students graduates within three years, as compared to the national average of 40%.

Programs

The Aspen Institute has recognized Santa Barbara City College as the top community college in the nation based on the following criteria:

- Student learning outcomes
- Degree completion
- Labor market success in securing good jobs after college
- Facilitating minority and low-income student success

Completion/Transfer:

Two out of every three full-time students graduate within three years, a rate well over the national average. (SBCC rate – 64%; national average – 40%). Further, well over half of the students who enter SBCC and transfer to four-year colleges attain a bachelor's degree within six years of leaving high school.

California state records show that the 2011 wages of SBCC student who graduate five years earlier, \$42,000 on average, are comparable to the wages of all other workers in the area. In addition, SBCC achieves a strong three year-graduation/transfer rate for 48% for Hispanic students, who comprise over 30% of the student population (SBCC rate – 48%; national average – 35%).



SEATTLE - KING COUNTY WORKFORCE INVESTMENT BOARD

Address: 2003 Western Ave., Suite 250

Seattle, WA 98121

URL: <http://www.seakingwdc.org/>

Email: info@seakingwdc.org

Phone: 206.448.0474

Organization Type: Non-Profit Workforce Investment Board

Overview

The Seattle-King County Workforce Investment Board takes a sector-focused and industry-driven approach to workforce development. The Board annually reviews the leading industry sectors in its region to determine areas where focus and investment can have the greatest impact for both job seekers and employers.

Programs

The Board recognizes the importance of driving workforce programs from industry need. “One of our most important lessons is that [the process] must really be industry-lead. If educational providers and government members outnumber the employers, then the industry voice can get lost.”⁵

To do this the Board utilizes a focus on worker shortages within individual industries. The Board undertakes a process to understand the dynamics of the industry, collaborates with industry to understand their specific needs, then partners with organizations to develop the required workforce. This includes analyzing employers’ future hiring needs and developing curriculum that is industry-approved, often in concert with a local community college.

One such program is the Board’s [Healthcare Career Pathways](#) - Since 2003, more than 1,500 hospital employees have received assessment and/or career counseling, and more than 500 have enrolled in subsidized health care training through the Board’s hospital partnership, Career Pathways. This program offers career options to hospital employees, not just to nurses and allied health workers who want to move up, but also low-skilled employees in housekeeping and food service who are interested in starting health-care careers.

In addition, the WDC connected 68 youths to Certified Nursing Assistant training via a grant from the U.S. Department of Health and Human Services, which provided this at no cost to the individual.

Among the problems identified was that despite hospitals’ desperate need for nurses and technicians and a high interest in these careers, community colleges and nursing schools could not offer enough classes to meet the demand, due to high costs and reduced state funding. Another challenge was the lack of support for career progression in the health care sector. Those who wish to upgrade their skills—especially those at the lower skill levels—face many barriers in their career path, including the high costs and limited availability of training.

Local community colleges and hospitals worked together to expand the capacity of two- and four-year nursing and radiology technology programs in King County—essentially, opening the “pipeline” so that more students could be trained in these highly desired but high-cost programs. Funding for Career Pathways career specialists comes from the Board’s federal and state funding, as well as participating hospitals. This funding was almost exclusive from

⁵ http://sustainablecommunitiesleadershipacademy.org/resource_files/documents/Seattle,%20WA.pdf



sources outside of WIA, as most individuals that utilized the program were not WIA eligible.

The Seattle-King County Board has partnered with Microsoft Corp. since 2005 to bring free computer-training courses and certification training to job seekers. 4,681 free vouchers for courses such as Microsoft Certified Systems Engineer, Office Specialist and basic learning were provided. Through a separate process, the Board distributed an additional 30,000 vouchers statewide.

In addition, the Board recognized a need to create career pathways for those interested in the green energy field, but most importantly, the need for employer involvement in identifying skills in this field that would lead to sustainable wages. In response, they convened the [Green Building Skills Panel](#) - 25 leaders from business, labor, education, economic development, government, and workforce development, to identify green industry training needs in our region and determined the best ways to connect people to good jobs in these trades.

To address the issue of youth skills development and the need to create a pathway from high school to post-secondary education for individuals requiring remedial courses, the Board partnered with [Skill Up Washington](#)⁶ to identify cohorts of 18-25 year olds whose skills are insufficient to enroll in community college and helps improve their educational readiness, with aim of enrolling them in community college

The board annually reviews the industry sectors in King County to determine where the Board should focus its workforce development efforts, and what those strategies should be:

- Economic Size and Scope: Number of firms and jobs, percent of total employment, sales revenue where appropriate, economic development plans.
- Job Demand: Short- and mid-term growth projections based on retirements and added jobs.
- Supply and Demand Alignment: Match between demand and the regional inventory of job seekers, as well as the availability of career paths which lead to self-sufficient wages.
- Potential for Impact: Commitment level of employers and labor to address workforce issues and contribute resources; the Board's connections and leverage points within the sector; presence of an active industry intermediary or association; related workforce development efforts underway; and availability of (or plans for) sector-based curriculum through local training providers.

The Board has an ultimate goal of not only matching unemployed residents to jobs, but to also helping every resident attain self-sufficiency and economic security.

The board had an overall FY2014 budget of \$16,505,157 and served 60,000 job seekers and 1,190 businesses over this time. As the board served as the county and city's grant-making entity for workforce, over half of this budget is disbursed to community workforce part-ners each year.

⁶ <http://www.skillupwa.org/our-work/skill-link>

SKILLS FOR CHICAGOLAND'S FUTURE

Address: 191 N. Wacker Drive, Suite 1150

Chicago, IL 60606

URL: <http://www.skillsforchicagolandsfuture.com/>

Email: N/A

Phone: 312-906-7200

Organization Type: Nonprofit, partnership between City and County

Overview

Skills for Chicagoland's Future is a nonprofit partnership between the City of Chicago and Cook County that connects job seekers to employers, with a special focus on the long-term unemployed. In addition, the organization will train job seekers to meet the needs of the hiring companies. The program utilizes a combination of public and private funding.

Programs

Launched in 2012, Skills for Chicagoland's Future (SCF) works to connect job seekers to employers, and the training required to attain the job, 100% driven by business demand. The program focuses on unemployed individuals, in particular those who are long-term unemployed.

The program takes an industry-focused approach in that it first works with employers to identify their hiring needs, and then sources job seekers who can fill them. In some cases, the program will train these job seekers to the needs of employers - training is only available to individuals who are currently unemployed. The cost for training programs is shared between Skills For ChicagoLand's Future's public funding and the employer, and there is a commitment to hire.

The program aims to make sure that the skills individuals are learning go beyond the specific ones needed for a certain task and into ones that would be transferable across many jobs.

There are no age, education or income requirements for participation in the program. The only requirements are that applicants must have a legal right to work in the United States, be a resident of Cook County and be eligible to collect or have already exhausted unemployment benefits from the State of Illinois after January 1, 2008.

SCF works with partners in the public workforce system, community-based organizations, nonprofits and job centers to identify the unemployed job seekers that are a good fit for the program.

More than 1,100 unemployed job seekers have been hired through partnerships with over 30 employers since SCF launched in September 2012 and SCF's employer partners have signed commitments to hire more than 1,000 unemployed job seekers in 2014 alone. The program has a yearly budget of over \$3.3 million.



SKILLSOURCE (NORTHERN VIRGINIA WORKFORCE SYSTEM)

Address: 8300 Boone Boulevard, Suite 450

Vienna, Virginia 22182

URL: <http://www.myskillsource.org>

Email: N/A

Phone: 703-752-1606

Organization Type: Regional Workforce Investment Board (non-profit)

Overview

SkillSource is a non-profit collaboration between Fairfax, Loudon and Prince William County workforce systems, which combine to form a population of approximately 2 million. The system offers eight locations, two of which are located at Northern Virginia Community College locations. In total, the locations experienced 77,000 job seeker visits in 2013, enrolled 1,000 individuals in WIA programs and served 500 veterans. SkillSource has been successful in leveraging funds beyond those provided by WIA including several grants from the U.S. Department of Labor.

Programs

SkillSource's [Jobs For Veterans \(J4Vets\)](#) program, funded through the U.S. Department of Labor, offers employment and training services, including entrepreneurship training, to all honorably discharged veterans. Since November 2012, 215 veterans have been enrolled with 157 in training and 74 placed into employment at an average hourly wage of \$34/hour (\$70,720 annually).

The [Credentials to Careers for Veterans](#) program through the Virginia Community College System offers training and employment services specifically to dislocated veterans; since February 2012, 73 veterans have been enrolled, 45 are in training and 19 have been placed into employment at an average hourly wage of \$37/hour (\$76,960 annually). Funding - \$728,000

[Virginia Employment Through Entrepreneurship Consortium \(VETEC\)](#) is a five-year \$8.3 million entrepreneurship training program funded by the U.S. Department of Labor (DOL) and administered by SkillSource. VETEC is designed to provide WIA-eligible adults and dislocated job seekers, particularly veterans, with training and technical assistance to start their own business. Participants also receive one-on-one counseling services, mentoring and networking opportunities all designed to aid future entrepreneurs start their own businesses in three Virginia workforce regions, including Northern Virginia, Greater Richmond and Norfolk/Newport News.

Ticket to Work (disabled individuals)

SkillSource currently provides employment support to 84 beneficiaries through its Ticket to Work Program.

[NoVa Health Force](#) was founded in 2003 to address a regional shortage of skilled nurses. Funds from both the Virginia General Assembly and health care providers enabled the designated colleges and universities to enhance their nursing education specialties. The effort resulted in a 33% increase in Northern Virginia nursing student admissions since 2006 and a 57% increase in nursing graduates; approximately 80% remained in the region to work.

Since program inception in 2003, an impressive 95% (419 out of a total of 443) former serious or violent offenders returning to Northern Virginia have been placed into employment. In 2013, 34 ex-offenders were placed into occupations in industries such as Construction, Trades, Business Services and Retail. The recidivism rate for VASAVOR participants is just 4%.



Source	FY2014 Revenue
Federal Grants	\$7,270,242
Non-Federal Grants and Contracts	\$619,440
Contributions	\$96,219
Rental Income	\$446,781
Interest Income	\$5,712
Total	\$8,438,394
% of Revenue from Federal Government	86.16%

http://www.myskillsource.org/pdf/finance/SkillSource_June%202014%20FS_Final.pdf

TAACCCT Grants - While not driven by SkillSource (as they must be community-college based), Northern Virginia has been successful in securing TAACCCT grants to aid in its workforce efforts. **Security University** (Reston, VA) is a \$2.75 million award to address the Cybersecurity professional shortage. The program will utilize industry-recognized certification courses and technologies, including but not limited to: (1) an avatar-based IT student screening program; (2) live, real-world cybersecurity attack and threat simulation education/gamification certification; (3) an expanded learning management system; (4) a cloud hosted cybersecurity hands-on offensive/defensive cyberrange training system; (5) 4 new courses developed for the grant (A+, Network+ Security+ courses) including online quizzes and instructor led streaming video with avatars; (6) a cloud-based student certification/ transcripts/ records portal; and (7) a cloud-based system to recruit, register, certify and track TAA-eligible workers and veterans attending SU's latticed cybersecurity programs.



SKILLWORKS (BOSTON, MASSACHUSETTS)

Address: 420 Boylston Street, 4th Floor
Boston, MA 02116

URL: <http://www.skill-works.org>

Email: Executive Director Marybeth Campbell marybeth.campbell@tbf.org

Phone: Executive Director Marybeth Campbell 617-338-4377

Organization Type: Non-profit

Overview

SkillWorks brings together philanthropy, government, community organizations and employers to address the twin goals of helping low income individuals attain family supporting jobs and businesses find skilled workers.

Programs

SkillWorks is a non-profit comprised of philanthropy, government, community organizations and employers. The program's objective is to unite these parties to help low income individuals attain sustainable jobs and help businesses find skilled workers, primarily in middle skills jobs.

Workforce Partnerships are integral to the SkillWorks program. These partnerships focus on specific industry sectors, bringing together employers, nonprofit agencies, educational institutions, labor unions, and the government to:

- Provide effective training to those entering the workforce and to workers stuck in jobs with little opportunity for advancement; and
- Ensure sure that employers have workers who meet their needs.

SkillWorks provides grants to community organizations to implement this program. Boston Private Industry Council is one such program, with its Healthcare Careers Consortium (referenced above).

The program has been successful in attaining funding outside of the public sector, with about two-thirds of its funding coming from private foundations and corporate grants. Over the next five years, the organization projects a \$5.6 million budget (total), sourced from the following areas:⁷

- Foundation and Corporate Grants: \$3,675,000
- Public Funding: \$1,700,000
- Sponsorship / Event Revenue: \$50,000
- Individual Donations - \$0

⁷ <http://www.skill-works.org/documents/SkillWorksPhase3StrategicPlan-Final.pdf>



SOUTHWEST OHIO REGIONAL WORKFORCE INVESTMENT BOARD (WORKFORCE ONE)

Address: N/A

URL: <http://www.swohioworkforce.com/>

Email: info@WorkforceInvestmentWorks.com

Phone: N/A

Organization Type: Regional Workforce Investment Board

Overview

Ohio Workforce One is the regional workforce investment board for Butler, Clermont and Warren counties. The Board has undertaken several industry-focused programs that have received national recognition.

Programs

Southwest Ohio Region Workforce Investment Board (Workforce One) identified the need for skilled labor in the construction industry in the region. This is due to the coming retirement of older workers, and a lack of younger workers in the pipeline. In response, the Board formed the [Construction Career Pathways Collaborative](#) was formed between the Board, its one-stop shops, workforce partners, educational providers and the local construction industry to create a diverse pipeline of candidates to fill open positions.

The Collaborative connects initiatives at the middle school, high school, and adult level including hands-on experience for more than 100 middle school students, and emphasis on applied math, science, and diploma completion at the high school level. A group of training providers developed pre-apprenticeship training at the adult level, and the one stop shop assisted with assessments to qualify workers for union and non-union apprenticeship training programs.

Almost 80 disadvantaged adults graduated from pre-apprenticeship training, and 53% were placed into apprenticeship programs or jobs.

Workforce One has also been successful in leveraging Federal funding for programs. In 2009, the board partnered with Cincinnati State Technical College on a \$500,000 Federal grant to train WIA-eligible job seekers for green jobs. Further, the Greater Cincinnati Energy Alliance received a \$17 million Department of Labor grant in 2010 to provide energy audits in the region over three years.



THREE RIVERS WORKFORCE INVESTMENT BOARD (PITTSBURGH PA)

Address: Centre City Tower, Suite 2600

650 Smithfield Street

Pittsburgh, PA 15222

URL: <http://www.trwib.org>

Email: info@trwib.org

Phone: 412-552-7090

Organization Type: Non-Profit Workforce Investment Board

Overview

Pittsburgh Works is a collaboration of workforce development organizations dedicated to increasing the number of job seekers connected to good-paying jobs in Pittsburgh and Allegheny County. Pittsburgh Works facilitates collaboration and evidence-based innovation in workforce development, providing a forum to locate workforce development assets; identify gaps and opportunities for growth and establish shared, measurable outcomes.

Programs

[Work Ready Pittsburgh](#) is a program to offer internships to low income and disadvantaged high school students.

Career Readiness program helps job seekers earn a [National Career Readiness](#) certificate - which certifies their soft skills / workplace skills - at no cost to job seekers. Further, job seekers can take the [ACT Work Keys](#) assessments (any of the 5 areas) at no cost via TRWIB. The WIB has developed partnerships with employers to list their jobs in terms of minimum Work Keys scores required, helping job seekers from alternative education or work backgrounds attain employment.

The board has revenues of approximately \$10 million. Of this, \$9.7 million came from government sources, while approximately \$200,000 came from private foundations / contributions. \$6.5 million was attributable to WIA and TANF funding. The State also contributed approximately \$1.5 million via workforce grants.



WALLA WALLA COMMUNITY COLLEGE (WASHINGTON)

Address: 500 Tausick Way Walla Walla, WA 99362

URL: <http://www.wwcc.edu/CMS/>

Email: N/A

Phone: 509-522-2500

Organization Type: Community College

Overview

Walla Walla Community College is a nationally-recognized institution that has implemented demand-driven and industry-oriented programs in response to local industry needs.

Programs

Walla Walla Community College drives programs from local demand and switch course in response to changing needs. For example, even though students were still interested in carpentry, the college closed the program when the local construction industry waned. When analysis showed that the region could absorb at least twice as many nurses as WWCC was producing, it doubled the nursing program. Irrigation instruction shifted from farms toward lawns and sport fields, where there is more work. A new energy program provides technicians for the area's growing stock of wind turbines. Labor statisticians helped the college plan a watershed ecology degree that will provide jobs especially for Native Americans coming to the college from a nearby reservation, which struggles to maintain salmon populations.

Getting students in the door is just the beginning. Thanks to focused efforts, 56 percent of full-time WWCC students graduate or transfer within three years, compared to 40 percent of community college students nationally. Two new retention specialists reach out to students at risk; after contacting 300 people who were students in the spring but had not registered for the fall, one-third re-enrolled. Faculty make heavy use of a system to trigger alerts when students are absent, miss assignments, or otherwise fall short.

The school also encourages students to firm up the reasons they are there. For that, there is yet another software tool — a proprietary system called Career Coach, which helps students pinpoint where the jobs are in a 100-mile radius around Walla Walla, how much they pay, how many likely openings there will be, and which degrees or certificates they require.

In 2011, new WWCC graduates earned \$41,548, on average, nearly twice the amount of other new hires in the region.



WESTMORELAND-FAYETTE WORKFORCE INVESTMENT BOARD (PENNSYLVANIA)

Address: 145 Pavilion Ln

Youngwood, PA 15697

URL: <http://www.westfaywib.org/>

Email: info@westfaywib.org

Phone: 724-755-2145

Organization Type: Workforce Investment Board

Overview

The Westmoreland-Fayette Workforce Investment Board oversees the WIA programming for Westmoreland and Fayette Counties in Pennsylvania. The Board has successfully utilized an industry-driven program to meet a shortage of certified nursing assistants in the region.

Programs

The Board's **TLC (Time to Learn & Care)** Program was developed in response to a shortage of certified nursing assistants in the region.

Redstone Highlands, a long term care agency, along with four other employer partners, worked together to conduct cohort training. The program provided six training cycles, with each cycle offering a class for ten trainees. The trainees were recruited by each employer prior to placing the trainee in the training cycle, and trainees had the advantage of beginning training shortly after initial employment.

Redstone Highlands employed ten trainees, nine of which successfully completed the training, providing a completion rate of 90%. Of the nine trainees completing the program, eight have been retained, providing a retention rate of 89%, which is greater than the national average. Other employers saw similar results.

The TLC program also provided benefits beyond standardized certified nursing assistant training. Trainees were provided case management support to help them complete the training program successfully. Additionally, the program provided enhanced education of a Certificate in Gerontology from the Institute of Aging at the University of Pittsburgh. Further, soft skills training was provided through the Westmoreland County Community College.



WISCONSIN REGIONAL TRAINING PARTNERSHIP

Address: 3841 W. Wisconsin Ave
Milwaukee, WI 53208

URL: <http://www.wrtp.org>

Email: N/A

Phone: 414-342-9787

Organization Type: Non-profit

Overview

Wisconsin Regional Training Partnership (WRTEP) /BIG STEP is a non-profit (and independent) association of over 100 employers and unions dedicated to increasing and preserving family-supporting jobs and creating a more competitive local economy. There is a collaboration with employers, public agencies and lawmakers, with community members and community-based organizations.

The organization sponsors programs that expand employment and advancement opportunities, upgrade the skills of the current workforce, and recruit and retain a qualified workforce.

Programs

Training for certification / apprenticeship exams (for the skilled trades) - focuses on those that have tried and failed to attain these credentials: Combination of classroom and hands-on instruction helps prepare students for the apprenticeship entrance exams, consistently graduating more than 75 percent of students into apprenticeship programs each year.

The Center also offers pre-employment training certificate programs for a growing range of [skilled trades and industries](#).

They also maintain a centralized database of job-ready candidates in the metro Milwaukee area. If individuals already have sufficient work experience, they may be able to place them into immediate employment opportunities.

The Center of Excellence for Skilled Trades & Industry offers training in a variety of construction and manufacturing careers, such as welding, CNC machining, and road building among others. BIG STEP (building industry) apprenticeship preparation tutoring helps participants prepare for the Accuplacer test to get into a skilled trades apprenticeship.

All joint apprenticeship committees refer individuals who fail their exams to WRTP/BIG STEP under an agreement with the EEOC. Through our partnerships, we work with dozens of area employers to help find you work so you can earn while you learn.

Funding is obtained from a combination of private foundations, Wisconsin and Milwaukee government agencies, and local workforce investment boards. Funders can be found here: <http://www.wrtp.org/donors.php>

The organization has a yearly budget of approximately \$3 million, half of which is sourced from government grants.



WORKFORCE SOLUTIONS CAPITAL AREA (AUSTIN, TEXAS)

Address: North Center

6505 Airport Blvd Suite 101

Austin, TX 78752

URL: <http://www.wfscapitalarea.com/Home.aspx>

Email: N/A

Phone: 512-454-9675

Organization Type: Workforce Investment Board

Overview

Beyond the functions of a standard WIB, Workforce Solutions Capital Area provides WorkReadyAustin, which is a workplace skills validation program that helps job seekers verify their preparation for the workplace, helping to overcome challenges of previous periods of unemployment.

Programs

[WorkReadyAustin](#) is a skills validation and assessment tool that helps job seekers verify their workplace skills – including soft skills – to employers, and help employers identify and select the right candidates. The program recognizes that often times these skills such as teamwork, communication, initiative, and problem-solving are often highly important to employers but hard to identify. In response, WorkReadyAustin provides entry-level job applicants with targeted instruction and validation of the basic workplace skills most desired by local employers.

The program is composed of two parts:

- Part 1 screens for soft skills such as communications, professionalism, etc.
- If score >80% on Part 1, the job seeker can take a foundational skills test, which addresses:
 - Applied math
 - Reading for information levels
 - Locating information
- Once the test is complete, job seekers are given a ranking (bronze to platinum) that demonstrates, backed by Workforce Solutions Capital Area that they have attained the given level of foundational skills

The [Healthcare Workforce Alliance](#) is an industry-led and community-sponsored group that works to expand the higher education pipeline for healthcare career training in the Austin area. The Alliance works to:

- Support middle and high school initiatives that provide healthcare career awareness to students
- Broker relationships with other community partners / government agencies who support workforce development, and
- Maintain a centralized clinical placement website sources for community healthcare initiatives through fund development.

The [Workforce and Education Readiness Continuum](#) is an initiative funded by the City of Austin to unite a group of community partners to help prepare residents to enter or re-enter the workforce. The program provides a range of coordinated services including:

- English as a Second Language Training
- Adult Basic Education
- GED Preparation
- Financial and Computer Literacy
- Job Readiness
- Training and Employment



WORKFORCE SOLUTIONS GREATER DALLAS

Address: 1201 Main Street, Suite 2700

Dallas, TX 75202

URL: <http://www.wfsdallas.com>

Email: info@wfsdallas.com

Phone: 214-290-1000

Organization Type: Workforce Investment Board

Overview

Workforce Solutions Greater Dallas is the workforce investment board for the Dallas, Texas region. The board utilizes the strong state-wide workforce and economic development system to provide access to services to its constituents beyond those funded solely by WIA.

Programs

Workforce Solutions sees its most important customer as businesses. For this reason, the board focuses strongly on providing the skilled workforce required to meet the needs of its local industry. However, this does not mean that they disregard the needs of the job seeker; only that employers' skills needs drive their programming.

The board offers free online access to Microsoft's training for [basic computer literacy](#), including Microsoft Office tools. In addition, the board offers [training scholarships](#) for those in the Dallas area looking to upgrade their skills, ranging from welding and technology to medical administration and truck driving.

The board maintains a [database of over 200,000 jobs seekers](#), and over 40,000 area employers access this list every year - providing a high level of connectivity between local industry and the workforce system. Further, as part of the Texas statewide workforce system, employers have access to an entire state database as well.



WORKFORCE SOLUTIONS TARRANT COUNTY

Address: 1320 S University Dr.

Fort Worth, TX 76107

URL: <http://workforcesolutions.net>

Email: N/A

Phone: 817-413-4000

Organization Type: Workforce Investment Board

Overview

Workforce Solutions Tarrant County is the workforce investment board that includes Dallas and Fort Worth Texas. The board effectively leverages state-wide programs to expand its services and takes an industry-focused approach to support local enterprises.

Programs

Workforce Solutions Tarrant County comprises six locations throughout the County and also utilizes the State's significant workforce development programs. The board brings to bear \$65 million per year in workforce programming, which is a combination of both State and Federal funding sources as well as resources from non-profit organizations with a workforce mission.

The [Skills for Veterans](#) program is a \$1 million fund to address the needs of post-9/11 veterans, which is funded via the State. All private businesses, including private, nonprofit hospitals, can apply for training offered by their local community or technical college, or the Texas Engineering Extension Service (TEEX), to upgrade the skills of newly hired veterans. We review the applications and work with the college to fund the specific courses selected by businesses for their employees.

Further, the State-wide [Skills Development](#) program provides grants to community and technical colleges to customize programs for businesses training new workers or upgrading the skills of their existing workforce. Skills Development successfully merges business needs with local job training opportunities.

The [Regional Aerospace Cluster](#) is a coordinated effort to address the skills needs of this industry. Recognizing that there is an aging workforce, the program aims to prepare the industry for competition from the high-tech sector for engineers and skilled manufacturing workers, and boost a dwindling labor pool that had companies "poaching" each others' employees. The Board worked with industry to establish the cluster and develop a strategic plan to address this issue - and secured \$1.2 million in funding from the State to implement the plan.

The [Work-Adult Reentry](#) program was funded via a \$1.4 million grant from the U.S. Department of Labor to provide training for inmates aged 18 and older participating in state or local work-release programs. This grant was secured by a local non-profit, and is a notable workforce resource in the community despite not being administered by the WIB.⁸

⁸ <http://www.dol.gov/opa/media/press/eta/ETA20131232.htm>



WORKSYSTEMS (PORTLAND, OREGON)

Address: 1618 SW First Ave., Suite 450

Portland, OR 97201

URL: <http://www.worksystems.org>

Email: N/A

Phone: 503-478-7300

Organization Type: Non-Profit Workforce Investment Board

Overview

Worksystems, Inc. is a 501(c)3 non-profit organization that works to improve the quality of the workforce in the City of Portland, Multnomah and Washington Counties. The organization develops policies and designs workforce development programs and services delivered through a network of local partners to help people get the skills, training and education they need to go to work or to advance in their careers.

Programs

Worksystems partnered with Treehouse, an online provider of technology training programs, to develop and launch [Code Oregon](#)—an initiative to train over 10,000 Oregonians in computer programming and coding that was developed in response to a projected shortage of 8,000 technology workers over the coming decade. Individuals around the state will be taught high-demand skills in web design, app design and programming. Worksystems will place graduating Treehouse students in jobs with leading technology companies with the help of [The Technology Association of Oregon](#).

[Manufacturing Regional Career Technical Education Advisory Board](#) is focused on increasing the quality and quantity of home-grown talent to fill the industry's need for new workers by helping to align and strengthen CTE programs across the region.

[Advanced Manufacturing, Healthcare & Technology Industry Teams](#) are sector-focused partnerships between Worksystems and the local office of Economic Development that convenes monthly to address recruitment, training, and placement initiatives and opportunities across each of the targeted sectors.

Building on these, the [Advanced Manufacturing Initiative](#) aims to certify manufacturing skills competencies for 200 youth with the goal of establishing a manufacturing hiring pool of 2,000 individuals who meet industry standards.

[Reboot Northwest](#) is a training program designed to prepare 1,000 Portland-area residents (850 long-term unemployed and 150 veterans) for careers in advanced manufacturing and information technology. This initiative is funded by a \$8.5 million Federal grant and targets jobs in region that employers have a hard time filling with local talent. Occupations include: engineers, engineering technicians, machinists, computer programmers, software engineers, support specialists and network and system administrators. Job seekers undertake formal training programs before gaining additional on-the-job experience during internships at area employers. The grant will reimburse employers for wages of the trainees in exchange for employer-provided training.

[Talent Link](#) is an effort to reorganize job placement and employer fulfillment services across Worksource Portland Metro by focusing on skills preparation and validation that meets employers hiring needs. Over 200 WorkSource and community partners staff were trained and over 900 job seekers were progressed towards Talent Link certification.

- For entry-level job candidates: Talent Link certifies that you have the basic work skills and competencies valued by local business across industries.
- For experienced workers: Talent Link demonstrates your skills and commitment to finding work, and supports WorkSource staff's efforts to find positions that match to your goals and experience.
- For job seekers changing careers: Talent Link assures priority consideration for on-the-job training opportunities, and priority consideration for occupational training scholarships supporting healthcare, information technology and advanced manufacturing occupations.



The Professional Skills Training and Employment Project (ProSTEP) is funded via three federal grants to provide training for key occupations in the IT/Software and Advanced Manufacturing sectors. The project is being led by Worksystems in partnership with the Columbia Willamette Workforce Collaborative.

Over the next three years, ProSTEP will train over 550 WorkSource Portland Metro customers with an emphasis on the long-term unemployed. Training participants will receive an industry-recognized certification and/or a two-year degree and have access to employment placement services including internships and on-the-job training. In addition, ProSTEP aims to train over 3,500 incumbent workers across the Portland Metropolitan Area with the goal of increasing business competitiveness and employee retention.

In 2012 Worksystems secured a \$5.5 million grant from the U.S. Department of Labor Workforce Investment Fund to fund its [Housing Works](#) program. This three-year program is a collaboration of three workforce investment boards across two states that aims to help nearly 500 public housing residents attain the skills necessary for economic self sufficiency. Training focuses on high-demand inserts such as manufacturing, healthcare, office and construction, which have the potential to pay sustainable wages.

The [Aligned Partner Network \(APN\)](#) connects the public workforce system and local agencies (both public sector and non-profit) to provide a coordinated progression of services that help individuals move into career-track employment. This community of agencies helps job seekers find quality, living-wage employment and economic prosperity. The Network provides a strategic connection to the public workforce system that leverages each agency's expertise in a coherent progression of services and resources that move people into career-track employment.

The Aligned Partner Network provides a solution for social service and public agency partners that reduces duplication, increases effectiveness, and enables all parties to address collaboratively the increasing need for services in an era of declining resources.

Worksystems' FY2014 Budget: \$18.4 million

- Coordination activities: \$2.3M (13%)
- Administration: \$1.4M (7%)
- Community Investments: \$14.7M (80%)
 - WorkSource Career and Employment Services: 32%
 - Youth Services: 32%
 - WorkSource Occupation and Skills Training: 23%
 - Cross-Regional Partnerships: 10%
 - Information Technology 3%

⁹ For further information and a list of partners, refer to:

<http://www.worksystems.org/sites/default/files/Aligned%20Partner%20Network%20Model.pdf>



YEAR UP

Address: 1901 S Bell St #100
Arlington, VA 22202

URL: <http://www.yearup.org>

Email: N/A

Phone: 703-312-9327

Organization Type: Non-Profit

Overview

Year Up was founded in 2000 and entered the National Capital region in 2006 (Arlington, VA). The program operates as an independent non-profit, and provides year-long boot camp style training for individuals that already have a High School degree. This training aims to close the opportunity divide and provide an entryway into a sustainable career path in the Information Technology industry.

Programs

The Year Up program involves 6 months spent on training for either financial operations or computer technology (chosen because both pay good wages) and additional time spent on professional / workplace skills. The program's target population are 'disconnected adults' - 18 to 24-year-olds who have not progressed beyond a high school diploma and are neither employed nor enrolled in postsecondary education.

The organization's mission is to close the Opportunity Divide by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education. More than 70 percent of low-income, minority youth in the US leave high school and/or GED programs without a path toward either a post-secondary degree or a livable wage job. Year Up addresses this problem by providing marketable jobs skills, stipends, internships and college credits so students can excel in the region's lucrative IT industry.

Nationally, Year Up has served more than 8,500 students in its 12 location and is currently training approximately 2,000 individuals per year. After training is completed, the program provides introductions to companies keen to hire skilled staff. 100 percent of Year Up graduates are placed into an internship.

After graduation 85 percent go to college or are hired full time. Average starting salaries are \$30,000 but with computer expertise can hit \$50,000 a year or more. Students earn college credit (up to 23 credits) and a stipend of a few hundred dollars a week for the program.

While the program does receive government grants, a large majority of their funding is obtained from private sources. The program is currently working to expand across the country, and will be opening a new location in Baltimore in 2015.

The national program has a budget of over \$50 million.





APPENDIX B

MONTGOMERY COUNTY
WORKFORCE ORGANIZATIONS

<h1>A Wider Circle</h1>		Organization Type Non profit	
		Service Area Washington, DC Metro area	
CONTACT INFO	Address: 9159 Brookville Road Silver Spring, MD 20910 Phone number: 301-608-3504 Email: contact@awidercircle.org		
TARGET POPULATIONS	Poor/Economically Disadvantaged, Indigent, General		
ELIGIBILITY	At least 18 years of age eligible to work in the U.S. speaks English has basic computer skills available for one week training Mon.- Fri. 9 a.m. to 4 p.m	FEE REQUIRED?	NO
DESCRIPTION	A Wider Circle offers five intensive courses on Job Skills, Financial Planning, Stress Management, Nutrition, and Healthy Parenting		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization Office 9159 Brookville Road Silver Spring, MD, 20910		
<p>Individuals and families call on their own or are referred to A Wider Circle by more than 300 government or nonprofit social service agencies, large and small. After speaking to our staff and scheduling an appointment to visit our Center for Community Service, people have the opportunity to select the items they need, free of charge. Last year alone, A Wider Circle served more than 25,000 children and adults.</p> <p>Annual Budget 2011-2012 \$ 6,397,310 Number served 25000 http://www.awidercircle.org/A%20Wider%20Circle's%202012%20financial%20audit.pdf</p>			



<h1>Abilities Network</h1>		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	10230 New Hampshire Avenue, Suite 300 Silver Spring, MD 20903 Phone Number: 301-431-7740 Email: rbaynard@abilitiesnetwork.org Website: www.abilitiesnetwork.org		
TARGET POPULATIONS	The children, adults, families and seniors in services are affected by a variety of at-risk factors including a diagnosed disability, lack of environmental supports, low socioeconomic levels, and limited knowledge about resources and/or the capacity to access them.		
ELIGIBILITY	Community and Employment Partners : Ages 22 and older	FEE REQUIRED?	NO
DESCRIPTION	Career Counseling and Development, Job Placement and Follow-up Services, Support for Youth with Disabilities, Transportation Support, Work-Based Learning, Workplace Skills		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	All services are provided in the community where you live and work.		
<p>Number Served: 25 across Maryland Partners: Developmental Disabilities Administration, Division of Rehabilitation Services</p> <p>Annual Budget 2013- \$9,693,000 2013 annual report http://issuu.com/abilitiesn/docs/fy13_annual_report_web_final</p>			



ACES Montgomery College		Non-profit	
		MD	
CONTACT INFO	<p>ACES Coordinator Joyce D. Walker Joyce.Walker@montgomerycollege.edu</p> <p>ACES Program Support Coordinator Ada Rodriguez Ada.Rodriguez@montgomerycollege.edu</p> <p>240-567-2022 ACES@montgomerycollege.edu</p> <p>http://cms.montgomerycollege.edu/EDU/Department.aspx?id=54902</p>		
TARGET POPULATIONS	Students who are underrepresented in higher education or those who are the first in their family to attend college		
ELIGIBILITY	Students graduated from MCPS	FEE REQUIRED?	NO
DESCRIPTION	To create a seamless pathway from high school to college completion. Collaboration among MCPS, Montgomery College and the Universities at Shady Grove, ACES will focus on identifying and supporting students who come from backgrounds that are underrepresented in higher education and those who are the first in their family to attend college.		
FUNDING SOURCE	Montgomery County Public Schools, Montgomery College, and the Universities at Shady Grove.		
DELIVERY SITE LOCATIONS	Montgomery College, and the Universities at Shady Grove.		



Summer program

Rising 9th Graders, Introduction to College Readiness, MCPS

Rising 10th Graders, Academic Support & Advanced Placement Prep, MCPS

Rising 11th Graders, Intro to ACES Program & College Readiness, MC

Rising 12th Graders, Career Preparation & Professionalism, USG

ACES Bridge to College, Transition to Montgomery College, MC

Rising Sophomores, Planning for a Bachelor's Degree, MC & USG

Rising College Juniors, Transition to The Universities at Shady Grove, USG

Rising College Seniors, Field Placement/Internships

Assist with 12 Grade Summer Program, USG

Number of people they serve: ACES would serve 120 high school students per school in eight high schools: Montgomery Blair, Albert Einstein, Gaithersburg, John F. Kennedy, Northwood, Rockville, Watkins Mill and Wheaton.

Annual Budget: \$1.5 million

Served: 1,200



Adventist Community Service		Organization Type Non profit	
		Service Area DC Metro area	
CONTACT INFO	Address: 501 Sligo Avenue Silver Spring, MD 20910 Phone number: (301) 585-6556 Email: info@acsgw.org		
TARGET POPULATIONS	Disadvantaged and grief stricken		
ELIGIBILITY	JobQuest Program: Silver Spring area residents; need to have at least high-intermediate level of English (4th grade reading level) Web kids Program: middle and high school aged children interested in web design.	FEE REQUIRED?	Yes Advanced Computer National Certification: \$150 ESOL: \$50 GED: \$50
DESCRIPTION	Known for its social action services ACSGW using a holistic approach, helps the disadvantaged and disenfranchised in our community attain self-sufficiency and independence. ACSGW works to improve our clients 'physical, social and mental well-being, through compassionate emergency care, life education, and community development.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization Office 501 Sligo Avenue Silver Spring, MD, 20910		



African Immigrant and Refugee Foundation		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	11350 Baroque Road Silver Spring, MD 20901 Phone Number: 202-234-2473 Email: airfound@aol.com Website: airfound.org		
TARGET POPULATIONS	Ages 16 and under, Adolescents, African American Community, Immigrant Communities.		
ELIGIBILITY	Eligibility: Immigrant from any country or person preparing to immigrate to the United States Referral Source: Montgomery County Public Schools personnel, Other youth, CPDC Community Preservation and Development Corporation	FEE REQUIRED?	NO
DESCRIPTION	The mission of the African Immigrant and Refugee Foundation (AIRF) is to facilitate the effective transition of African Immigrant to American society and to support their productive, sustainable integration into their new homeland		
FUNDING SOURCE	N/A		



<p>DELIVERY SITE LOCATIONS</p>	<p>African Immigrant and Refugee Foundation 1525 Newton St. NW Washington DC 20010 Phone: 202.234.2473</p> <p>African Immigrant and Refugee Foundation 11350 Baroque Road Silver Spring, Maryland 20901 Phone: 301.593.0241</p>
<p>Services: Career Counseling and Development, College Preparation and Advising, Community Service/Volunteerism, English as a Second Language, GED programs, Leadership Development, Literacy programs, Mentoring, Tutoring, Work-Based Learning, Workplace Skills</p> <p>Number Served: 40 Partners: Montgomery County, CPDC, Gandhi Brigade, Carpe Diem Arts 2013 revenue: \$46,538</p>	



Arbor E&T		Organization Type Non profit	
		Service Area DC Metro area	
CONTACT INFO	Address: 438 N. Fredrick Ave # 240 Gaithersburg, MD, 20877 Phone number: 240.645.0730 Email: aob@artsontheblock.com		
TARGET POPULATIONS	Serves high school-aged youth from around Montgomery County with a focus on schools determined to have the greatest need for supplemental services.		
ELIGIBILITY	Participants must have a referral from one of DHHS offices. We also accept referral from the Office Child Support. ARBOR provide services to TANF applicants and recipients, Food Stamp applicants and recipients, and Non-custodial Parent referred by Office of Child Support and/or court ordered.	FEE REQUIRED?	NO
DESCRIPTION	Arbor E & T Partners with Montgomery County Program to conduct and administer job training and educational programs for TANF customers in Montgomery County. It's primary objectives are to help individuals obtain and retain unsubsidized employment by providing them the necessary skills to compete in today's job market.		
FUNDING SOURCE	State, County grants		
DELIVERY SITE LOCATIONS	Arbor E & T Silver Spring Office 1400 Spring Street # 300 Silver Spring, MD, 20910 Organization Office 438 N. Fredrick Ave # 240 Gaithersburg, MD, 20877		



TANF Workforce Services:

Number Served: 2,997

Annual Budget: \$2,200,000

Arbor E & T services for TANF clients include job search, soft skills indicative of job readiness, English literacy, basic skills, and occupational training. Differentiated services are provided to clients as needed. Since the focus is on getting TANF clients employed as soon as possible, most of the employment that is secured is in the low-skill service sector.

Transition Services for Foster Care

- Served 28 / Annual Budget: \$120,000 - MD Rise Block Grant

- Training and jobs

DHHS provides employment support services for foster youth through its vendor contract with Arbor E & T for general employment services.



Aristotle Circle Peer Tutors		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 1401 Dennis Avenue Silver Spring, MD 20902 Phone Number: 240-793-9673 Email: moco@aristotlecircle.com Website: www.peers.aristotlecircle.com		
TARGET POPULATIONS	Adolescents, Primary School Age Children, Students with Disabilities, Young Adults		
ELIGIBILITY	Any student in grades K-12 in Montgomery County	FEE REQUIRED?	\$40-\$45/hour for 1:1 tutoring
DESCRIPTION	Aristotle Circle Peers teach academic subjects and study skills. All Aristotle Circle Peers are high-achieving high school and college students who are carefully screened and matched to serve as effective teachers and role models for youth in need of tutoring services.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices; Community-based, variable; Home-based, variable		
Aristotle Circle Peer Tutoring Services College and career services include: SAT and ACT tutoring programs, consisting of 16 hours of peer tutoring across eight sessions; online or in-home peer subject tutoring; and college admissions advising. All services are also available to students with disabilities.			



Arts on the Block		Organization Type Non profit	
		Service Area Washington, DC Metro area	
CONTACT INFO	Address: 4218 Howard Ave. Kensington, MD, 20895 Phone number: 240.645.0730 Website: www.artsontheblock.com		
TARGET POPULATIONS	Young adults and adolescents		
ELIGIBILITY	A passion for making art is fundamental. Other criteria may apply; check www.artsontheblock.com for additional information.	FEE REQUIRED?	NO
DESCRIPTION	Since its founding in 2003, Arts on the Block's mission has been to empower creative youth to imagine and shape fulfilling futures and contribute to the quality of life in their communities. AOB achieves its mission by providing real-world experiences in the arts, educational guidance and entrepreneurial training geared to their unique capabilities.		
FUNDING SOURCE	ARTpreneurs is currently supported by grants from the Max and Victoria Dreyfus Foundation, Donors inVesting in the Arts (DIVAs) and the Arts and Humanities Council of Montgomery County. Grant from the National Endowment for the Arts., Imagination Station and Gandhi Brigade and with funding from the Jim and Carol Trawick Foundation		
DELIVERY SITE LOCATIONS	Organization Office 4218 Howard Ave. Suite #3A Kensington, MD, 20895		
Annual Budget \$302,000 2011 Annual report http://artsontheblock.com/wp-content/uploads/2012/10/AOB_AR2011_webfinal2.pdf			



Asian American Leadership, Empowerment, and Development		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 10111 Colesville Road, Suite 103 Silver Spring, MD 20901 Phone Number: 301-592-8800 Email: mentoring@aalead.org Website: www.aalead.org/		
TARGET POPULATIONS	Adolescents, Asian Community and low income		
ELIGIBILITY	Although AALEAD opens our doors to all youth depending on program capacity, they specifically target low-income and underserved Asian or Asian American youth; income status indicated by eligibility for Free and Reduced Meals (FARMS) or by filling out an income affidavit. Student must also be a resident of Montgomery County.	FEE REQUIRED?	NO
DESCRIPTION	LEAD is a community organization that provides educational enrichment and youth development programs to lowincome and underserved Asian American youth in the Washington, D.C. metro area. They provide after school programs, one-on-one mentoring, academic support resources, and life skill development for students through after school, summer, and mentoring programs. They also assist parents with school related issues affecting their children.		
FUNDING SOURCE	N/A		



<p>DELIVERY SITE LOCATIONS</p>	<p>After School Programs:</p> <p>Albert Einstein High School 11135 Newport Mill Road Kensington, MD 20895</p> <p>Montgomery Blair High School 51 University Boulevard East Silver Spring, MD 20901</p> <p>Wheaton High School 12601 Dalewood Drive Silver Spring, MD 20906</p> <p>Mentoring Program: Community Service/Volunteerism, Mentoring</p>
<p>After School Programs Provides safe after school environments for middle and high school students. Through academic counseling and support, life-skills and enrichment activities, field trips, community service opportunities, college preparatory sessions, and student youth councils, students are encouraged to explore their cultural identity, develop leaderships skills, pursue academic excellence and post-secondary education, and give back to their community.</p> <p>Mentoring Program Recruits, selects, matches, and trains adult volunteers to mentor students one-on-one, helping them to develop the academic and life skills necessary to succeed in school. Each mentor receives a detailed handbook, orientation and training, and is supervised regularly by the Volunteer Coordinator.</p> <p>Annual Budget 2013- \$953,886 2013 annual report http://www.aalead.org/wp-content/themes/AALead/homelmages/AALEAD_FY13_Annual_Report.pdf</p>	



Avenues Unlimited, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 8547 Bradford Road Silver Spring, MD 20901 Phone Number: 301-585-2608		
TARGET POPULATIONS	Adolescents, Learning Disabilities, Primary School Age Children, Students with Disabilities, Young Adults		
ELIGIBILITY	All prospective members must go online to fill out an eligibility form.	FEE REQUIRED?	NO
DESCRIPTION	Operates workshops and individual sessions on conducting a job search, preparing for the employment interview, and becoming independent through getting the job of one's choice. Also trains parents how to instill "independent skills" in their children with disabilities. Produces training videos related to these subjects.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices		



Benjamin Banneker Honors Math and Science Society			Organization Type Non profit
			Service Area Montgomery County
CONTACT INFO	Address: 14800 Perrywood Drive Burtonsville, MD 20866 Phone Number: 301-421-0170 Email: abspeller@aol.com Website: www.bbhmss.org		
TARGET POPULATIONS	Adolescents, African American Community		
ELIGIBILITY	All middle and high school students attending public schools in the Washington metropolitan area. Students may apply for acceptance in the Society with a minimum GPA of 2.0 and the expectation that the student works towards a minimum GPA of 3.0.	FEE REQUIRED?	NO
DESCRIPTION	The program’s goal is to improve minority students’ academic standing with respect to mathematics and science.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices		



Partners:

U.S. Naval Academy, Montgomery County Public Schools, National Institute of Health, National Institute of Allergy and Infectious Diseases, NASA

Tutorial Services

Approximately two Saturdays of each school month, students visit the United States Naval Academy located in Annapolis, Maryland where they receive one to two hours of tutorial assistance from volunteer midshipmen. In addition, the students receive hands-on experience on science projects and/or have the opportunity to hear a variety of lectures conducted by the Naval Academy professionals. During most sessions, students are mentored by the midshipmen. All registered students and parents/guardians are transported by bus to the Naval Academy and returned to Benjamin Banneker Middle School.



Boys and Girls Club of Greater Washington		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 1300 Forest Glen Road Silver Spring, MD 20901 Phone Number: 301-593-4600 Email: ksealey@bgcgw.org Website: www.bgcgw.org/		
TARGET POPULATIONS	Adolescents, Preadolescent Children, Primary School Age Children		
ELIGIBILITY	Clubs are open to boys and girls from ages six to 18. Membership is only \$5.00 per year. No child has ever been turned away, and there are many opportunities for children to “earn” memberships.	FEE REQUIRED?	\$25, annual membership \$95,/monthly program fee
DESCRIPTION	The clubs are a safe haven for students. The clubs are open when schools are not, and provide a safe, comfortable, and fun alternative to youth who would otherwise be home alone or on the street.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices		
Becoming a member of Silver Spring Branch Boys & Girls Clubs gives youth access to programs under the following core areas: education and career development, health and life skills, sports, fitness and recreation, character and leadership development, and the arts.			



CareerCatchers, Inc.		Non-profit	
		DC Metro area	
CONTACT INFO	8720 Georgia Avenue, Suite 205, Silver Spring, Md 20910 mana@careercatchers.org kunda@careercatchers.org http://www.careercatchers.org/		
TARGET POPULATIONS	Unemployed, low-income and disadvantaged residents		
ELIGIBILITY	Unemployed, low-income and disadvantaged resident	FEE REQUIRED?	NO
DESCRIPTION	Working with under and unemployed, low-income and disadvantaged residents of the Washington metropolitan area and supporting each client as they move along the self-sufficiency continuum.		
FUNDING SOURCE	Institutions, Foundations, Governments/ Grants <ul style="list-style-type: none">Montgomery College, Catholic Charities, The Family Justice Center, of Montgomery County; The Trawick Foundation; The Community Foundation for Montgomery County, Sharing Montgomery Grant Program; The City of Rockville; NCCF, Family Stabilization Program; the Stepping Stones Shelter and The Dwelling Place. Community partners <ul style="list-style-type: none">Family Services Inc., Montgomery Works, and The Gilchrist Center for Cultural Diversity. United Therapeutics		
DELIVERY SITE LOCATIONS	8720 Georgia Avenue Suite 205 Silver Spring, Md 20910 640 E. Diamond Avenue Suite C Gaithersburg, MD 20877		



Assist our clients with gaining access to employment opportunities through effective job search techniques including networking, use of on-and off-line resources, and community partnerships. In addition, support services are provided to the newly employed to ensure retention and advancement.

- Provide employment and job skills counseling to ensure stable employment;
- Identify and encourage participation in work place skills and training programs;
- Enhance self-esteem and foster empowerment.
- Mentoring and tutoring
- skills training (doesn't define what this is)
- one-on-one employment counseling

2013 revenue: \$87,400



Casa De Maryland		Nonprofit	
		MD	
CONTACT INFO	2224 E Fayette St., Baltimore, MD (410) 732-2694 http://casademaryland.org/		
TARGET POPULATIONS	Latino low-income women, workers and tenants Immigrants/Newcomers/Refugees and unemployed		
ELIGIBILITY	Low-income Immigrants Unemployment	FEE REQUIRED?	No
DESCRIPTION	To improve the lives of immigrants and low-wage workers.		
FUNDING SOURCE	Private foundations, individual donors and state-owned cooperation		



<p>DELIVERY SITE LOCATIONS</p>	<p>CASA de Maryland Multicultural Center 8151 15th Ave. Hyattsville, MD 20783 Tel: (301) 431-4185 / Fax (301) 408-4123</p> <p>Prince George's Welcome & Worker Center 7978-B New Hampshire Ave. Hyattsville, MD 20783 Tel: (240) 491-5784/ Fax (301) 431-1029</p> <p>Silver Spring's Welcome & Worker Center 734 University Blvd. E. Silver Spring, MD 20903 Tel: (301) 431-4177/ Fax: (301) 431-4179</p> <p>Pine Ridge's Community Center 8615 Piney Branch Road. Silver Spring, MD 20901 Tel: (301) 445-3139 / Fax: (301) 445-3921</p> <p>Wheaton's Welcome & Worker Center- Job training center 2729 University Blvd. W. Wheaton, MD 20902 Tel: (240) 491-5772/ Fax: (301) 933-6690</p> <p>Shady Grove's Welcome & Worker Center 16642 Crabbs Branch Way. Rockville, MD 20855 Tel: (240) 491-5780/ Fax: (301) 926-0380</p> <p>Baltimore's Welcome & Worker Center 2224 East Fayette Street. Baltimore, MD 21231 Tel: (410) 732-2694 / Fax: (410) 732-2692</p> <p>Tel: (301) 270-8432 Citizenship Program (240) 419-5765 or visit http://www.citizenshipmd.org/</p>
<p>Mission: CASA's Employment Program places workers in day, temporary, and permanent jobs that pay a living wage. CASA's Workers' Centers are recognized as a national model in addressing the employment-related needs of low-income immigrants. CASA also meets employers' needs by screening workers and employers and matching employers with workers to fit their labor needs. All workers sign a code of ethics and standards of conduct. Employers also put in writing the terms of employment. These mechanisms help to ensure high-quality work and satisfied workers and employers. Over 3,900 employers hire workers for day, temporary, and permanent jobs every year, in areas such as landscaping, drywall, painting, carpentry, moving, and cleaning.</p> <p>Number of people they serve: 40,000 members in 2013 Annual Budget 2013: \$7,346,196 2013 annual report: http://issuu.com/casademaryland2/docs/annual_report_2013_copy</p>	



Capital Insurance Training Center - WIA Occupational Training Program		Organization Type For Profit	
		Service Area Montgomery County	
CONTACT INFO	70 Uppper Rock Circle Apt. 241 Rockville MD 20850 240-280-5089 http://capitalinsurancetrainingcenter.com		
TARGET POPULATIONS	WIA eligible adults		
ELIGIBILITY	WIA Eligibility	FEE REQUIRED?	Tuition: \$750 Eligible for WIA reim- bursement
DESCRIPTION	CITC provides education for Insurance and Financial Profession- als in the form of pre-licensing education and certified Continuing Education Providers		
FUNDING SOURCE	WIA reimbursement		
DELIVERY SITE LOCATIONS	Montgomery County		
CITC provides training for individuals who want to become licensed insurance pro- fessionals. The training is eligible for reimbursement under WIA for those who quali- fy.			



Catholic Charities			Organization Type Non profit
			Service Area Washington, DC Metro area
CONTACT INFO	Address: 924 G Street, NW Washington, DC, 20001 Phone number: 202-772-4300		
TARGET POPULATIONS	At risk adults, families pregnant woman, teens, immigrants		
ELIGIBILITY	N/A	FEE REQUIRED?	NO
DESCRIPTION	The mission of the Montgomery County Family Center is to build partnerships within the community to provide services, education, support and promote self-sufficiency and empowerment. We welcome all Montgomery County residents to walk-in and let us work with you. We offer: * Case management, crisis intervention and referral services * Employment Coaching * Nutrition, cooking and exercise classes * Clothing, food and household items * Parent Education classes * English as a Second Language classes * Rent, Mortgage and Utility Assistance * Financial Support for single mothers with cancer * Immigration Legal Services * Archdiocesan Legal Network * Parish Partners Program		
FUNDING SOURCE			
DELIVERY SITE LOCATIONS	Montgomery County Family Center 12247 Georgia Avenue Silver Spring, MD, 20902		
	Annual Budget 2012: \$51,203 2012 Annual report http://catholiccharitiesannual.org/sites/dev.catholiccharitiesannual.org/files/pdf/CCAnnualReport2012.pdf		



College Tracks		Non-profit	
		Montgomery county	
CONTACT INFO	5126 Manning Drive, Bethesda MD 20814 301.986.4124 http://www.collegeTracks.org/ Nancy Leopold nleopold@collegeTracksusa.org		
TARGET POPULATIONS	Low-income, first-generation-to-college students who graduates from a Montgomery County Public Schools (MCPS) high school		
ELIGIBILITY	Low-income, first-generation-to-college students - sources from MCPS	FEE REQUIRED?	NO
DESCRIPTION	To give low-income, first-generation-to-college students the chance to go to college with enough financial aid and continuing support to help them attain the degrees they seek.		
FUNDING SOURCE	Private donations, private grants, Montgomery County Gov., gifts-in-kind		
DELIVERY SITE LOCATIONS	CollegeTracks 5126 Manning Drive, Bethesda MD 20814		
<p>College Admissions and Financial Aid Advising: expands awareness of college/career options; identifies colleges that fit each student; uses a "Milestones to College" Student Workbook to take students through the critical milestones of the college admissions process; advises on college decisions; engages parents; expands awareness of financial aid options, provides hands-on help with the FAFSA (Free Application for Federal Student Aid) and other scholarship applications, advocates with college financial aid officers, helps analyze financial aid packages</p> <p>College Success Advising: teaches critical college-success skills, helps each student develop a 4-year plan, monitors/supports student academic performance, helps with financial aid, sets up buddy programs and group support, provides individual coaching as needed</p> <p>Served: : `600 in 2013-2014 Budget: Approx. \$800,000</p>			



Collegiate Directions, Inc		Organization Type Non profit	
		Service Area Montgomery Co.	
CONTACT INFO	Address: 4827 Rugby Avenue, Suite 001 Bethesda, MD 20814 Phone number:301-841-2592 Email: info@collegiatedirections.org www.collegiatedirections.org/		
TARGET POPULATIONS	Low income, first generation aspiring college students age 14 - 24		
ELIGIBILITY	Students, minimum GPA of 2.6 and challenging course load, eligible for federal financial aid, attending JFK, Wheaton, Springbrook, Walter Johnson, Einstein or Paint Branch HS	FEE REQUIRED?	No
DESCRIPTION	Works to close the education, achievement, and opportunity gap for low-income, primarily first-generation-to- college students		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Collegiate Directions, Inc. 4827 Rugby Avenue, Suite 001 Bethesda, MD 20814		
<p>Scholars Program: Helps low-income, first-generation-to-college students prepare for, apply to, succeed in, and graduate from selective 4-year colleges and universities. While in college, Scholars are provided resources to find internships and jobs, as well as workshops on resume writing, interview skills, and financial planning</p> <p>Focused on college attainment / graduation vs. employment</p> <p>Served 154 in 2013</p> <p><u>Referral Source:</u> Montgomery County Public Schools personnel, Other youth.</p> <p>Annual Revenue 2012: \$676,979 2012 annual report http://www.collegiatedirections.org/wp-content/uploads/2013/05/CDI-2011-2012-annual-report-web1.pdf?bb6adc</p>			



Columbia Light House for the Blind		Organization Type Non profit	
		Service Area Washington, DC Metro area	
CONTACT INFO	Address: 8720 Georgia Ave. Silver Spring, MD, 20910 Phone number: 240-737-5100		
TARGET POPULATIONS	Adults with visual impairments, military, unemployed, senior		
ELIGIBILITY	veterans who are visually impaired or blind,	FEE REQUIRED?	NO
DESCRIPTION	CLB provides rehabilitation training, low vision care and evaluations, and case management support to individuals experiencing vision loss.		
FUNDING SOURCE	County grants, others		
DELIVERY SITE LOCATIONS	Organization Office 8720 Georgia Ave. Suite 210 & 1011 Silver Spring, MD, 20910		
	Bridge to Work Program - Job Training - County program administered by CLB - Annual Budget: \$25,000 - county / community grant Columbia Lighthouse for the Blind provides "The Bridge to Work™", a workforce development training program for visually impaired and blind clients 2013 Revenue: \$8,519,659		



Commonweal Foundation		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 10770 Columbia Pike, Suite 150 Silver Spring, MD 20901 Phone Number: 240-450-0000 Email: flowenbach@cwreal.org Website: www.cwreal.org/		
TARGET POPULATIONS	Partners in Learning Literacy Club Adolescents, At Risk Youth, Preadolescent Children, Primary School Age Children Learning Support Program Adolescents, Attention Deficit/Hyperactivity Disorder, Learning Disabilities, Low Income, Preadolescent Children, Primary School Age Children , Students with Disabilities		
ELIGIBILITY	Partners in Learning Literacy Club Children (K-12) in jeopardy of academic failure who live in Montgomery County Learning Support Program Students who have an IEP, a 504 Plan, or other significant indicators of a learn- ing disability or ADHD. Live in families with incomes at or below 200% of the federal Poverty level Live in Washington DC, Montgomery or Prince George's Counties in MD. Demonstrate average or above aver- age intelligence and are experiencing educational difficulty.	FEE REQUIRED?	NO
DESCRIPTION	The Commonweal Foundation operates and supports educational programs and projects assisting underserved children and youth, focusing on primary and secondary education.		
FUNDING SOURCE	N/A		



DELIVERY SITE LOCATIONS	Community-based, variable
<p>Partners in Learning Literacy Club Provides supplemental reading, writing, and math instruction with collaborating organizations to children in jeopardy of academic failure.</p> <p>Learning Support Program The Learning Support Program provides small group, after school tutoring in reading, writing, and math to students with learning disabilities, who also are F.A.R.M.S. eligible.</p> <p>Annual Budget 2013: \$12,230,000 2013 annual report http://www.cweal.org/newsmedia/publications/annualreport/</p>	



Community Support Services, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	9075 Comprint Court Gaithersburg, MD 20877 Phone Number: 301-926-2300 Email: iparegol@csaac.org Website: www.css-md.org/		
TARGET POPULATIONS	Autism, Learning Disabilities, Students With Disabilities		
ELIGIBILITY	Marcia Smith School Age 11-21 With Au- tism/Disabilities Youth with Autism/Disabilities	FEE REQUIRED?	NO
DESCRIPTION	CSS provides support to children and adults with autism and other severe developmental disabilities.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices; Community-based, variable		
<p>Marcia D. Smith School This non-diploma program is ungraded and focuses on life skills, vocational training, and functional academics</p> <p>Camps and Special Programs CSS provides recreational programs to Montgomery County youth with autism and other developmental disabilities; programs include: after-school program, Saturday program, holiday camp, and summer camp.</p> <p>Annual Budget 2013: \$18,385,179 2013 annual report http://media.wix.com/ugd/e6fbba_02be9083224243f9af084b05ad537f29.pdf</p>			



Compass Inc.		Organization Type Non profit	
		Service Area Washington, DC Metro area	
CONTACT INFO	Address 12200 Plum Orchard Drive, Suite A-120 Silver Spring, MD, 20904 Phone number: 301-625-2406		
TARGET POPULATIONS	People with intellectual disabilities and their families		
ELIGIBILITY	Adults with intellectual disabilities	FEE REQUIRED?	NO
DESCRIPTION	Our mission to support individuals with disabilities to realize their dreams and lead fulfilling lives as valued members of their community.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization Office 12200 Plum Orchard Drive, Suite A-120 Silver Spring, MD, 20904		
Annual Budget: \$10,833,003 http://www.compassmaryland.org/wp-content/uploads/2013/04/2010_Annual_Report_FINAL.pdf			



Computer Learning and Resource Center			Organization Type Non profit
			Service Area Washington, DC Met-ro area
CONTACT INFO	Address: 12301 Old Columbia Pike Silver Spring, MD, 20904 Phone number: 301-622-6007		
TARGET POPULATIONS	Mental illness, low income		
ELIGIBILITY	Chronic severe mental illness	FEE REQUIRED?	NO
DESCRIPTION	Provides workshops and support for individuals who have received psychiatric care to obtain and maintain gainful employment in the community and important communication skills. Computer training, job assistance and community referrals are offered. Advanced Wellness and Recovery/Drop-in center open five days a week with WRAP availability and social events for consumers.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization Office 12301 Old Columbia Pike # 220 Silver Spring, MD, 20904		
	2013 revenue: \$159,012		



Cornerstone Montgomery		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	6040 Southport Drive Bethesda, MD 20814 Phone Number: 301-493-4200 x234 Email: Information Not Available Website: cornerstonemontgomery.org/		
TARGET POPULATIONS	Adolescents, Children and Youth with Emotional Disturbance, Mental Health Disorders, Students with Disabilities		
ELIGIBILITY	Career Academic and Psych-Rehab Services Ages 18-25 with serious mental health disorders or serious emotional disturbance Career Transition Program Montgomery County students in grades 11 and 12 or recent graduate with a DSM-IV mental health diagnosis	FEE REQUIRED?	NO
DESCRIPTION	Empowers people living with mental health and co-occurring substance use disorders to live, work, and integrate successfully within the community.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices; Community-based, variable		



Career Academic and Psych-Rehab Services

Provides a combination of supported education and supported employment to young adults with serious mental health disorders or emotional disturbance.

Employment supports include career planning, work based assessments, job development/placement services, customized employment, job coaching and follow along support as long as necessary. The program also provides assistance with college registration, financial aid, time management, stress reduction and symptom management.

Career Transition Program

Offers a combination of mental health care and career vocational resources to assist students and their families in identifying and obtaining resources to enable a successful transition from school to work or to post-secondary academic or support environments.

Annual Budget 2013: \$17,893,000

2013 annual report

http://issuu.com/nicolegraner/docs/cornerstone_montgomery_2013_gratitu



Crittenden Services of Greater Washington		Organization Type Non profit	
		Service Area Washington, DC Metro area	
CONTACT INFO	Address: 815 Silver Spring Ave Silver Spring, MD, 20910 Phone number: 301-565-9333		
TARGET POPULATIONS	Adolescents		
ELIGIBILITY	Adolescent girls referred by school counselor, nurse or teacher or self-referred with parental consent. Must be enrolled in school where program is offered.	Fee re-quired?	NO
DESCRIPTION	Crittendon Services of Greater Washington is a youth development organization with a singular focus - strengthening teen women to identify, embrace, and achieve their academic career and life goals. We integrate support, education and skill building in to a 4-5 year program individually tailored to the needs of each participant. CSGW produces measurable results focused on three strategic objectives: 1) Improve academic performance 2) Increase workforce readiness 3) Increase adoption of healthy behaviors		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Gaithersburg HS 314 S Frederick Ave Gaithersburg, MD, 20877 Blair HS 51 University Blvd E Silver Spring, MD, 20901		
	Number served: 1190 in 2012 Annual Revenue 2012: \$5,540,878		



DHHS Office of Community Affairs - Suburban Maryland Welcome Back Center		Organization Type Government	
		Service Area Montgomery, PG and Frederick Counties	
CONTACT INFO	Address:8630 Fenton Street Silver Spring, MD 20910 Phone number: 240-777-3168 http://www.montgomerycountymd.gov/HHS-Program/OCA/OCAWelcomeB-p482.html		
TARGET POPULATIONS	Internationally-trained health professionals		
ELIGIBILITY	Internationally-trained health professionals currently living in Maryland	FEE REQUIRED?	No
DESCRIPTION	The Welcome Back Center of Suburban Maryland assists internationally trained health professionals integrate back into the health workforce and provide culturally and linguistically competent care to the diverse populations in our region.		
FUNDING SOURCE	County		
DELIVERY SITE LOCATIONS	Various sites in Maryland		
Services at the Welcome Back Center include: <ul style="list-style-type: none">• Guidance and support with the credentialing evaluation process• Job readiness training• ESL instruction• Paid clinical experience at local hospitals			
The Center offers pre-employment services to the participants that are receiving assistance to obtain licensure in a health profession in Maryland.			
The Center works in partnership with various organizations to provide needed trainings to current Center participants.			
Annual Budget: \$343,118			



Easter Seals Greater Washington-Baltimore Region		Organization Type Non profit	
		Service Area Washington, DC Metro area	
CONTACT INFO	Address: 1420 Spring Street Silver Spring, MD, 20910 Phone number: 301-920-9704		
TARGET POPULATIONS	Military veterans, functional disabilities		
ELIGIBILITY	To qualify for the program a veteran must (a) hold a discharge status that is other than dishonorable and (b) meet at least one of following criteria: * Be a recently separated veteran within the last 48 months. * Have a service-connected disability. * Have a significant barrier to employment. * Be a veteran who served	FEE REQUIRED?	NO
DESCRIPTION	The Veterans Employment Program provides eligible veterans and transitioning service members with the resources and services to succeed in the 21st century workforce.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization Office 1420 Spring Street Silver Spring, MD, 20910		



Empowered Women International			Organization Type: Non-profit	
			Service Area: DC Metro Area	
CONTACT INFO		Address: 320 S. Henry Street, Alexandria, VA 22314 Phone number: 571-312-4781 Email: EWI @ Alexandria		
TARGET POPULATIONS		Immigrant, refugee, at risk and low-income women		
ELIGIBILITY		N/A	FEE REQUIRED?	\$195
DESCRIPTION		We empower women to succeed by providing business training and mentoring, supporting business growth and building a market for products and services.		
FUNDING SOURCE		N/A		
DELIVERY SITE LOCATIONS		Wheaton Plaza North, Office Bldg, Suite LL2, 2730 University Blvd W, Silver Spring, MD 20902 240-242-4812 1141		
Annual Budget: \$230,522 Number served: 11,418				



English Now!			Organization Type Non profit
			Service Area Montgomery County
CONTACT INFO	Address: 4903 Montgomery Lane Bethesda, MD 20814 Phone Number: 301-718-3575 Email: info@english-now.com Website: www.english-now.com		
TARGET POPULATIONS	Limited English Proficiency Summer Youth Program Adolescents, Limited English Proficiency, Primary School Age Children, Young Adults		
ELIGIBILITY	N/A	FEE REQUIRED?	NO
DESCRIPTION	Serving the Washington, DC area international community since 1991, English Now! offers English language courses for students of all levels.		
FUNDING SOURCE			
DELIVERY SITE LOCATIONS	Organization offices		
English as a Second Language English Now! serves international families in the Washington, DC area with children that are in need of supplemental ESOL.			
Summer Youth Program English Now! offers afternoon English programs for children and teenagers during July and August. These programs are taught through semi-private classroom English lessons as well as outdoor activities.			



Epworth United Methodist Church – Iglesia Metodista		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 9008 Rosemont Drive Gaithersburg, MD 20877 Phone Number: 301-926-0424 Email: Information not Available Website: www.epworthsteeple.org/Home.html		
TARGET POPULATIONS	Adolescents, Hispanic/Latino Community, Preadolescent Children, Primary School Age Children		
ELIGIBILITY	Adolescents, Hispanic/Latino Community, Preadolescent Children, Primary School Age Children	FEE REQUIRED?	No
DESCRIPTION	Epworth United Methodist Church is a diverse congregation united in a commitment to grow through worship, community service, and discipleship.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices		
Tutoring Homework help for elementary, middle and high school students as well as tutoring in English. Did not report revenue for 2013			



Excel automotive Institute			Organization Type: Non profit
			Service Area: DC
CONTACT INFO	Address: 2859 V Street, NE. Washington, DC 20018 Phone number: 202-269-0384 Email: info@excelsautomotiveinstitute.org		
TARGET POPULATIONS	Job seekers who want to gain automotive related skills		
ELIGIBILITY	People who want to gain automotive related skills or want to work in automobile industry and must be DC residents	FEE REQUIRED?	\$50 Application Processing Fee
DESCRIPTION	Provide the development of job skills, career, and technical education to those who seek a better life.		
FUNDING SOURCE	Government, foundations, corporate and individual support		
DELIVERY SITE LOCATIONS	1235 Kenilworth Ave., NE, Washington DC 20019		
Program description General Services/Advanced Automotive Training <ul style="list-style-type: none">• Automotive Technician Training/General Maintenance• Safety and Pollution Prevention Training.• Life and Employability Skills Training• Basic Education and GED Preparation• Customer Service• Computer Literacy• Basic Electronics Certifications <ul style="list-style-type: none">• Automotive Electrical/Electronics• Brakes• Suspension & Steering• Engine Repair• Heating & Air Conditioning• Hybrid Electric Vehicle (Coming Soon!) Annual Budget: \$1,780,223 (Grants, contract or others) http://static.squarespace.com/static/53b2d364e4b089f11470d0fd/t/53b54304e4b070bf7082531d/1404388100062/2010AnnualReport.pdf			



Faith Connections		Organization Type: Non-profit	
		Service Area: Mont- gomery County	
CONTACT INFO	Address: P O Box 28, Damascus, MD, 20872 Phone number: 301-512-7879, Fax: 301-540-7669 Email: X		
TARGET POPULATIONS	Primary School Age Children Ages: 5-11 School Dropouts At Risk Adults Ages: 16-30		
ELIGIBILITY	Elementary aged students living in the Damascus Gardens, Section 8 housing complex, residents of the greater Damascus - Clarksburg communities, families living in the greater Damascus-Clarksburg area	FEE REQUIRED?	Yes
DESCRIPTION	Faith Connections provides emergency financial support to prevent eviction and foreclosure to individuals and families in need; along with various supporting programs		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Damascus Gardens 9829 Bethesda Church Road, Damacus, MD, 20872 Damascus Community Recreation Center, 25520 Oak Drive		
<p>Services After school program, GED preparation, financial assistance, mentoring food baskets</p> <p>Annual Budget: \$45,047 Number Served: 18 Partners: Local churches</p>			



Families Foremost			Organization Type Non profit
			Service Area Montgomery Co.
CONTACT INFO	Address: 451 Hungerford Drive, Suite 700 Rockville, MD 20850 Phone number: 301.585.3424 Email: swaddy@mhamc.org www.mhamc.org/html/pages/services		
TARGET POPULATIONS	Adolescents, Adults, Children of Single Parents, Parents School Dropouts, Teenage Parents, Young Adults		
ELIGIBILITY	Single parents or parents with children ages 0 - 4	FEE REQUIRED?	No
DESCRIPTION	Provides comprehensive services to pregnant women and parents with young children		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Rockville, MD office		
Services include: adult education (ABE/GED/ESOL) classes; in-home intervention services; parent education classes; computer literacy classes; health education classes; employment readiness classes; developmental infant and toddler programs; parent-child activities; family literacy activities; Reading is Fundamental; and peer support and case management.			



Family Services Inc. (Montgomery Station Supported Employment Program)		Organization Type Non profit	
		Service Area Up-County Montgomery	
CONTACT INFO	Address: 610 East Diamond Avenue, Suite 100 Gaithersburg, MD 20877 www.fs-inc.org/ Phone number: 301-840-2000 Email: info@fs-inc.org		
TARGET POPULATIONS	Young adults (age 18 - 25) living with severe emotional and behavioral disabilities, with a psychiatric diagnosis		
ELIGIBILITY	Young adults with emotional and behavioral disabilities	FEE REQUIRED?	Yes
FUNDING SOURCE	Provides large array of services to assist young adults with severe emotional and behavior disabilities and their families		
DELIVERY SITE LOCATIONS	Gaithersburg Youth Center, Upcounty Youth Services Center, Gaithersburg High School, Organization offices		



Youth Services Centers: Serves Olney, Gaithersburg, and the Upper Montgomery County region, providing children, youth, and families an array of after-school, prevention, early intervention, and counseling services.

The TRACKS Program - Psychiatric Rehabilitation Program for transitional aged youth (TAY) who require assistance to help facilitate the transition to adult life. The Program provides psychiatric rehabilitation in an effort to promote recovery by facilitating the development of an individual's independent living and social skills, including the individual's ability to make decisions regarding: life, work, and community participation.

Frameworks for Families: Provides services to families at low to moderate risk for child maltreatment. Services include short-term family skills training and resources and referrals to community services. Services are available in English and Spanish.

The Landing - Recovery-Oriented Program for Adolescents: The mission of The Landing is to provide a comprehensive array of services to Montgomery County youth through programs designed to support them through their recovery process, and engage them in their own recovery. This is accomplished through activities that promote development in the areas of: Education, Vocation and Career, Recovery from Substance Abuse, Social/Recreational, and Healthy Living.

BROTHERS is a year round program for young men at Gaithersburg High School who come together to support each other in academic, social and emotional growth. The program offers: structured weekly meetings and guest speakers; after school tutoring and mentoring; weekend activities and trips; leadership retreats; peer mediation and conflict resolution; service projects in the community; college tours; leadership training and career awareness; SAT workshops and college preparation; youth advocacy in school and community; an alternative to gang involvement; and student retention and dropout prevention.

Group Homes: Unlocked, privately managed residential program for males; individual, group and family therapy is provided by licensed therapists who have been trained to work with juvenile sex offenders. Problems addressed include: minor sex offenses, anger management, social skills, chemical dependency, and behavior problems.

Referral source: Montgomery County Core Service Agency, Licensed mental health professionals

Serve 22,000 people

Annual Budget 2013: \$ 18,486,031



Foundation of Youth, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 21747 Marigold Circle Sterling, VA 20164 Phone Number: 571-527-6845 Email: artb22rise@aol.com		
TARGET POPULATIONS	Adolescents, At-Risk Youth, Juvenile Offenders, Preadolescent Children, School Dropouts, Young Adults		
ELIGIBILITY	Youth 10 - 21 years old, who are experiencing difficulties in their lives and /or who are at risk of developing more serious problems. Special education, truant, suspended or expelled history of poor school performance, court involved receive foster care services, mental health/substance abuse issues teenage parents, disadvantaged	FEE REQUIRED?	\$35/hour for self-referral; or paid for by referral source
DESCRIPTION	Non-residential day program for at-risk youth, designed to help members identify goals, become positive resources in their community, and accept responsibility for their future. FYI provides work skill development to participating youth and a bi-weekly stipend as they move toward self-sufficiency. FYI also provides mentoring services and serves at-risk youth 10-21 years old. FYI is a service provider, contracted with Maryland Choices in Montgomery County, Maryland.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Lincoln Park Community Center 357 Frederick Avenue Rockville, MD 20850		



Partners: Maryland Choices, Montgomery County Collaboration Council, Lincoln Park Community Center

RISE (Life and Work Skill Development) Program

Helps members identify goals, become positive members in their community and accept responsibility for their future. The program is structured to promote success in four basic core areas: education, work-life skills, independent living, and career development. Members earn a bi-weekly stipend and bonus incentives for positive progress in the program.



Future Link		Non-profit	
		MD	
CONTACT INFO	P.O. Box 355 Glen Echo, MD 20812 Mindi Jacobson , Executive Director at (240) 393-9443 or mjacobson@futurelinkmd.org Kristin Tribble , Director of Student Support and Community Engagement at (301) 346-3463 or ktribble@futurelinkmd.org http://www.futurelinkmd.org/		
TARGET POPULATIONS	Disadvantaged youth		
ELIGIBILITY	Poor/economically disadvantaged	FEE REQUIRED?	No
DESCRIPTION	To help disadvantage children avoid the paths to chronic unemployment or low wage jobs, homelessness, chemical addiction, incarceration, or gang involvement and instead transition successfully to adulthood and achieve self-sufficiency.		
FUNDING SOURCE	Montgomery County, Montgomery College, other nonprofit organizations or foundations		
DELIVERY SITE LOCATIONS	P.O. Box 355 Glen Echo, MD 20812		



Future Link has designed a comprehensive two- year program to equip at-risk young adults with the skills, tools, and resources they need to build successful and sustainable futures.

- Enrollment in Future Link's 14 week, 2½ hour weekly Self-Advocacy and Career Development Seminar
- Professionally administered, individual career assessments;
- Resume and job search assistance
- Mock Interviews with local professionals who provide constructive criticism;
- On-site informational interviews with a professional in the career field of interest;
- "Career Immersion Days" hosted by local corporations. These events focus on in-demand careers and the connection between academic preparation, salary, and career opportunities;
- Tutoring and academic support;
- Scholarship support; Paid, supervised and supported internships for select youth.

Results:

- 71% of graduates who were not still in high school enrolled in post-secondary education within six months of seminar completion;
- 64% of Seminar graduates who enrolled at Montgomery College have either graduated, transferred to a four year institution, or were still enrolled at MC as of spring 2014;
- 33% entered into a mentoring relationship;

Est. 2008

2013 Revenue: \$108,600



Gandhi Brigade		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 35 University Blvd. Silver Spring, MD 20901 Phone Number: 301-592-1900 Email: valerie@gandhibrigade.org Website: www.gandhibrigade.org/		
TARGET POPULATIONS	Adolescents		
ELIGIBILITY	Youth in middle and high school	FEE REQUIRED?	No
DESCRIPTION	The Gandhi Brigade began in the summer of 2005 for the purpose of preparing a new generation of leaders that would be equal to challenges of the Twenty First Century. The organization offers a variety of programs where youth can hone their interests and skills with the support of adult allies.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Carroll Avenue Quebec Terrace Community Center 8733 Carroll Avenue Silver Spring, MD 20903		



Partners: Arts on the Block, CASA de Maryland, Class Act Arts, Community Bridges, Docs in Progress, Impact Silver Spring, Imagination Stage, Community Science, Maryland Multicultural Youth Center, Identity, Justice for Students in America, Montgomery County, Passion for Learning, Pyramid Atlantic, YMCA Youth & Family Services, African Immigrant and Refugee Foundation, Benevolent Media, Meridian Hill Pictures

Common Ground

The program is run out of the YMCA Youth and Family Services center in the Carroll Avenue Quebec Terrace and Nobb Hill communities in Silver Spring, MD. The first part of the program is a nine week long training for teens who will become mentors for middle schoolers. During this training, they learn mentoring and group facilitation techniques, and also learn a sampling of the three art disciplines. The second part of the program is a nine week after school program that meets once a week for middle schoolers. The Teen Mentors assist in facilitated activities focused on team building and communication. The Middle Schoolers also get a chance to sample each of the three art disciplines during this program.

Social Justice Summer

Gandhi Brigade partners with Pyramid Atlantic to employ eight teen interns to learn about documentary filmmaking and printmaking. These teens use their art and media skills to produce a film and a visual art campaign to promote a current issue that affects the community.

Number Served: 16-24

Annual Budget 2012: \$285,262

2012 annual report <http://www.scribd.com/doc/117649718/Gandhi-Brigade-Annual-Report-FY12>



GapBuster, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: P.O. Box 3356 Silver Spring, MD 20918 Phone Number: 301-779-4252 Email: gapbusteroffice@gmail.com Website: www.gapbuster.org/		
TARGET POPULATIONS	Adolescents, Adults, Limited English Proficiency, School Dropouts		
ELIGIBILITY	All prospective members must go online to fill out an interest form.	FEE REQUIRED?	
DESCRIPTION	Aims to close the educational performance by promoting higher levels of achievement, enriching and supplementing students' learning experiences. GapBuster Learning Center, as part of GapBuster Inc., provides programming for students in Montgomery and Prince George's Counties, Maryland, in the forms of after-school leadership development, a junior chapter of the National Society of Black Engineers, college preparation, and drop-out prevention programs		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Community-based, variable		
<p>Partners: DC Best, organizations offering free training and/or professional development</p> <p>Continuing Education Provides educational and workforce development services to youth and adults, including SAT test preparation.</p> <p>Leaders-in-Training Students develop essential leadership skills with the goal of going on to impact their community in meaningful ways. Services include academic, civil and cultural enrichment; college tours; and leadership conferences. Number Served: 11-20</p>			



George B. Thomas Sr. Learning Academy, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 1401 Dennis Avenue Silver Spring, MD 20902 Phone Number: 301-649-8078 Email: info@saturdayschool.org Website: www.saturdayschool.org/		
TARGET POPULATIONS	Adolescents, African American Community, Hispanic/Latino Community, Preadolescent Children, Primary School Age Children		
ELIGIBILITY	Montgomery County students in grades 1 - 12	FEE REQUIRED?	\$50 registration fee for the year, reduced fee or payment plan
DESCRIPTION	The George B. Thomas, Sr. Learning Academy, Inc. has been in operation since 1986 and has enhanced the academic achievement of thousands of children in Montgomery County, Maryland.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Albert Einstein High School Montgomery Blair High School Sherwood High School Gaithersburg Middle School Northwest High School Springbrook High School John F. Kennedy High School Paint Branch High School Watkins Mill High School Magruder High School Montgomery Blair High School Wheaton High School		
Saturday School The Saturday School offers tutoring and mentoring in reading/language arts, mathematics, and test-taking skills for students in grades 1 through 12.			
2013 Revenue: \$1,628,067			



Gilchrist Center for Cultural Diversity		Organization Type Non profit	
		Service Area: All Mont-gomery County	
CONTACT INFO	Address: 2424 Reddie Drive, Suite 220, Wheaton, MD 20902 Phone number: 240.777.4940 Email: Gilchrist.Center@montgomerycountymd.gov		
TARGET POPULATIONS	Residents in MC, especially people who are newcomers or immi-grants to the county		
ELIGIBILITY	Every residents in the Mont-gomery County	FEE REQUIRED?	NO
DESCRIPTION	Provide the most needed services to immigrants in the County through partnerships with other organizations or by utilizing skilled volunteers (information and referral to services, English as a second language, workforce development, civic engagement, computer literacy, citizenship, and pro-bono legal assistance). Provide Civic engagement academies to help residents get orient-ed to life in the County, understand their rights and responsibilities, and engage immigrant leadership.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Headquarter: 2424 Reddie Drive, Suite 220, Wheaton, MD 20902 Up county Site: 12900 Middlebrook Road, Germantown, MD 20874		



New Americans Welcome Area (NAWA) that focuses on the needs of new immigrants and newcomers to the County. Programs include English as Second Language Classes, Citizenship and Civic Classes, Basic Legal Assistance and informational seminars on a variety of themes. It also includes an extensive Information and Referral System.

Cultural Programs which includes, but is not be limited to education programs concentrating on culture, cultural competency, diversity and inter-culture relations, as well as social events and special events.

Volunteering: Cultural Ambassador Program a volunteer program that assists the Center in reaching its goal of serving the immigrant and minority populations in the County. Professionals, retirees, students and all community members are welcome.

People they service: More then 3675

Annual Budget: \$98,000

<http://www.montgomerycountymd.gov/gilchrist/Resources/Files/Gilchrist%20FY12%20Annual%20Report%20for%20web.pdf>



Guide Program at Family Services, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 8643 Cherry Lane Laurel, MD 20707 Phone Number: 301-549-3602 Email: information@GuideProgram.org Website: www.guideprogram.org/		
TARGET POPULATIONS	High School students, adolescents		
ELIGIBILITY	Students at schools that participate	FEE REQUIRED?	\$10/hour
DESCRIPTION	Operates a variety of community-based human service programs whose purposes are to enrich lives, empower families, enhance communities, and embrace diversity. Their goal is to provide activities and services that change lives, and strengthen community bonds and family relationships by offering prevention, early intervention, treatment, aftercare, and housing services. The organization serves troubled children; at risk youth and families; and adults who have psychiatric challenges and disabilities		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	GUIDE Child and Adolescent Services 620 East Diamond Avenue, Suite H Gaithersburg, MD 20877		
Served 5236 people in 2011 Annual Budget 2011: \$5,949,538 2011 annual report http://www.guideprogram.org/AR%202011%20-%20Final.pdf			



Hardknocks Youth Foundation, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: PO Box 86882 Gaithersburg, Maryland 20886 Phone Number: 240-515-3212 Email: info@hardknocksyfd.org Website: www.hardknocksyfd.org/		
TARGET POPULATIONS	Adolescents, Preadolescent		
ELIGIBILITY	Ages 8-18 in Gaithersburg, Germantown, Rockville and surrounding areas	FEE REQUIRED?	NO
DESCRIPTION	Youth Programs Provides leadership groups and workshops aimed to increase self-esteem, self-confidence/awareness, better living and coping skills. Services include: mentoring; peer collaboration; field/camping trips; community and cultural activities; dance, music and talent showcase activities; athletics; community service; crisis intervention; individual and group counseling; life skills; health awareness; and case management and referral.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Community-based, variable		



Hearts and Homes For Youth		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 3919 National Drive, Suite 400 Burtonsville, MD 20866 Phone Number: 301-589-8444 Email: vicki@heartsandhomes.org Website: heartsandhomes.org/		
TARGET POPULATIONS	Adolescents ages 13-17, Juvenile Females with mild to severe emotional problems, ages 13-17, At-risk adolescents, Males, ages 13-17		
ELIGIBILITY	Helen Smith Girls' Group Home Young woman between the ages of 13- and 17 with and I.Q. greater than 70 John C. Tracey Boys' Group Home Adolescent males ages 13-17 Adolescent mothers ages 16-20 who are in the Foster Care System or the Department of Juvenile Services System; must be pregnant or parenting with no more than two children	FEE REQUIRED?	NO
DESCRIPTION	Hearts & Homes for Youth helps abused, neglected, homeless and troubled children through a variety of residential and supportive programs. They offer counseling, advocacy, educational support, workforce readiness, and life skills training in a homelike environment.		
FUNDING SOURCE	N/A		



DELIVERY SITE LOCATIONS	<p>Evening Reporting Center 8700 Georgia Ave Suite B Silver Spring, MD 20910</p> <p>Helen Smith Girls' Group Home Takoma Park, MD 20912</p> <p>John C. Tracey Boys' Group Home Rockville, MD 20850</p> <p>Kemp Mill Boys' Group Home Silver Spring, MD 20910</p>
2013 revenue: \$6,626,327	



Hispanic Business Foundation of Maryland		Organization Type: Non-profit	
		Service Area:	
CONTACT INFO	Address: 4833 Rugby Ave, Bethesda, MD, 20814 Phone number: 301-654-4000, Fax: 301-654-4004 Website: www.hbfmd.org		
TARGET POPULATIONS	Adolescents. Hispanic/Latino Community. At Risk Youth. Low Income.		
ELIGIBILITY	Eligibility Requirements: High school juniors and seniors ages 16-21 preferably from Latino Heritage and attending Wheaton and Montgomery Blair High Schools.	FEE REQUIRED?	No
DESCRIPTION	Our mission is to enhance the social, educational and economic environment and opportunities for the Hispanic community leveraging relationships with government, similar-minded organizations and businesses.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	N/A		



Partnership Youth Initiative
Annual Budget: \$163,483

Partnership Youth Initiative

The Partnership Youth Initiative of the Maryland Hispanic Business Foundation is designed to engage high school students in a work experience as an after-school activity. PYI Interns receive a stipend to help their families financially and are able to stay in school and obtain their graduation diploma. At the same time, it provides an opportunity to business owners to be in touch with the community and mentor students that will eventually join the workforce to become employees and entrepreneurs.

Add Us In

The Add Us In (AUI) Project supports young adults (ages 16-24) with disabilities searching for gainful employment in Montgomery County. The AUI Project is a joint partnership with the Montgomery County Workforce Investment Board, the Hispanic Chamber of Commerce of Montgomery County, the Hispanic Business Foundation of Maryland, Inc., and TransCen, Inc. It is funded by a grant from the US Department of Labor.

Youth Sport Media Pilot

In partnership with Montgomery Community Media, this program provides youth the opportunity to learn how to use cameras, do an interview, and shoot and edit a sporting event. The pilot program paved the way for potential future classes.

2013 revenue: \$100,403

Housing Opportunities Commission of Montgomery County		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 10400 Detrick Avenue Kensington, MD 20895 Phone Number: 240-627-9400 Email: hrc@hocmc.org Website: www.hocmc.org/		
TARGET POPULATIONS	Adults, Low Income		
ELIGIBILITY	County Resident, member of a low-income family in subsidized housing	FEE REQUIRED?	No
DESCRIPTION	The mission of the Housing Opportunities Commission is to provide affordable housing and supportive services that enhance the lives of low- and moderate-income families and individuals throughout Montgomery County, Maryland so that no one in Montgomery County is living in substandard housing. To achieve this mission, HOC operates as a public housing agency, a housing finance agency and a housing developer.		
FUNDING SOURCE	County		
DELIVERY SITE LOCATIONS	Organization offices		



Employment Initiative Program

Assists HOC residents in obtaining skills and experiences necessary for successful employment by offering specialized career planning and job readiness workshops; ongoing weekly employment support groups; individual career counseling and coaching; ongoing computer training in the most commonly used computer applications; business communication classes; supportive services such as transportation (for qualified individuals); referrals to community resources; assistance with job placement; retention and advancement services; annual job fair and educational forum; and summer youth program for public housing residents.

Family Self-Sufficiency Program

A career development program that assists HOC residents of Public housing and HCV to achieve self-sufficiency over a five to seven year period toward ending dependency on welfare assistance.

Annual Budget 2012: 207million

2012 annual report

<http://www.hocmc.org/data/files/ResourceDocs/MHOCCAFRFY2013FINAL.pdf>



Identity, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 414 E. Diamond Avenue Gaithersburg, MD 20877 Phone number: 301-963-5900 Email: duriburu@identity-youth.org www.identity-youth.org/		
TARGET POPULATIONS	At risk Latino youth		
ELIGIBILITY	Ages 14-18, Adolescents, At-Risk Youth, Hispanic/Latino Community, Young Adults	FEE REQUIRED?	No
DESCRIPTION	Empowers Latino youth to reach their full potential and work towards a successful transition into adulthood.		
FUNDING SOURCE	Government, including County as well as private foundations, grants and contributions from companies / individuals		
DELIVERY SITE LOCATIONS	Northwood High School, Gaithersburg High School, Watkins Mill High School, Crossroads Youth Opportunity Center, Upcounty Youth Opportunity Center		



Referral Source: MCPS, Dept. of Juvenile Justice, other youth organizations, other youth.

Wellness Centers: Offers curriculum-based programs that provide opportunities for engagement throughout the students' high-school career, such as training in leadership skills, pregnancy prevention, and job readiness. Additional events and field trips encourage cross-cultural education, physical fitness, environmental stewardship, and increased school connectedness. In addition, they provide parent education programs, wraparound case management, and mental health counseling.

Youth Opportunity Centers: Provides a comprehensive array of programs and services that address the educational, social, and emotional needs of these youth: GED classes; workforce development training; mental health counseling; case management services; social skill-building sessions; individual and group-level interventions; HIV testing; and tattoo removal. Both centers offer a safe and supportive environment where young people are given the tools, skills, and support needed to resist or end gang involvement, make healthy choices, and live productive lives. - Funded with \$100,300 from County DHHS, served 633.

Annual Budget 2013: \$4.8 million

Served approx. 4,500 individuals total in FY 2013



iMPACT Silver Spring		Non-profit	
		MD	
CONTACT INFO	8807 Colesville Rd, Silver Spring, MD 20910 (301) 298-5117 info@impactsilverspring.org http://www.impactsilverspring.org/about		
TARGET POPULATIONS	Neighborhood/ communities that need to ignite local economies and vibrant communities.		
ELIGIBILITY	N/A	FEE REQUIRED?	No
DESCRIPTION	To build neighborhood networks that ignite inclusive local economies and vibrant communities. Developed a community-wide leadership program, bringing people together across lines of difference for relationship- and skill-building.		
FUNDING SOURCE	Individuals, institutions, governments and businesses cooperators - MoCo County Council and Office of Executive, Adventist, Community Foundation of MoCo, Capital One, Marriott Foundation, United Way MCAEL		
DELIVERY SITE LOCATIONS	Long Branch & Takoma Park <ul style="list-style-type: none">• English Learning Circle• Childcare provider cycle• Cooking cycle• El Rosa Sewing cycle• Park Montgomery• Youth job cycle• Reading cycle Wheaton East County Long Branch Athletic Association		



Independence Now, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 12301 Old Columbia Pike, Suite 101 Silver Spring, MD 20910 Phone Number: 240-638-0065 Email: INfo@innow.org Website: www.innow.org/		
TARGET POPULATIONS	People With Disabilities		
ELIGIBILITY	Youth Leadership Forum Application process for high school students with disabilities Independent Living CIL services folks in Prince George's County and Montgomery County. For information and referral, we assist everyone who calls. For the other services, each person must first prove that they have a disability which is usually a simple process.	FEE REQUIRED?	NO
DESCRIPTION	Independence Now is a resource and advocacy center that promotes independent living and equal access for people with all types of disabilities.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Independent living Silver Spring Office 12301 Old Columbia Pike, Suite 101 Silver Spring, MD 20904 Rockville Office 401 Hungerford Drive, 3rd Floor Rockville, MD 20850		
Annual Budget 2013: \$1,202,258 2013 annual report http://www.innow.org/financials.html			



Institute for Family Centered Services		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 16220 South Frederick Avenue, Suite 312 Gaithersburg, MD 20877 Phone Number: 301-721-9324 Email: Joyce.stein@thementornetwork.com Website: www.ifcsinc.com/welcome.aspx		
TARGET POPULATIONS	Adolescents, At Risk		
ELIGIBILITY	Adolescents, At Risk	FEE REQUIRED?	
DESCRIPTION	Provides community-based services to families and individuals; services are focused on keeping families together and on helping individuals build independent lives in their communities.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization Offices		



International Minority Affairs Cooperative		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 13102 English Turn Drive Silver Spring, MD 20904 Phone Number: 301-326-3740 Email: info@imacltd.org Website: imacltd.org/		
TARGET POPULATIONS	Adolescents, African American Community, African Community, Asian Community, Caribbean Community, Hispanic/Latino Community, Immigrant Communities, Middle East Community, Native American Community, Preadolescent Children		
ELIGIBILITY	Honors Executive Leadership Program Students that are rising seniors with a 3.2 GPA and attending any Montgomery County Public School	FEE REQUIRED?	NO
DESCRIPTION	IMAC is a (501(c)3) nonprofit established in 1993 to assist multicultural communities and organizations with their program management goals. The organization collaborates with local, national and international organizations to support youth development, focusing primarily on youth and young adults, increasing their abilities in workforce development, health and safety, and global leadership.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Community-based, variable; Organization offices		
Did not report any 2013 income			



Jack and Jill of America, Inc.			Organization Type Non profit
			Service Area Montgomery County
CONTACT INFO	Address: P.O. Box 4375 Silver Spring, MD 20914 Phone Number: Information Not Available Email: Website link only Website: www.jackandjill-mcmc.org/		
TARGET POPULATIONS	African-American, Young Adults		
ELIGIBILITY	Children ages 2-19	FEE REQUIRED?	NO
DESCRIPTION	The oldest and largest African American family organization in the United States Over the years, it has become an integral part of the Montgomery County community, exposing children to educational and cultural opportunities, extolling the importance of community service, and helping them develop leadership skills and life-long friendships.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Community-based, variable		
2013 revenue: \$1,115,238			



Jewish Council on Aging		Organization Type Non profit	
		Service Area DC Region	
CONTACT INFO	12320 Parklawn Drive Rockville, MD 20852 301-255-4200 http://www.accessjca.org		
TARGET POPULATIONS	Seniors, especially those needing access to social service, help finding a job		
ELIGIBILITY	Any individual age 50 and up in DC region	FEE REQUIRED?	Fee for Tech training (av. \$50 per session and job search seminars)
DESCRIPTION	The Jewish Council for the Aging (JCA) helps older adults in the Greater Washington, D.C. region maintain independence, dignity, vitality and self-respect.		
FUNDING SOURCE	Grants, fee for service, private contributions		
DELIVERY SITE LOCATIONS	Rockville / 20852 Gaithersburg / 20877 Wheaton / 20902 Tysons & Pentagon City		
Senior employment services: provides on the job training for low income seniors in Montgomery County			
50+ employment expos: hosts employment expos for job seekers aged 50+			
Computer literacy - provides classes for individuals focused on computer literacy such as email, word processing and the Internet			
2013 revenue: \$4,140,962			



Kahak Health Care Academy - WIA Eligible Certified Nursing Assistant Program		Organization Type For Profit	
		Service Area Montgomery County	
CONTACT INFO	11141 Georgia Avenue, Suite A-30 Silver Spring, MD 20902 301-933-0050 http://kahakhealthacademy.com/		
TARGET POPULATIONS	WIA-eligible individuals		
ELIGIBILITY	WIA eligibility, must be 18 or older with High School / GED	FEE REQUIRED?	Tuition: \$1,155, reimbursable by WIA
DESCRIPTION	Provides training that meets federal and state training requirements to become certified/geriatric nursing assistants in Maryland.		
FUNDING SOURCE	Tuition		
DELIVERY SITE LOCATIONS	Rockville, MD		
Training program comprises 120 clock hours of instruction that prepares the student to become a certified nursing assistant or geriatric nursing assistant. Training meets all federal and state requirements for these occupations.			



L'Academie de Cuisine		Organization Type For Profit	
		Service Area Washington, DC re- gion	
CONTACT INFO	16006 Industrial Drive Gaithersburg, MD 301-670-8670 http://www.lacademie.com		
TARGET POPULATIONS	WIA eligible adults		
ELIGIBILITY	WIA eligibility, must be 18 with High School or GED	FEE REQUIRED?	Tuition of between \$25,725 and \$29,725; Eligible for partial WIA reimbursement
DESCRIPTION	Training for culinary arts		
FUNDING SOURCE	Tuition		
DELIVERY SITE LOCATIONS	Gaithersburg, MD		
Both programs are 1620 clock hours, comprising one year of study. The program prepares the individual for a career in the culinary field.			



Latin American Youth Center - Maryland Multicultural Youth Centers		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 8700 Georgia Avenue, Suite 500 Silver Spring, MD 20910 Phone Number: 301-495-0441 Email: lidia@layc-dc.org Website: www.layc-dc.org/		
TARGET POPULATIONS	Adolescents, At-Risk Youth, Young Adults		
ELIGIBILITY	WIA Annual and Summer Programs In-school: Low-income high school juniors and seniors enrolled in targeted schools, Age range 16-21, at-risk; Out-of-School: Out of school, Ages 16-24 Referral Source: Montgomery County Public Schools personnel, Other youth organizations, Other youth, MMYC services	FEE REQUIRED?	NO
DESCRIPTION	Maryland Multicultural Youth Centers (MMYC) seeks to help youth become successful and happy young adults by providing a comprehensive set of programs to meet them and their families where they are and help them build the skills they need for future success. MMYC's programs are designed to span the entire youth engagement continuum, which helps youth get their basic needs met, have the opportunity to learn practical life and work skills, increase engagement in their communities, supplemental educational services to provide youth with the skills to successfully complete high school and transition to a post-secondary educational institution.		
FUNDING SOURCE	County Grants, others		



DELIVERY SITE LOCATIONS	WIA Annual and Summer Programs LAYC/MMYC at Germantown 12900 Middlebrook Road Germantown, Maryland 20874 LAYC/MMYC at Silver Spring 8700 Georgia Avenue, Suite 500 Silver Spring, Maryland 20910 8700 Georgia Avenue, Suite 500 Silver Spring, Maryland 20910 Post-Secondary Programs
<p>Youth - In School and Out of School Programs - Served 185 / Budget: \$650,000</p> <ul style="list-style-type: none"> - Summer Jobs - MS Office Training - GED and Soft Skills - Partnership with DED <p>Services include: Tutoring, study skills training, and instruction leading to high school completion, Alternative secondary school offering, Summer employment, Paid and unpaid work experiences, including internships and job shadowing, Occupational training, Leadership development opportunities, Supportive services, Adult mentoring, Guidance and counseling, Follow up services</p> <p>Serve 4341 individuals in 2013 Annual Budget 2013: \$14,652,793 2013 annual report http://www.layc-dc.org/annualreport/financials.html</p>	



Latino Student Fund			Organization Type Non profit
			Service Area DC Metro Area
CONTACT INFO	Address: P.O. Box 5403 Washington, DC 20016 Phone Number: 202-244-3438 Email: programs@latinostudentfund.org Website: www.latinostudentfund.org/		
TARGET POPULATIONS	Adolescents, Hispanic/LatinoCommunity		
ELIGIBILITY	Latino High School Students in grades 9 through 12 in DC, Maryland and Virginia.	FEE REQUIRED?	NO
DESCRIPTION	Provides financial aid grants and mentoring support to Latino families, along with improving the academic performance of Latino Students in our Scholars and Tutoring Programs.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Community-based, variable		
2013 revenue: \$445,047			



Lead4Life, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: PO Box 306 Olney, MD 20830 Phone Number: 301-672-4319 Email: gauthier@lead4lifeinc.org Website: lead4lifeinc.org/		
TARGET POPULATIONS	Adolescents, At Risk Youth, Juvenile Offenders, Young Adults		
ELIGIBILITY	Ages 15-24	FEE REQUIRED?	NO
DESCRIPTION	Serves youth and adults in the criminal justice system, and promotes mental health through direct services, advocacy, and education.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Community-based, variable		
Did not report any 2013 revenue			



Liberty's Promise		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 2900-A Jefferson Davis Highway Alexandria, VA 22305 Phone Number: 703-549-9950 Email: info@libertyspromise.org Website: libertyspromise.org/		
TARGET POPULATIONS	Adolescents, Immigrant Communities, Limited English Proficiency, Low Income, Young Adults		
ELIGIBILITY	<p>Civic Engagement for Beginner English Language Learners 15 to 21 years of age; an immigrant or the child of two immigrant parents; eligible to work in the United States; from a low-income household (HUD guidelines)</p> <p>Civics and Citizenship 15 to 21 years of age; an immigrant or the child of two immigrant parents; eligible to work in the United States; from a low-income household (HUD guidelines)</p> <p>Opportunities Plus 15 to 21 years of age; an immigrant or the child of two immigrant parents; eligible to work in the United States; moderate to high level of English; from a low-income household (HUD guidelines)</p>	FEE REQUIRED?	NO
DESCRIPTION	Includes after-school programs of civic engagement in eight locations around the Washington, D.C. metropolitan area for low-income, high school, immigrant youth. These programs run for 10 weeks in the spring (March-May) and again for 10 weeks in the fall (October-December).		



FUNDING SOURCE	N/A
DELIVERY SITE LOCATIONS	Community-based, variable
Serve 2,100 youth since 2005 2013 revenue: \$607,152	



Literacy Council of Montgomery County		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 21 Maryland Avenue, Suite 320 Rockville, MD 20850 Phone Number: 301-610-0030 Email: info@literacycouncilmcmd.org Website: www.literacycouncilmcmd.org/		
TARGET POPULATIONS	Adults over 18, Functional Illiteracy; Limited English Proficiency School Dropout		
ELIGIBILITY	English as a Second Language & Basic Literacy Tutoring Minimum of 18 years old; live or work in Montgomery County English as a Second Language Classes Minimum of 16 years old; if between 16-18, must provide proof of withdrawal from public school; live or work in Montgomery County Maryland GED-i Must be able to demonstrate minimum 9th grade skills by pre-testing in math and reading; Maryland resident; minimum of 16 years old	FEE REQUIRED?	English as a Second Language & Basic Literacy Tutoring One-time registration fee of \$15; books and lessons thereafter are free
DESCRIPTION	The Literacy Council of Montgomery County aims to help adults living or working in the county who want to achieve functional levels of reading, writing, and speaking English so that they may improve the quality of their life and their ability to participate in the community.		



FUNDING SOURCE	N/A
DELIVERY SITE LOCATIONS	<p>English as a Second Language Classes</p> <p>Church of the Atonement</p> <p>10613 Georgia Avenue</p> <p>Silver Spring, MD 20902</p> <p>Upcounty Regional Services Center, Gilchrist Center</p> <p>12900 Middlebrook Road</p> <p>Germantown, MD 20874</p> <p>Gaithersburg Library - Gilchrist Center</p> <p>18330 Montgomery Village Avenue</p> <p>Gaithersburg, MD 20879</p> <p>Rockville High School</p> <p>2100 Baltimore Road</p> <p>Rockville, MD 20851</p> <p>Silver Spring International Middle School</p> <p>313 Wayne Avenue</p> <p>Silver Spring, MD 20910</p>
<p>Annual Budget 2013: \$ 1,603,570</p> <p>2013 annual report</p> <p>http://literacycouncilmcmd.org/downloads/Annual%20report%20FY%2013%20for%20web.pdf</p>	



Lt. Joseph P. Kennedy Institute		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 1010 Grandin Avenue Rockville, MD 20851 Phone Number: 301-251-2860 x601 Email: Monique.Abbott-Davis@CatholicCharitiesDC.org Website: www.catholiccharitiesdc.org/CommunityLiving		
TARGET POPULATIONS	Adolescents, Autism, Cerebral Palsy, Intellectual Disabilities, Preadolescent Children, Primary School Age Children, Young Adults		
ELIGIBILITY	Montgomery County Resident. Must meet DD category. Other determinations made by the program manager. Referral Source: Autism Waiver, DHHS, DDA	FEE REQUIRED?	NO
DESCRIPTION	Individualized support for adults living with developmental disabilities living in their own home or in a home owned, leased and managed by the Kennedy Institute to support our consumers. This program helps adults and children with disabilities to be active participants in their community.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices		
2013 revenue: \$14,769,157			



Marriott Foundation for People with Disabilities		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 8720 Georgia Avenue, Suite 904 Silver Spring, MD 20910 Phone Number: 301-562-9146 Email: shelby.hill@marriott.com Website: www.bridgestowork.org/		
TARGET POPULATIONS	Students With Disabilities, Young Adults ages 17-22		
ELIGIBILITY	Participants must be 17-22 years old; have documentation of a disability through an Office of Vocational Rehabilitation, an IEP, or medical professional; and have a valid social security number (or other U.S. citizenship document)	FEE REQUIRED?	NO
DESCRIPTION	The Marriott Foundation for People with Disabilities engages employers, schools, community resources, youth and their families to help businesses meet their workforce needs while offering young people with disabilities the opportunity to learn, grow and succeed through employment.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Bridges from School to Work 8720 Georgia Avenue, Suite 904 Silver Spring, MD 20910 National Youth Transition Center 2013 H Street, NW, 6th Floor Washington, DC 20006		
Annual budget 2012: \$4,000,900 Number served More than 3,500 employers and 20,000 youth served (2014)			



Maryland Department of Juvenile Services		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	120 West Fayette Street Baltimore, MD 21201 Phone Number: 888-639-7499 Email: Sam.Abed@maryland.gov Website: www.djs.maryland.gov/home.asp		
TARGET POPULATIONS	Juvenile Offenders		
ELIGIBILITY	Alfred D. Noyes Children’s Center Male and female youth ages 12-18 who are waiting to go to court or be placed in a treatment facility Re-Entry and Aftercare Youth must have gone through a meeting with a case manager to develop plans for re-entry and aftercare.	FEE REQUIRED?	NO
DESCRIPTION	An executive agency whose primary task is to manage, supervise and treat youth who are involved in the juvenile justice system in Maryland. DJS is involved in nearly every stage of the juvenile justice process from the moment a youth is brought into a juvenile intake center by the police or as a result of a citizen complaint to the time when a youth returns to the community after completing treatment.		
FUNDING SOURCE	State		
DELIVERY SITE LOCATIONS	Alfred D. Noyes Children’s Center Alfred D. Noyes Children's Center 9925 Blackwell Road Rockville, MD 20850		
Annual Budget 2013: \$281.9 Million			
Number served: A total of 27,510 juvenile complaints (2013)			



Maryland State Department of Education - Division of Rehabilitation Services		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	Address: 4451-Z Parliament PL Lanham, MD 20706 Phone Number: 301-306-3600 Email: blash@dors.state.md.us Website: www.dors.state.md.us/dors		
TARGET POPULATIONS	Students With Disabilities		
ELIGIBILITY	Significant disability	FEE REQUIRED?	NO
DESCRIPTION	The Maryland Division of Rehabilitation Services (DORS) offers programs and services that help people with disabilities go to work or stay independent in their homes and communities.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Germantown Office 20010 Century Boulevard, Suite 400 Silver Spring, MD 20874 Westfield South Office 11002 Veirs Mill Road Suite 408 Wheaton, MD 20902		
Quest Internship Program - Partnership between County DHHS and Division of Rehabilitation Services - Job creation and retention - Budget N/A - administered by DORS so draws from their budget To promote the hiring of qualified people with disabilities similar to the federal government. Annual Budget 2012: \$95,390,285 Number served A total of 26,574 transitioning youth and adults with significant disabilities (2012).			



MBDC / Rx for Employability		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 22 Baltimore Road, Rockville, MD 20850 Phone number: 240-399-3903 Email: info@montgomerybusiness.org http://montgomerybusiness.org/rx-employability/		
TARGET POPULATIONS	Unemployed / underemployed individuals in Montgomery County		
ELIGIBILITY	Must live in Montgomery County	FEE REQUIRED?	No
DESCRIPTION	Leverage and coordinate multiple sectors and resources in Montgomery County to create a sustainable and replicable career pathways workforce development demonstration project		
FUNDING SOURCE	State grant, county		
DELIVERY SITE LOCATIONS	Various sites in Montgomery County		
Notes / Further Description The program involves training individuals for industry need in entry level and incumbent level career pathways programs in the health and wellness fields including, but not limited to: sterilization technicians, pharmacy technicians, medical coder 10, and possibly certified nursing assistants. Over two years, Rx for Employability aims to facilitate approximately 210 individuals on a career pathway. Annual Budget: \$190,500 from DED in FY2015, \$200,000 from State EARN fund			



Medtech Institute - WIA eligible medical assistant training		Organization Type For Profit	
		Service Area Montgomery County	
CONTACT INFO	8455 Colesville Road Silver Spring, MD 20910 301-608-2300 http://www.medtech.edu/schools/silver-spring-maryland		
TARGET POPULATIONS	WIA eligible individuals		
ELIGIBILITY	Must be aged 17 and have High School diploma or pass admissions test	FEE REQUIRED?	\$10,412 - eligible for WIA reimbursement
DESCRIPTION	Training covers skills required to be a medical assistant		
FUNDING SOURCE	Tuition		
DELIVERY SITE LOCATIONS	Silver Spring, MD		
Training comprises 720 clock hours. Training prepares the student to become a medical assistant in an outpatient setting			



Mental Health Association of Montgomery County		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 1000 Twinbrook Parkway Rockville, MD 20851 Phone Number: 301-424-0656 Email: info@mhamc.org Website: www.mhamc.org/html/pages/about/index.html		
TARGET POPULATIONS	Families Foremost Center Adults, Adolescents, Families, Parents, School Dropouts, Young Adults Kensington Wheaton Youth Services Adolescents, At-Risk Families, At- Risk Youth, Primary School Age Children, Young Adults		
ELIGIBILITY	N/A	FEE REQUIRED?	NO
DESCRIPTION	Mental Health Association of Montgomery County (MHA) supports those with mental illness by sponsoring and implementing education, advocacy, and community service programs.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Families Foremost Center Families Foremost Center 451 Hungerford Drive, Suite 700 Rockville, MD 20850		
2012 Revenues: \$4,788,550			



Montgomery Coalition for Adult English Literacy (MCAEL)		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 12320 Parklawn Drive, Rockville, MD 20852 Phone number: 301-881-1338 Email: connect@mcael.org www.mcael.org		
TARGET POPULATIONS	Non English speakers, primarily hispanic		
ELIGIBILITY	Non-English speakers	FEE REQUIRED?	No
DESCRIPTION	Helps adults gain the English literary skills needed to reach their potential as parents, workers and community members		
FUNDING SOURCE	Montgomery County		
DELIVERY SITE LOCATIONS	Sites county-wide		
MCAEL supports numerous organizations and non-profits that provide ESOL classes through providing funding, training and standards setting. (MCAEL provides funding, training to other orgs that do the classes)			
In 2012, awarded \$500,000 in County grants			
Served / connected 137 instructors and provider staff within 42 organizations and 46 programs.			
2,000 people are on waiting lists for ESOL in Montgomery County.			



Montgomery College Gudelsky Institute for Technical Education		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	51 Mannakee Street Rockville, MD 20850 Phone Number: 240-567-7688 Email: Specific to program Website: www.cms.montgomerycollege.edu/edu/departments.aspx?id=21388		
TARGET POPULATIONS	Adults, Young Adults		
ELIGIBILITY	Students who are considering entering or advancing in technical careers.	FEE REQUIRED?	Not available
DESCRIPTION	Montgomery College is a higher education institution serving nearly 60,000 students a year as they pursue a wide variety of educational goals. Homer S. Gudelsky Institute for Technical Education is a public-private joint venture providing state-of-the-art technical education and training opportunities for the community		
FUNDING SOURCE	County, State, Tuition		
DELIVERY SITE LOCATIONS	Organization offices		
Automotive Technology The ASE-NATEF Master Certified curriculum prepares students for employment in the automotive service industry as a repair technician. Automotive Electrical Systems Specialist This certificate curriculum prepares individuals for employment in the automotive service industry as an electrical systems technician. Engine Performance Specialist This certificate curriculum prepares individuals for employment in the automotive service industry as an engine performance and repair technician. Partnership with Washington Area New Auto Dealers Association to train mechanics for local car dealerships			



Montgomery College Building Trades Apprenticeship Program:

The College works with five local trades unions to provide class-room training for participants enrolled in their apprenticeship programs. Apprentices are often paid \$40,000 - \$50,000 while in training for these two to four-year programs. The College reports that unions receive more than 1,000 plus applicants for the 200-250 apprentices admitted per cohort. Partners include: Air Conditioning Contractors of America National Capital Chapter; Associated Builders and Contractors, Inc., and Sprinkler Fitters Local 669; Steamfitters, Local 602; Independent Electrical Contractors Inc.



Montgomery College Health Sciences Institute			Organization Type Government
			Service Area Montgomery County
CONTACT INFO	Address: 7977 Georgia Avenue Silver Spring, MD 20910 Phone Number: 240-567-5507 Email: debra.anderson@montgomerycollege.edu Website: cms.montgomerycollege.edu/EDU/Department.aspx?id=7890		
TARGET POPULATIONS	Adults, Young Adults		
ELIGIBILITY	Must have a high school diploma or GED	FEE REQUIRED?	Information not Available
DESCRIPTION	The Workforce Development & Continuing Education (WD&CE) Health Sciences Institute offers a wide variety of Continuing Education/noncredit courses.		
FUNDING SOURCE	County, State, Tuition		
DELIVERY SITE LOCATIONS	Organization offices		



Montgomery College Workforce Development & Continuing Education		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	Address: 51 Mannakee Street Rockville, MD 20850 Phone Number: 240-567-7264 Email: wcde@montgomerycollege.edu Website: http://cms.montgomerycollege.edu/wdce/		
TARGET POPULATIONS	Adults, youth		
ELIGIBILITY	Literacy and Training for Refugees: Refugees and Asylees English for Speakers of Other Languages: Must live in Montgomery County	FEE REQUIRED?	Fees vary based on course content, supplies and materials, and number of sessions held.
DESCRIPTION	Montgomery College is a higher education institution with adult level and also youth programs specializing in Kids camps.		
FUNDING SOURCE	County, State, Tuition		
DELIVERY SITE LOCATIONS	Montgomery College locations		
Literacy and Training for Refugees: Adults, Young Adults, ages 17 and older, Refugees and Asylees English for Speakers of Other Languages: Adults, Young Adults, ages 17 and older MIBEST- Geriatric Nursing Asst., Apt Maintenance Tech: Adults, Young Adults, ages 17 and older Life Skills & GED Preparation: Adults, Young Adults, ages 17 and older Youth Programs: Ages 18 and under Art & Design: Adults, Young Adults Information Technology Institute: Adults, Young Adults Kids College: Adolescents, Preadolescent Children Tech Leap: IT and Web Development training for individuals who have already attained a college degree.			
Workforce Development and Continuing Education has 2014 funding of \$17.4 million			



Montgomery County Conservation Corps		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 8700 Georgia Avenue, Suite 500 Silver Spring, MD 20910 Phone Number: 301-495-0441 x 224 Email: newman@layc-dc.org Website: www.layc-dc.org/index.php/mdprograms/workforce/montgomerycounty/conservation-corps-mmcc.html		
TARGET POPULATIONS	Adolescents, At Risk Youth, Young Adults		
ELIGIBILITY	Ages 17-24	FEE REQUIRED?	NO
DESCRIPTION	Provides services in four areas: academic enrichment, job skills/readiness, family support and at-risk behavior reduction. Corps members attend GED classes three days per week and conduct work in the County and State parks two days per week.		
FUNDING SOURCE	County Council		
DELIVERY SITE LOCATIONS	LAYC/MMYC at Silver Spring 8700 Georgia Avenue, Suite 500 Silver Spring, MD 20910 LAYC/MMYC at Germantown Germantown One-Stop Center 12900 Middlebrook Road Germantown, MD 20874		
Number Served: 40 Partners: Maryland Department of Natural Resources, Maryland Multicultural Youth Centers, Montgomery County Department of Health and Human Services, Montgomery County Collaboration Council Annual Budget: \$530,450 - From County General Fund			



Montgomery County Department of Corrections and Rehabilitations		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	Address: 22880 Whelan Lane Boyds, MD 2084 Phone Number: 240-777-9976 Email: Arthur.wallenstein@montgomerycountymd.gov Website: www.montgomerycountymd.gov/cor/		
TARGET POPULATIONS	Inmate Services Inmates Internship Program College students Pre-Release and Reentry Services Re-entering offenders		
ELIGIBILITY	Inmate Services: Inmates at the Montgomery County Correctional Facility Internship Program: Student at participating universities	FEE REQUIRED?	Information not Available
DESCRIPTION	Provides progressive and comprehensive correctional services through the use of pre-trial supervision, secure incarceration and community treatment and reintegration programs.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Pre-Release and Reentry Services 11651 Nebel Street Rockville, MD 20852		
Partners: Office of Community Partnerships (OCP), Charles W. Gilchrist Center for Cultural Diversity, Language Bank, Language Corps			
The pre-release and reentry services had a 2014 budget of \$6.5 million			



Montgomery County Department of Health and Human Services (DHHS)		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	Address: 1301 Piccard Drive Rockville, MD 20850 Phone Number: 270-777-1264 Email: hhsmail@montgomerycountymd.gov Website: www.montgomerycountymd.gov/HHS/index.html		
TARGET POPULATIONS	Linkages to Learning At-Risk Families, At-Risk Youth, Adolescents, Preadolescent Children, Primary School Age Children Transitioning Youth With Disabilities Adolescents, Asperger's Syndrome, Autism, Cerebral Palsy, Intellectual Disabilities, Functional Disabilities, Learning Disabilities, Young Adults		
ELIGIBILITY	Linkages to Learning Montgomery County residents ages 5-18 who have Medical Assistance or no health insurance. Referral Source: Usually referred through a school counselor or school staff; families may self-refer. Transitioning Youth With Disabilities Students with disabilities preparing to graduate from the school system at age 21 years Referral Source: School system, the state of Maryland or by self-referral	FEE REQUIRED?	NO
DESCRIPTION	Core services protect the community's health, protect the health and safety of at-risk children and vulnerable adults and address basic human needs including food, shelter and clothing.		
FUNDING SOURCE	Montgomery County Government, State / Federal Grants		
Linkages to Learning: 2014 budget \$22,000,000			



Montgomery County Department of Housing and Community Affairs			Organization Type Government
			Service Area Montgomery County
CONTACT INFO	100 Maryland Avenue, 4th Floor Rockville, MD 20850-2322 (240) 777-0311 http://www.montgomerycountymd.gov/dhca/		
TARGET POPULATIONS	County residents, especially those in need of affordable / workforce housing		
ELIGIBILITY	County resident	FEE REQUIRED?	NO
DESCRIPTION	The Montgomery County Department of Housing and Community Affairs (DHCA) is dedicated to increasing the supply and availability of affordable housing, and developing and maintaining healthy, vibrant and strong communities.		
FUNDING SOURCE	County, Federal		
DELIVERY SITE LOCATIONS	County-wide		



Housing Acquisition and Rehab Program

- Housing preservation and production
- Annual Budget: \$15,000,000
 - Source: Housing CIP - bonds and loan repayment
- Partners: Non-profit developers, for-profit developers, HOC, property owners, property managers, DED, DGS

Housing loan fund used to acquire and preserve affordable housing in Montgomery County. Loans may be short-term, mezzanine, or long-term.

Special Needs and Non-Profit Loan Program

- Housing Preservation and Production
- Annual Budget: \$2,400,000 - all County
- Partners: Non-profit developers, HOC, property owners, property managers

Provides funds for the acquisition, construction, or rehabilitation of affordable multi-family housing projects. Used for county-sponsored projects, joint projects with HOC, and gap financing to nonprofit organizations to create or preserve affordable housing.

Total Budget: \$39,443,730.00



Montgomery County Department of Recreation			Organization Type Non profit
			Service Area Montgomery County
CONTACT INFO	Address: 4010 Randolph Road Silver Spring, MD 20902 Phone Number: 240-777-6914 Email: Adriane.Clutter@montgomerycountymd.gov Website: www.montgomerycountymd.gov/rec/		
TARGET POPULATIONS	Adolescents, Young Adults		
ELIGIBILITY	Ages 13-20; live in or attend school in Montgomery County	FEE REQUIRED?	Information not Available
DESCRIPTION	Provides service-learning and leadership opportunities to youth in Montgomery County. Program components include: advising the County Executive and County Council on matters impacting youth; earning student service learning credits; developing leadership skills; and promoting community service and involvement among youth. Meetings take place monthly at the regional service center, and community service projects taking place at various community locations during the course of the program.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices, Community-based, variable		
2014 budget: \$28,000,000			



Montgomery County Public Libraries		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	21 Maryland Avenue, Suite 310 Rockville, MD 20850 Phone Number: 240-777-0092 Email: Tamar.sarnoff@montgomerycountymd.gov Website: www.montgomerycountymd.gov/library/		
TARGET POPULATIONS	County residents		
ELIGIBILITY	Gale Courses: Montgomery County Residents	FEE REQUIRED?	No
DESCRIPTION	Montgomery County Public Libraries offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.		
FUNDING SOURCE	County		
Maryland Transit Authority Purple Line Development <ul style="list-style-type: none">- Budget: \$500,000 - Federal and State- Creates construction and other transportation jobs Montgomery Transportation and Logistics - MOVE <ul style="list-style-type: none">- Commercial Driver License Training- Budget: \$25,000 - from State- Partners: MC, DLLR Employment and Career Services <ul style="list-style-type: none">- Budget: \$25,651 - County General Fund- Partner w/ Jewish Social Services Agency- Job Training Jewish Social Services Agency - contract to provide wraparound and individualized support services to individuals with disabilities such as job coaching/extended support services/life skills training			

Montgomery County Public Schools		Organization Type Government
		Service Area Montgomery County
CONTACT INFO	Address: 850 Hungerford Dr. Rockville, MD 20850 Phone Number: 301-279-3912 Email: ASKMCPS@mcpsmd.org Website: www.montgomeryschoolsmd.org/	
TARGET POPULATIONS	County Youth	
DESCRIPTION	Provides a high-quality, world-class education that ensures success for every student through excellence in teaching and learning. A high-quality education is the fundamental right of every child. All children will receive the respect, encouragement, and opportunities they need to build the knowledge, skills, and attitudes to be successful, contributing members of a global society.	
FUNDING SOURCE	County, State and Federal	
DELIVERY SITE LOCATIONS	County-Wide	
MCPS offers a range of career and life-readiness programs, including career-focused pro-grams at numerous locations. The MCPS budget for Career and Life Readiness programs is upwards of \$45 million per year.		



Montgomery Works		Organization Type Government	
		Service Area Montgomery County	
CONTACT INFO	Address: Multiple Website URL: http://www.montgomeryworks.com/wib.asp Email address: info@montgomeryworks.com Phone Number: (301) 946-1806		
TARGET POPULATIONS	Job seekers in Montgomery County		
ELIGIBILITY	Job seekers in Montgomery County	FEE REQUIRED?	No
DESCRIPTION	Montgomery Works is Montgomery County’s federally-mandated one-stop workforce center		
Funding source	Federal, County		
DELIVERY SITE LOCATIONS	Germantown Wheaton Montgomery County Correctional Facility		

Served total of 13,758 individuals for 2013
Total funding of \$3.32 million

Teen Works: Served 60 / Budget \$190,000

- Summer Jobs for teens in Montgomery County

WIA Adult program

- Job Training
- Budget: \$1,151,751 – (WIA funding)
-

Serves customers age 18 or older that are either unemployed or underemployed. Receive career information and resources (could include training assistance) to help re-enter the job market.

Partner: MC Workforce Investment Board (WIB), Job Corps, Housing Opportunity Commission (HOC), Jewish Council on Aging (JCA), Latin American Youth Centers (LAYC)/MD Multicultural Youth Centers (MMYC), Literacy Council of Montgomery County, MD Department of Labor, Licensing, and Regulation (DLLR), MD Division of Rehabilitation Services (DORS), Montgomery College, MC Department of Correction and Rehabilitation (DOCR), MC Department of Health and Human Services (DHHS), TransCen, Inc., Work Opportunities Unlimited, Workforce Solutions Group, and many Community-Based Organizations (includes faith-based, as well as other human service organizations).

WIA Dislocated worker Program

- Job training and Retention
- Budget: \$1,125,778 - All Federal WIA Funding

Serves customers age 16 or older that have been laid off or received notice of layoff due to no fault of their own. Receive career information and resources (could include training assistance) to help re-enter the job market.

Partners: MC Workforce Investment Board (WIB), Job Corps, Housing Opportunity Commission (HOC), Jewish Council on Aging (JCA), Latin American Youth Centers (LAYC)/MD Multicultural Youth Centers (MMYC), Literacy Council of Montgomery County, MD Department of Labor, Licensing, and Regulation (DLLR), MD Division of Rehabilitation Services (DORS), Montgomery College, MC Department of Correction and Rehabilitation (DOCR), MC Department of Health and Human Services (DHHS), TransCen, Inc., Work Opportunities Unlimited, Workforce Solutions Group, and many Community-Based Organizations (includes faith-based, as well as other human service organizations).

Served total of 13,758 individuals for 2013



WIA Youth

- Job Training
- Budget: \$1,042,994 - All Federal WIA dollars

Serves youth ages 14 - 21 that meet income requirements, as well as have an additional barrier to employment. Receive education assistance, career information and resources to become a well-prepared employee.

Partners: LAYC/MMYC, TransCen, Inc., MCPS, Montgomery College, MC Parks and Recreation

DORS Youth Summer Program

- Job Training and Job Creation
- Budget: \$90,000 = From State
- This is done by TransCen

Serves in-school youth ages 14 - 21 that have a disability to assist in career exploration as well as on-the-job training.

State Nursing

- Job Training, Retention
- Partner w/ DHHS
- Funding: \$100,000 - From State

Serves foreign-born medical professionals to meet U.S. certification requirements needed for employment in the United States. (Guessing this is the Welcome Back center)

Summer Youth Connection

- Job Training and Job Creation
- Partner: LAYC / MMYC (latino youth center / MD Multicultural Youth Center)
- Funding: \$98,784 via Federal (passes thru State)

Serves in and out of school youth ages 14 - 21 with one barrier to employment to assist in career exploration as well as on-the-job training.

County Summer Youth Program

- Job Training and Creation
- Partner: LAYC / MMYC (latino youth center / MD Multicultural Youth Center)
- Funding: \$50,000 - From County

Serves in and out of school youth ages 14 - 21 with one barrier to employment to assist in career exploration as well as on-the-job training.

Sales and Service Learning Center - Located in Wheaton, the center works to connect local businesses in the retail and service sectors to skilled and certified individuals. Center offers on-site customer service and sales training, career guidance, connections to job openings and ESOL programs. The center also offers testing for the National Professional Certification in Customer Service.

National Center for Children and Families		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 6301 Greentree Road Bethesda, MD 20817 Phone Number: 301-365-4480 Email: SChapman@nccf-cares.org Website: www.nccf-cares.org/		
TARGET POPULATIONS	At Risk Youth, Foster Children, Juvenile Offenders, Males, homeless People		
ELIGIBILITY	Future Bound Independent Living Program For young people who have aged out of the care of public systems and are in need of transitional assistance to live independently Future Bound Transitional Housing Program Ages 18-24 who are homeless or unstably housed Greentree School Young men in the Greentree Adolescent Program Young men in the Greentree Adolescent Program Greentree Shelter Homeless families, primarily children with single mothers	FEE REQUIRED?	NO
DESCRIPTION	Founded in 1915 as an orphanage in the District of Columbia, NCCF is a child and family welfare agency with a commitment to serving poor, disadvantaged, abused, neglected and/or abandoned children, youth, and their families.		
FUNDING SOURCE			
DELIVERY SITE LOCATIONS	Organization offices; Community-based, variable		
Annual revenue: \$17,727,689			



New Destiny		Organization Type for profit	
		Service Area National	
CONTACT INFO	Address:5351 Columbia Road #C Columbia, MD 21043 Phone number: 240-601-6047 Email: info@newdestinyllc.com newdestinyllc.com		
TARGET POPULATIONS	Low income youth (pre-K thru college)		
ELIGIBILITY	Student within the Wheaton School system	FEE REQUIRED?	Tutoring: \$60 / hr. or \$20 / hr if group. Career counseling program: free
DESCRIPTION	Provides youth with the skills and environment that promotes positive youth development and leadership.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Wheaton High School 12601 Dalewood Drive Wheaton, MD 20906 (Moving in Destiny Program) Home based / variable (tutoring program, within Montgomery County)		


Moving in Destiny: Career Counseling and Development, College Preparation and Advising, Tutoring - Youth development program that provides opportunities for youth to develop character and the necessary life skills to be successful adults. Engages youth through academic and supplemental services, civic literacy and community engagement, and financial literacy

Tutoring for Academic Success: Tutoring curriculum that coincides with the Maryland voluntary state curriculum to ensure that the student is at or above the requirements for their grade level. Subject areas include: math and science; English writing and grammar; reading comprehension and retention; study skills; foreign language; and history.

Career and Success Help (CASH) - highly individualized and supportive program that utilizes a personal career coach to assist clients in pursuing a more meaningful career path. Coaches work with clients at various stages of the career planning process and according to individual needs.

College Assistance and Preparation: We can assist students through the college planning process and will help students increase their chances of acceptance and graduating from the college of their dreams. The goal of this program is to prepare students for productive lives in college.



		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 19715 Zio Road Brookeville, MD 20833 Phone number: 301-519-1019 Email: info@our-house.org http://www.our-house.org/index.html		
TARGET POPULATIONS	At-risk males		
ELIGIBILITY	Ages 16 - 21	FEE REQUIRED?	No
DESCRIPTION	Residential job training center for at-risk adolescent boys		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Brookeville, MD		
<p>Residential Job Training Program for Youth</p> <p>Program components include construction work eight hours a day, and skill classes six nights a week. Saturday mornings are devoted to service projects that provide a means of giving back to the community.</p> <p>Services: Career Counseling and Development, College Preparation and Advising, Community Service/Volunteerism, GED Programs, Job Placement and Follow-up Services, Literacy Programs, Medical Support, Mental Health Support, Mentoring, Occupational Skill Training, Support for Youth with Disabilities, Tutoring, Work-Based Learning, Workplace Skills</p> <p>Serves 16 individuals at a time.</p> <p>Does workforce training for construction and small engine repair - trains participants for job skills</p> <p>Revenue: \$1,084,140</p>			

Per Scholas National Capital Region		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	bgray@perscholas.org 301-557-9200 700 Roeder Road, 1st Floor Silver Spring, MD 20910 http://perscholas.org/nationalcapitalregion/		
TARGET POPULATIONS	High school graduates that are unemployed or underemployed, and want to upgrade their career.		
ELIGIBILITY	High school graduates, with no college degree	FEE REQUIRED?	No
DESCRIPTION	Per Scholas helps the unemployed residents of the National Capital Region break into the booming tech hub of the Washington, D.C. area with its tuition-free IT-Ready job training courses.		
FUNDING SOURCE	Grants and donations from many national foundations and individuals		
DELIVERY SITE LOCATIONS	Silver Spring, Columbus, Cincinnati, Dallas, NYC		



Per Scholas provides free IT job training to unemployed and underemployed adults (18+) through an intensive, multi-week, instructor-led course, along with career development instruction and job placement assistance.

- Training is full-time, Monday to Friday, with four days of hands-on technical instruction and one day of career development instruction readying students for the professional workforce
- IT-Ready students prepare for and complete the CompTIA A+ certification and one or more advanced industry certifications such as CompTIA Network+
- Training is free to participants; the cost for each participant is approximately \$7,000
- 85% of students graduate from the IT training, nearly 90% of graduates become industry certified (CompTIA A+ and higher), 3 out of every 4 graduates obtain employment.

Graduates average a post-training starting salary of \$29,000

75% of working graduates increase their wages after one year of employment

Annual Budget: \$8,121,000 (national)

Number Served: 80 per year (NCR)

<h1>Pride Youth Services</h1>		Organization Type: Non-profit	
		Service Area:	
CONTACT INFO	Address: 2275 Research Blvd, Rockville, MD, 20850 Phone number: 301-926-4700, Fax: 301-596-6440 Website: www.prideyouthservices.org		
TARGET POPULATIONS	Young Adults. Adolescents. Gang Members. Males. Ages: 13-21		
ELIGIBILITY	Must be involved in a gang or a former gang member	FEE REQUIRED?	No
DESCRIPTION	The mission of Pride Youth Services (PYS), Inc., is to positively influence and improve the social, emotional, and cognitive development of young people(between the ages of 13-21), by providing them with the resources to equip them with the confidence and skills essential to making healthy and positive choices as they deal with life's challenges.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Crossroads Youth Opportunity Center 7676 New Hampshire Ave, Takoma Park, MD, 20912 Juvenile Assessment Center- Dept. of Juvenile Services, 7300 Calhoun Pl, Suite 500, Rockville, MD, 20855		
Adolescent Male Empowerment Network (AMEN) Program ; The Adolescent Female Forum To Inspire, Respect & Motivate Program Annual Budget: \$233,138 Served 2,300 individuals in 2013 http://www.youthprideri.org/Portals/0/Uploads/Documents/YPIAR2014Web2.pdf			



Red Wiggler Community Farm		Non-profit	
		MD	
CONTACT INFO	PO Box 968, Clarksburg, MD 20871 (301) 916-2216 info@redwiggler.org https://redwiggler.org/		
TARGET POPULATIONS	Youth or adult with disabilities (mostly target adults)		
ELIGIBILITY	Youth or adult with mental disabilities - Autism, Downs, etc.	FEE REQUIRED?	No
DESCRIPTION	To provide employment for adults with developmental disabilities through horticulture program on a 12-acre certified organic farm.		
FUNDING SOURCE	Partners or founding providers- <ul style="list-style-type: none">• James Clark School of Engineering, University of Maryland• University of Maryland College Park• State of Maryland• Montgomery County Council• J.G.Murray Foundation• Sen. Rob Garagiola• BP Solar• American Power and Light• Love’s Heating and Air, Inc• Whiting-Turner• UMD Solar Decathlon Team• Richard Magnani• Individual donors		
DELIVERY SITE LOCATIONS	Clarksburg MD		

Programs

- Employment for adults with developmental disabilities
 - Adults with developmental disabilities – plant, care for, harvest our crops and meet the customers who buy their produce.
- Educational opportunities through “service learning” for area youth and adults
 - Youth and adults with and without disabilities join the farm team to help with harvests and often glean food from the fields for delivery to area food banks.
- Community Supported Agriculture (CSA)
 - Operates a Community Supported Agriculture (CSA) program in Montgomery County MD that increases the food supply for the community and local food banks to provide more job opportunities to disability adults

Annual Budget: \$678,000

https://redwiggler.org/wp-content/uploads/2012/12/Annual_Report_FY12-web-v2.pdf



Saint Coletta of Greater Washington		Non-profit	
		Washington, DC Region	
CONTACT INFO	1901 Independence Avenue SE, Washington, DC 20003 (202) 350-8680 http://www.stcoletta.org/		
TARGET POPULATIONS	Children and adults with intellectual disabilities		
ELIGIBILITY	Children and adults with intellectual disabilities	FEE REQUIRED?	NO
DESCRIPTION	To serve children and adults with intellectual disabilities and to reach their full potentials.		
FUNDING SOURCE	LEA supplemental funding Federal funds Individuals Didn't find any fund from cooperation or institution		
DELIVERY SITE LOCATIONS	St. Coletta of Greater Washington 1901 Independence Avenue SE, Washington, DC 20003 Telephone: (202) 350-8680 Adult Service Division - Alexandria 207 S. Peyton Street, Alexandria, VA 22314 Telephone: (571) 438-6940 Adult Service Division - Rockville 5301 Marinelli Rd., Rockville, MD 20852 Telephone: (301) 804-4360 St. Coletta Shops - Rockville 5301 Marinelli Rd., Rockville, MD 20852 Telephone: (301) 816-2180 Woodmont Weavers - Arlington Ballston Common Mall, 4238 Wilson Blvd, Arlington, VA 22203 Telephone: (703) 469-1892		

- School program: Students served are three to twenty-two years of age and must be diagnosed with intellectual disabilities, autism or multiple disabilities and have minimum of 24.5 hours of special education services on their IEP.
 - o Classes include functional academics, skills of daily living, community based instruction, adaptive physical education, arts education, computer skills and vocational training.
 - o Upon graduation students earn a high school certificate in lieu of a high school diploma.
- Adult program – Offer adults age 18 and older opportunities to participate in vocational and pre-vocational training, supported employment, life skills training, and community integration in order to achieve greater independence.
 - o Woodmont Weavers- Located in Arlington County. The Woodmont Weavers program teaches independence, technical and social skills to Arlington adult residents with intellectual disabilities and sell those handcrafted products in the mall in VA
 - o St. Coletta Shops (Montgomery County)- Retail stores that sell handcrafted products made by the students/ participants. the shops offer our adults the opportunity to practice retail skills and have daily community integration

Annual revenue: \$23,342,905



<h2>Seeking Equality, Empowerment & Community for People with Developmental Disabilities (SEEC)</h2>		Organization Type Non profit	
		Service Area	
CONTACT INFO	Address: 8905 Fairview Road, Suite 300, Silver Spring, Maryland 20910 Phone number: (301) 576-9000 Email: info@seec.org		
TARGET POPULATIONS	People with intellectual or developmental disabilities		
ELIGIBILITY	People with intellectual or developmental disabilities	FEE REQUIRED?	X
DESCRIPTION	Support people with intellectual and developmental disabilities to direct their lives with dignity, choice, authority and responsibility and help them find jobs.		
FUNDING SOURCE	Individuals, private sectors		
DELIVERY SITE LOCATIONS	8905 Fairview Road, Suite 300, Silver Spring, Maryland		
<p>Program</p> <p>Person-Centered Thinking and Planning</p> <ul style="list-style-type: none"> • Customized Employment- supported employment uses many strategies to help people with significant disabilities live productive and fulfilling lives with their nondisabled peers. • Personal Support Services- builds upon participants' interests and career goals and matches them to the resources and economic needs of their local community. <p>Project Search</p> <p>A one-year Transition Program designed for young adults with intellectual and developmental disabilities who are either in their last year of high school or are recent graduates. Participants are on site at the business each day for a minimum of six hours. The partners provide consistent on-site staff including a special education teacher and job coaches. Individual job development and placement occurs based on the participant's experiences, strengths, and skills. Participants are given support with accommodations, adaptations and on-the-job coaching.</p>			



Spanish Speaking Community of Maryland		Organization Type: Non profit	
		Service Area: Mont- gomery and PG county	
CONTACT INFO	Address: 8519 Piney Branch Road, Silver Spring, MD, 20901 Phone number: (301) 587-7217 Email: N/A		
TARGET POPULATIONS	Hispanic residents in Montgomery and Prince George's counties		
ELIGIBILITY	Hispanic residents in Mont- gomery and Prince George's counties	FEE REQUIRED?	No
DESCRIPTION	Serves the Hispanic communities in Montgomery and Prince George's counties and provides assistance with applications for citizenship, permanent residence, and employment authorization, including completion of forms and translation of documents. Refers clients to Pro Bono offices of the county if legal issues arise that are beyond the organization's scope.		
FUNDING SOURCE	Donations are accepted from clients.		
DELIVERY SITE LOCATIONS	N/A		
<ul style="list-style-type: none">• Employment service• Legal assistance			
Revenue: \$527,224			



St. Luke's House (Now known as Cornerstone Montgomery)		Non-profit	
		Montgomery Co	
CONTACT INFO	6040 Southport Drive Bethesda, MD 20814 301-493-4200 info@cornerstonemontgomery.org http://cornerstonemontgomery.org		
TARGET POPULATIONS	Mental health assistance Career transition program - 50 clients annually Back to Work program - 430 clients annually		
ELIGIBILITY	Low income, mental health af- fected individuals in MoCo	FEE REQUIRED?	NO
DESCRIPTION	Large - 180 employees. Serves ~2,000 annually		
FUNDING SOURCE	State - MD Public Health System and Division of Rehabilitation Ser- vices		
DELIVERY SITE LOCATIONS	Bethesda, Rockville, Silver Spring		
<p>Merged with Threshold Services and re-named Cornerstone Montgomery in 2013.</p> <p>The Back-To-Work Program is a vocational program that implements that helps people recovering from mental health issues find and keep a job. includes vocational evaluation, transitional employment programs, supported employment, Job Search support group, Job Keep support group, job development/placement services, and follow along support as long as necessary.</p> <p>Employment Specialists work with candidates to successfully match each person to the appropriate job and continue to support the employer/employee relationship as long as necessary - provides ongoing support for individuals after they attain a job, to help them keep their job</p> <p>The Career Transition Program provides high school students) 11th and 12th grades) with mental health concerns and their families a combination of mental health and career/vocational services. This is in partnership with MCPS to source candidates. Helps these individuals attain their career goals, has an 80% employment rate.</p> <p>Mission: Cornerstone Montgomery empowers people living with mental health and co occurring substance use disorders to live, work, and integrate successfully within the community.</p> <p>Revenue: \$17,569,132</p>			

Stepping Stones Shelter, Inc.		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 1070 Copperstone Court Rockville, MD 20852 Phone Number: 301-251-0567 Email: info@steppingstonesshelter.org Website: steppingstonesshelter.org/		
TARGET POPULATIONS	At Risk Families, At Risk Youth, Low Income, Previously Homeless People, Transitional Housing/Shelter Residents		
ELIGIBILITY	Information not Available	Fee re-quired?	Information not Availa-ble
DESCRIPTION	Stepping Stones Shelter Inc. provides a continuum of services (emergency shelter, permanent supportive housing, and post-shelter support) to homeless families with children in order to move them from crisis to a stable home environment.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices		
Services include career counseling, job search training, resume building, GED tutoring, and financial literacy workshops; referrals to other agencies that provide housing or subsidy support; credit counseling; mental health services; child development as- essments; assisting with housing searches and applications, including paying apartment application fees; and tutoring for children. Annual Budget 2012: \$6,045,652 2012 served 900-1000 individuals			



Strive DC		Non-profit	
		DC Metro area	
CONTACT INFO	128 M St NW #318, Washington, DC 20001 (202) 484-1264 info@strivedc.org http://strivedc.org/		
TARGET POPULATIONS	Residents who have lower levels of literacy, less work experience, and specific challenges in DC.		
ELIGIBILITY	DC residents with low levels of work experience or abilities	FEE REQUIRED?	No
DESCRIPTION	To provide high quality workforce services that improves lives and helps district residents become valuable contributors to their families, employers, and communities in DC area.		
FUNDING SOURCE	Each program has different sponsors. Employer partners- CalPro Group, Hensel Phelps, Washington Convention Center, JC Clothing. WalMart Foundation		
DELIVERY SITE LOCATIONS	128 M St NW #318, Washington, DC 20001		
Short-term, intensive training in professional skills / job readiness Programs			
<ul style="list-style-type: none">• Customer service - 3 week job simulation program where participants learn customer service skills as well as workplace preparation, dress code, and how to interact in a work environment.• Construction Careers Training Program - 15 week professional training. Graduates attain certifications in: OSHA 10, Rigging, Flagging and CPR/First Aid• Youth Leadership- training for young adults• Career Gear Clothing Closet program- provides business suits, shoes and ties to low-income men and young adults who are engaging the job market• WEX (Workforce Engagement Challenge)- 4 weeks (2x/week) networking and training; Participating graduates receive a \$40 a week stipend.			
Helps people develop in-demand skills; next helps with job search process, networking. Then after they are employed, helps them access education and skill building, providing opportunities for advancement.			
Have served approx. 2,400 individuals over 15 years; 60% job placement rate.			
Revenue: \$762,714			

Sunflower Bakery		Non-profit	
		Montgomery Co.	
CONTACT INFO	240-361-3698 8507 Ziggy Lane Gaithersburg, MD 20877 info@sunflowerbakery.org http://www.sunflowerbakery.org		
TARGET POPULATIONS	Post-high school individuals with mild learning disabilities, those that are not going to college b/c their impairment would prohibit success		
ELIGIBILITY	Must have H.S. diploma / GED. Strict screening process - multiple rounds of interviews.	FEE REQUIRED?	Yes - \$5,350 per student. Scholarships available, but every participant pays something. This accounts for approx. 18% of revenue.
DESCRIPTION	Bakery program that teaches post-high school individuals with cognitive disabilities general work skills and food service skills.		
FUNDING SOURCE	Grants from (local) sources and foundations, including MoCo Council and MoCo Dept. of Housing and Community Affairs. Also covers 45% of op. expenses by revenue from sales. Budget is approx. \$200k per year		
DELIVERY SITES	8507 Ziggy Lane Gaithersburg, MD 20877		
Serves approx. 25 people per year. Sessions are 2x10 weeks. Students learn skills for working in a bakery, and general job readiness. Sources candidates from MCPS. When students finish, they have ServSafe cert. 75% job placement rate at completion. Annual Budget 2012: \$258,341 http://www.sunflowerbakery.org/wp-content/uploads/2012/10/AnnualReport2012.pdf			



The Arc Montgomery County		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 11600 Nebel Street Rockville, MD 20852 Phone Number: 301-984-5777 x3340 Email: SharonH@arcmontmd.org Website: www.thearcofmontgomerycounty.org		
TARGET POPULATIONS	Adolescents, Autism, Intellectual Disabilities, Preadolescent Children, Students with Disabilities		
ELIGIBILITY	Ages 10-21 with intellectual and developmental disabilities	FEE REQUIRED?	No
DESCRIPTION	Identifies, creates, and sustains inclusive communities that embrace and engage individuals and families affected by intellectual and developmental disabilities.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	The Arc Montgomery County – After All 410A University Boulevard West Silver Spring, MD 20901		
After All Program: A structured and closely supervised after-school and summer program for pre-teens and adolescents. Program activities vary and include computer skills development, arts and crafts, outdoor recreation, indoor games, supervised homework assistance during the school year and swimming in an outdoor pool during the summer			
Annual Budget 2013: \$20,978,700 2013 annual report http://thearcmontgomerycounty.org/uploads/2014/2013%20Annual%20Report-Web.pdf			

TransCen, Inc			Non-profit
			Based in MoCo, but Na- tional reach
CONTACT INFO	401 N. Washington Street Suite 450 Rockville, MD 20850 301-424-2002 http://www.transcen.org		
TARGET POPULATIONS	Youth, High school and older individuals with mental disabilities, who are looking to enter or keep a job.		
ELIGIBILITY	Depends on program	FEE REQUIRED?	NO
DESCRIPTION	TransCen, Inc. is a non-profit 501(c)3 organization dedicated to improving educational and employment outcomes for people with disabilities.		
FUNDING SOURCE	2013 total revenue: \$4 million (national) - majority from government grants		
DELIVERY SITE LOCATIONS	Rockville; Also has locations throughout nation		



WorkLink - (mostly in San Fran; Serves 60 per year) Addresses programmatic barriers and utilizes the Developmental Disabilities Service (DDS) system to augment Vocational Rehabilitation (VR) services to facilitate direct hire, integrated jobs for people with more significant intellectual disabilities. Our services focus on providing person-centered services and our goal is to assist people to find jobs that match their skills and interests. We work collaboratively with employers to on-board and train new employees.

Job Clubs - Transcen sponsors a job club where Students interested in receiving support preparing for and finding employment may participate in the after-school Job Clubs. The Job Clubs meets weekly and clubbers are given individual attention and assistance with completing resumes, conducting internet job searches, and completing applications

Youth Employment Service (YES) - serves youth with disabilities attending MCPS who are in their final year of school and for whom need additional assistance in finding and attaining employment. In partnership with the Workforce Investment Board the YES program conducts career exploration workshops in which over 250 youth participate each year. After being exposed to many different employment fields, over 30 youth participate in YES to obtain assistance in finding ongoing employment in chosen fields. - Funded by County Grant for \$77,500, served 97 individuals.

Add Us In - funded by the U.S. Department of Labor's Office of Disability Employment Policy, is a partnership between TransCen, the Hispanic Business Foundation of Maryland, the Hispanic Chamber of Commerce of Montgomery County, and the Montgomery County Workforce Investment Board. The program has connected with over 100 small businesses, has facilitated 45 internships and/or direct hires for individuals with disabilities, and has served 75 youth since the launch of the project last year. (www.dol.gov/odep/Addusin).

Montgomery County Public Intern Project - established in 2007 to create flexible and customized work opportunities for individuals with significant disabilities to fulfill the work requirements of County departments. All County departments have had the opportunity to work with a customized employment career specialist from TransCen to identify and create part-time position descriptions based on the department's need. Over 75 individuals have benefited from County employment through their participation in the program - Funded by \$109,000 County grant.

Mid Atlantic ADA Center (www.adainfo.org) is a TransCen program that has provided, since 1997, information, guidance and training on the Americans with Disabilities Act (ADA) to businesses, government entities, individuals with disabilities, architects and others in the Mid-Atlantic region

Center on Transition to Employment for Youth with Disabilities -

<http://www.transitiontoemployment.org> - to identify, research, and widely disseminate evidence-based practices that contribute to successful employment for youth with disabilities making the transition from school to adult employment.

Maryland PROMISE - designed to improve the education and employment outcomes of child Supplemental Security Income (SSI) recipients and their families. Maryland Department of Disabilities, along with TransCen and Way Station, Inc. is leading this five- year model demonstration and research project, one of six awarded nationally.

Corporate customers:

Marriott International
The National Institute of Health
Booz-Allen Hamilton
Bell Atlantic
Architect of the Capitol
City of Alexandria, Virginia
City of Rockville, Maryland

Have served ~20,000 individuals gain employment since 1986

Annual Budget 2012: \$3,893,537

<http://www.transcen.org/files/2012-TransCen-Annual-Report.pdf>



The Family Support Center		Organization Type Non profit	
		Service Area: All County	
CONTACT INFO	Address: 4308 Montgomery Avenue Bethesda, MD 20814 Phone number: 301-718-2467 Email: info@fscone.org		
TARGET POPULATIONS	Adolescents, Parents		
ELIGIBILITY	All County	FEE REQUIRED?	No
DESCRIPTION	Helps both independent and public school staff and families prevent, recognize and overcome mental health and behavior problems in children and adolescents from pre-K through grade twelve. FSC offers a full range of social services and mental health services to families and schools in the Washington metropolitan area.		
FUNDING SOURCE	Partner: Montgomery County Public Schools Planned Parenthood of Metropolitan Washington Latino Student Fund Hispanic Heritage Foundation Ameriprise Financial Children's National Medical Center Calvert Defend Yourself My Sister's Place Break the Cycle		
DELIVERY SITE LOCATIONS	College Support Network <ul style="list-style-type: none">• 4308 Montgomery Avenue Bethesda, MD 20814 SISTERS – Self-Image, Strength, Tenacity, Empathy, Responsibility, and Success <ul style="list-style-type: none">• Twinbrook Recreation Community Center 12920 Twinbrook Parkway Rockville, MD 20851• Montgomery Village Middle School 19300 Watkins Mill Road Gaithersburg, MD 20886• Kennedy High School 1901 Randolph Road Silver Spring, MD 20905• Parkland Middle School 4610 West Frankfort Drive Rockville, MD 20853 HERMANAS <ul style="list-style-type: none">• Seneca Valley High School 12700 Middlebrook Road Germantown, MD 20874• Montgomery Village Middle School 19300 Watkins Mill Road Gaithersburg, MD 20886		

Program

College Support Network

This program prepares for college by understanding the upcoming changes and being prepared for them— both for college students and for parents. Topics include: How College Differs from High School; The College Party Scene; College Survival Tips.

SISTERS – Self-Image, Strength, Tenacity, Empathy, Responsibility, and Success

An after school, comprehensive outreach, education, and mentoring program for pre-adolescent and adolescent girls attending middle and high schools in the Washington metropolitan area. This empowerment program is designed to strengthen self-image and provide positive peer support and constructive coping skills, through targeted education, skill- building workshops, leadership training, decision-making practice, role-playing, and volunteer community service.

HERMANAS

Through H.E.R.M.A.N.A.S. (Hermanadad, Empatía, Responsabilidad, Madurez, Amistad, Nobleza, Amor, Sabiduría), Latina girls will experience the proven benefits of the Family Support Center's S.I.S.T.E.R.S. program in a culturally sensitive program led by a bilingual and bicultural female leader.

Aim to support over 10,000 people in 2014

Annual Revenue 2012: \$5,175,160

2012 annual report <http://www.thefamilycenter.org/wp-content/uploads/2010/07/Family-Center-Annual-Report-2012-2013.pdf>



Treatment and Learning Centers			Organization Type Non profit
			Service Area: Mont- gomery County
CONTACT INFO	Address: 2092 Gaither Road, Suite 100 Rockville, MD 20850 Phone number: 301-424-5200 Email: dezrin@ttlc.org		
TARGET POPULATIONS	Children and adults with a wide range of special need		
ELIGIBILITY	Children and adults special needs/ disabilities	FEE REQUIRED?	Depends on the pro-gram
DESCRIPTION	Career Counseling and Development, College Preparation and Advising, Community Service/Volunteerism, Job Placement and Follow-up Services, Medical, Mental Health Support, Service Information and Coordination, Support for Youth with Disabilities, Transportation Support, Tutoring, Work- Based Learning, Workplace Skills		
FUNDING SOURCE	Partners: State and local government agencies, Local employers, Local housing organizations, hunger programs, and medical providers		
DELIVERY SITE LOCATIONS	Katherine Thomas School 9975 Medical Center Drive Rockville, MD 20850 2092 Gaither Road, Suite 100 Rockville, MD 20850		

Katherine Thomas School

Provides education and support services to children with moderate to severe language and learning disabilities and/or mild to moderate autism.

- Fee: Preschool: \$15,757 tuition, \$900 activity fee; Lower/Middle School: \$24,951 tuition, \$1,750 activity fee; High School: \$29,568 tuition, \$1,750 activity fee; Speech/Language Therapy: \$103/hour; Occupational Therapy: \$111/hour; Physical Therapy: \$111/hour; Counseling: \$107/hour; One-to-One Aide: \$24.24/hour; Homework Club: \$9.50/hour; payment plans and scholarships are available

Outcomes Services

Advocates for adults with disabilities to live independently in the community with employment and support.

- Fee: Yes but information is not available

Testing and Tutoring

Staff at TLC, work one-on-one with students of all ages to achieve academic success.

- Fee: Yes but information is not available

The Family Hearing Center

The Family Hearing Center serves all ages, from newborn infants to seniors, providing hearing evaluations and hearing aid services.

- Fee: Yes but information is not available

Psycho-educational Evaluations

Conducts comprehensive evaluations that determine overall intellectual, academic and social-emotional functioning, and information processing. This information is used to determine if an individual has a learning disability, autism, or other processing difficulty that is impacting functioning. Educational evaluations can also be performed to assess any individual's academic strengths and weaknesses, regardless of concerns or the possible presence of an underlying learning disability.

- Fee: ?

Summer Program – High School

Summer classes are designed to help students focus on strengthening basic skills through an academic theme while using the arts to reinforce concepts learned.

- Fees: \$2,075 for the half-day six-week program; \$3,360 for the full-day six-week program; programs are not reimbursable by insurance, but may qualify for HSA or FLEX spending account

Served over 20,000 individuals in 2012

Annual Revenue 2012: 11,440,675

2012 annual report http://ttlc.org/wp-content/uploads/2011/11/v3Annual_Report_small_file.pdf



<h1>Unity Christian Fellowship, Inc.</h1>		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 18222 Flower Hill Way, #185 Gaithersburg, MD 20879 Phone Number: 301-869-1107 Email: Unity.Christain.Fellowship2006@gmail.com Website: www.ucfinc.org/Home.html		
TARGET POPULATIONS	Adolescents		
ELIGIBILITY	Underserved, disadvantaged, and minority youth from the metropolitan region of Maryland	FEE REQUIRED?	Game Changer Impact Program YES
DESCRIPTION	Serves underserved, disadvantaged, and minority youth from the metropolitan region of Maryland, Virginia and Washington, D.C to promote student success in the metropolitan community.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Upper County Community Recreation Center 8201 Emory Grove Road Gaithersburg, MD 20879		
<p>Aim High In Life Educational and Life Skill Programs</p> <p>Overall program opportunities include promoting positive attitudes; teaching responsibility and reinforcing positive behavior, self-esteem, high grades and test scores; and job shadowing opportunities and fieldwork to improve students' quality of life.</p> <p>Game Changer Impact Program</p> <p>The Game Changer Impact Program aims to positively impact young males to promote confidence, competencies, and value.</p> <p>Did not report any income for 2013</p>			

Washington Youth Foundation		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 706-B East Gude Drive Rockville, MD 20850 Phone Number: 240-912-6759 Email: jaeminyi@wyfcenter.org Website: www.washingtonyouthfoundation.org		
TARGET POPULATIONS	Adolescents, Asian Community, At Risk Youth, Low Income		
ELIGIBILITY	Middle and High School Youth	FEE REQUIRED?	After School and Weekend School \$180 per week (10 weeks) Summer Day School \$150 per week (4 weeks)
DESCRIPTION	Provides education and social services for multicultural youth and their families. WYF envisions fostering a safe, healthy, learning, nurturing and supportive environment in which children and youth may develop positive social and peer culture and ultimately become productive and contributing members of society.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Education Center in the Organization’s Office		



After School and Weekend School

The After-School and Weekend School provides a safe learning environment where youths can get academic assistance for a thorough comprehension of school curriculum and reinforcement of knowledge.

College Preparation Program

The WYF College Preparation Program provides the necessary tools for students to be successful in preparing for the college application process

Internship and Volunteer Program

WYF's provides a Youth Internship and Volunteer Program for students to have the opportunities to gain professional work experience in their chosen fields.

Leadership Development Program

8 seminars covering: Leadership and a Spirit of Sacrifice; Passion Makes Dreams Come True; Successful College

Life; Majors in College:

Mentoring Program

WYF's Mentoring Program encourages youth in the community to make positive life choices that enable them to maximize their potential.

Summer Day School

Day camps for students to supplement academic skills. Students receive instruction and assignments in reading, vocabulary building, book reports, and essay writing in a different subject each week: Social Studies, Science, Imagination and Creativity, and History. Each week culminates in a field trip to a relevant museum.

Revenue: \$267,258

Work Opportunities, Unlimited		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 11002 Veirs Mills Road Wheaton, MD 20902 Phone Number: 202-615-4467 Email: SMane@WorkOpportunities.Net Website: www.workopportunities.net/		
TARGET POPULATIONS	At Risk Youth		
ELIGIBILITY	At risk youth between the ages of 13 and 21. Referral Source: Division of Rehabilitation Services, Developmental Disabilities Administration	FEE REQUIRED?	Information not Available
DESCRIPTION	Work Opportunities Unlimited is a community-based employment service provider specializing in placing job seekers who experience barriers to employment. The company has grown from one person to a workforce of hundreds that serves thousands of adults and students annually.		
FUNDING SOURCE			
DELIVERY SITE LOCATIONS	Community-based, variable		
Youth Services The community-based Youth Career Program helps young people learn to make positive decisions; the individualized approach to career exploration and work experience assists with personal development and success in life			



YMCA Youth & Family Services		Organization Type Non profit	
		Service Area Montgomery County	
CONTACT INFO	Address: 848 Southhampton Drive #B Silver Spring, MD 20903 Phone Number: 301-439-0003 Email: michael.ford@ymcadc.org Website: yfs.ymcadc.org/		
TARGET POPULATIONS	Adolescents, African American Community, At Risk Youth, Low Income, Male, Preadolescent Children		
ELIGIBILITY	Middle or high school age males	FEE REQUIRED?	Information not Available
DESCRIPTION	Provides school and community-based prevention and early intervention services to at-risk and under-served children and families from across Montgomery County.		
FUNDING SOURCE	N/A		
DELIVERY SITE LOCATIONS	Organization offices		
Man to Man Program All male peer-peer mentoring for young men of color in high risk communities. The program recruits youth in middle school and provides them with youth development opportunities all the way through high school graduation. Youth enter the program in middle school as mentees and then became mentors in the 10th grade. Annual Budget 2013: \$47,489,626 Served 62,615 teens and children and about 73,464 adults			



APPENDIX C

MONTGOMERY COUNTY JOB PROJECTIONS

TABLE C1: TOP 50 JOBS BY PROJECTED OPENING

Occupational Title	Total Job Openings	Median Wage*	Education Level**
Registered Nurses	9359	\$34.04	Associate's Degree
Cashiers	4985	\$9.34	High School Diploma
Retail Salespersons	4636	\$10.53	High School Diploma
Nursing Aides, Orderlies, and Attendants	4274	\$13.81	Post-Secondary Certificate
Office Clerks, General	3410	\$14.97	High School Diploma
Customer Service Representatives	3172	\$15.80	High School Diploma
Business Operations Specialists, All Other	3120	\$39.44	Associate's Degree
General and Operations Managers	3036	\$60.06	Associate's Degree
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3021	\$12.32	High School Diploma
Waiters and Waitresses	2900	\$8.77	High School Diploma
Receptionists and Information Clerks	2790	\$13.61	High School Diploma
Management Analysts	2653	\$44.23	Bachelor's Degree or Higher
Child Care Workers	2594	\$11.03	High School Diploma
Maids and Housekeeping Cleaners	2577	\$11.58	High School Diploma
Health Diagnosing and Treating Practitioners, All Other	2533	\$60.69	Bachelor's Degree or Higher
Home Health Aides	2533	\$12.65	High School Diploma
First-Line Supervisors/Managers of Office and Administrative Support Workers	2502	\$28.51	Bachelor's Degree or Higher
Accountants and Auditors	2419	\$36.60	Bachelor's Degree or Higher
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	2281	\$9.28	High School Diploma
Managers, All Other	2202	\$60.59	Bachelor's Degree or Higher
Landscaping and Groundskeeping Workers	2199	\$12.24	High School Diploma
Physicians and Surgeons, All Other	2133	\$65.75	Bachelor's Degree or Higher
Personal and Home Care Aides	2109	\$11.43	High School Diploma
Computer Support Specialists	2071	\$27.15	Associate's Degree
Food Preparation Workers	1957	\$9.68	High School Diploma
Secretaries, Except Legal, Medical, and Executive	1954	\$18.97	Associate's Degree
Medical and Health Services Managers	1820	\$49.62	Bachelor's Degree or Higher
Software Developers, Systems Software	1812	\$45.04	Bachelor's Degree or Higher
Cooks, Institution and Cafeteria	1784	\$14.08	High School Diploma
Security Guards	1765	\$16.67	High School Diploma



Occupational Title	Total Job Openings	Median Wage*	Education Level**
Information Security Analysts, Web Developers, and Computer Network Architects	1704	\$51.01	Bachelor's Degree or Higher
Truck Drivers, Light or Delivery Services	1636	\$15.85	High School Diploma
Dining Room and Cafeteria Attendants and Bartender Helpers	1600	\$8.89	High School Diploma
Licensed Practical and Licensed Vocational Nurses	1564	\$24.48	Post-Secondary Certificate
Laborers and Freight, Stock, and Material Movers, Hand	1564	\$11.64	High School Diploma
Computer Systems Analysts	1508	\$40.02	Associate's Degree
Market Research Analysts and Marketing Specialists	1494	\$29.52	Bachelor's Degree or Higher
Securities, Commodities, and Financial Services Sales Agents	1469	\$34.03	Bachelor's Degree or Higher
Medical Secretaries	1447	\$16.02	Associate's Degree / Post-Secondary Certificate
Executive Secretaries and Administrative Assistants	1422	\$30.37	Associate's Degree
Amusement and Recreation Attendants	1420	\$8.57	High School Diploma
Sales Representatives, Services, All Other	1371	\$31.57	Bachelor's Degree or Higher
Software Developers, Applications	1356	\$47.75	Bachelor's Degree or Higher
Teachers and Instructors, All Other	1356	\$28.03	Bachelor's Degree or Higher
Food Servers, Nonrestaurant	1337	\$10.57	High School Diploma
Network and computer systems architects and administrators	1251	\$42.61	Bachelor's Degree or Higher
Stock Clerks and Order Fillers	1221	\$11.57	High School Diploma
Human resources, labor relations, and training specialists, all other	1204	\$34.62	Bachelor's Degree or Higher
Hairdressers, Hairstylists, and Cosmetologists	1158	\$13.60	Post-Secondary Certificate
First-Line Supervisors/Managers of Retail Sales Workers	1132	\$20.93	Associate's Degree

Source: Maryland DLLR WIA Occupational job projections 2010 - 2020.

<http://www.dllr.state.md.us/lmi/iandoproj/montgomery/>

** Education Level defined O-Net definition where majority education requirement for job defined for whole class.

* Median Wage from BLS, for Bethesda-Rockville-Frederick Metropolitan Division



TABLE C2: JOBS PAYING ECONOMIC SECURITY WAGE WITH ASSOCIATE’S OR LESS

Occupational Title	Total Job Openings	Median Wage*	Education Level**
Administrative Services Managers	766	\$47.50	Associate’s Degree
Diagnostic Medical Sonographers	250	\$38.57	Associate's Degree
Technical Writers	331	\$37.04	Associate's Degree
Electrical and Electronic Engineering Technicians	220	\$35.37	Associate's Degree
Loan Officers	506	\$33.17	Associate’s Degree
Police Patrol Officers	544	\$32.82	Associate’s Degree
Telecommunications Line Installers and Repairers	201	\$32.63	High School
Respiratory Therapists	341	\$31.14	Associate’s Degree
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	457	\$30.73	Associate’s Degree
Postal Service Mail Carriers	372	\$27.16	High School
Fire Fighters	327	\$26.71	Post-Secondary Certificate
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	442	\$26.10	Post-Secondary Certificate
Physical Therapist Assistants	232	\$25.99	Associate's Degree
Plumbers, Pipefitters, and Steamfitters	761	\$25.83	Apprenticeship / Post Secondary Cert.
Library Technicians	257	\$24.99	Associate's Degree
Surgical Technologists	335	\$24.89	Associate's Degree
Security Guards	1765	\$16.67	High School Diploma

Source: Maryland DLLR WIA Occupational job projections 2010 - 2020.

<http://www.dllr.state.md.us/lmi/iandoproj/montgomery/>

** Education Level defined O-Net definition where majority education requirement for job defined for whole class.

* Median Wage from BLS, for Bethesda-Rockville-Frederick Metropolitan Division





APPENDIX D

WIA & WIOA SIDE-BY-SIDE



WIA & WIOA Side-by-Side

September 2014

Overview

On Tuesday, July 22, President Obama signed the [Workforce Innovation and Opportunity Act](#) (P.L. 113-128) into law, formally overhauling and reauthorizing the expired Workforce Investment Act (WIA) of 1998. President Obama signed the Workforce Innovation and Opportunity Act (WIOA) following swift passage and overwhelming bipartisan support for the bill in both the U.S. House of Representatives and the Senate.

As the U.S. Department of Labor (USDOL), state workforce agencies, local workforce areas, and other stakeholders prepare to implement the changes under WIOA, which takes effect July 1, 2015 at the start of Program Year 2015, NASWA has prepared this document to assist all stakeholders in the public workforce system to understand the changes between WIA and WIOA.

NASWA's *WIA & WIOA Side-by-Side* compares the statutory language by each section between WIA and WIOA in two columns in order for readers to see what the changes are between the two laws. In this document, NASWA has identified provisions in WIA that were not included or repealed in WIOA, provisions that were added to WIOA that were not originally apart of WIA, and areas where there are similarities between provisions in the two laws despite different statutory language. A reference key has been placed at the bottom of each page for readers to identify what has been struck, added, and changed.

The document contains Titles I, III, and V covering the WIOA Adult, Dislocated Worker, and Youth programs, the Wagner-Peyser Employment Service, and the General Provisions covering administrative requirements within the law. Bookmarks by WIOA section have been enabled for ease of navigation and can be accessed via the bookmark feature in any PDF reader.

- Red text indicates similarities between provisions in the two laws despite different statutory language
- Red text with a strikethrough indicates provisions in WIA that were repealed in WIOA
- Text highlighted in yellow indicates provisions that were added to WIOA that were not originally apart of WIA

WIA & WIOA Side-by-Side

For more, please visit:

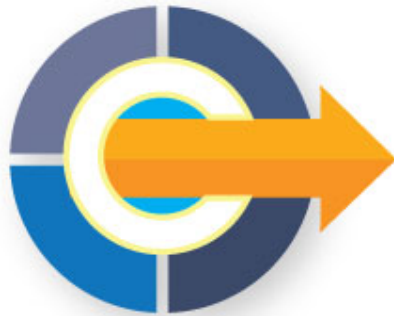
http://www.wi-cwi.org/pdf/res_NASWA_WIA_WIOA_sidebyside.pdf





APPENDIX E

CALIFORNIA COMMUNITY
COLLEGES TASK FORCE
ON WORKFORCE



CALIFORNIA COMMUNITY COLLEGES

Task Force on **WORKFORCE**

JOB CREATION AND A STRONG ECONOMY

Process Overview

Version as of 11/17/14



CALIFORNIA COMMUNITY COLLEGES

Board of Governor Task Force on Workforce, Job Creation and a Strong Economy

Scope

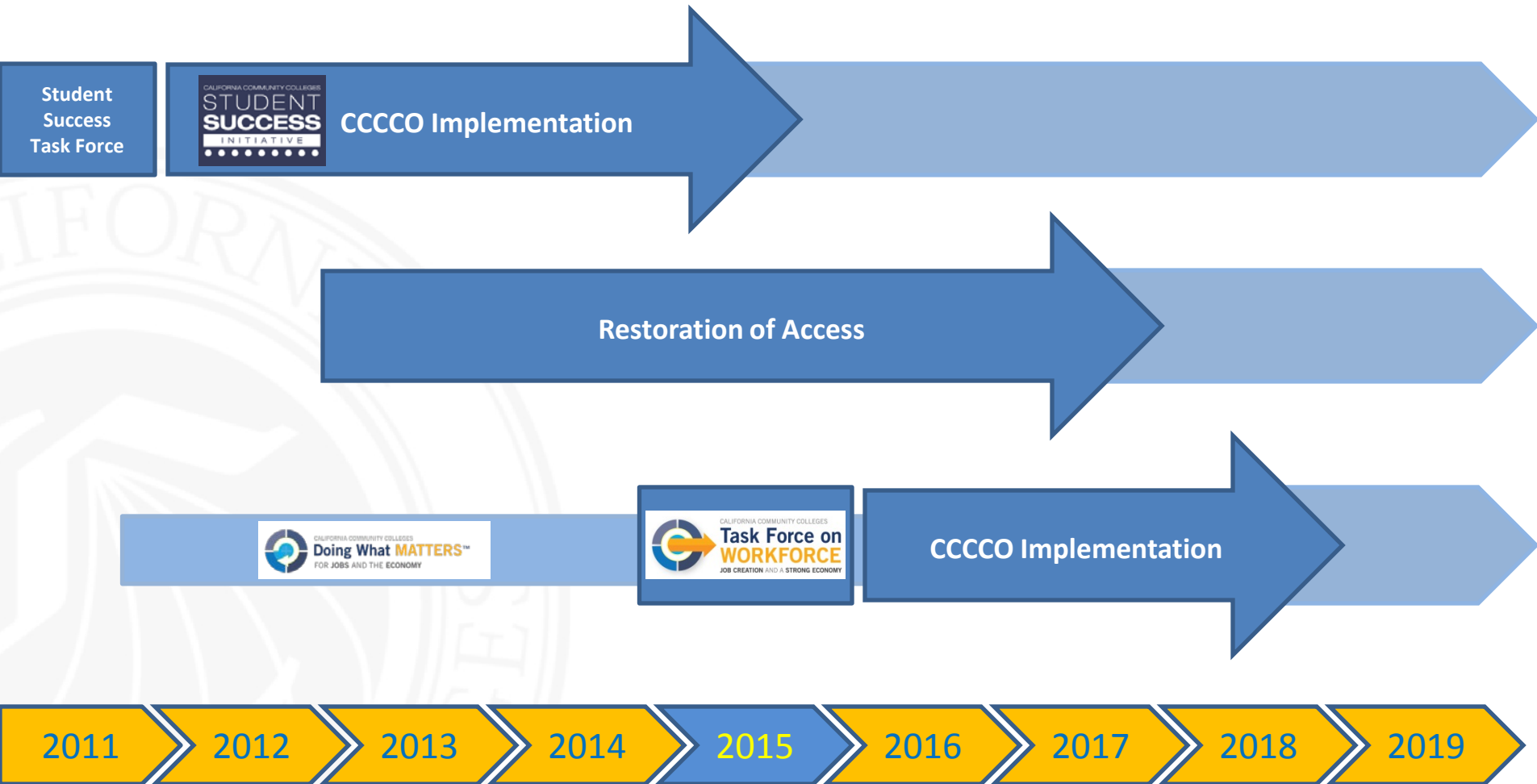
Consider strategies and recommend policies and practices that would:

- Prepare students for high-value jobs that currently exist in California,
- Position California's regions to attract high-value jobs from other states and around the globe,
- Create more jobs through workforce training that enables small business development, and
- Finance these initiatives by braiding state and federal resources.

*Develop recommendations that engender:
flexibility, regional responsiveness, partnership with industry, and student portability*

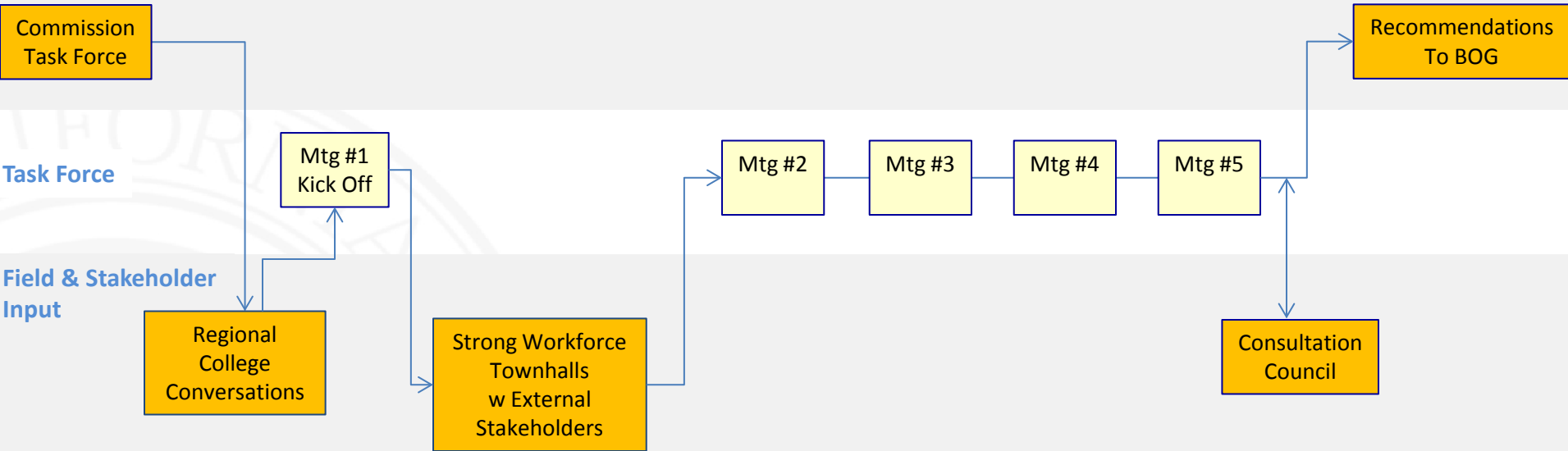


Sequencing of Major CCCCCO-Led Initiatives



Roll Out

Board of Governors



Communications Infrastructure

Website, eNewsletter, Facilitation, Documentation, Media



Composition of Task Force

Comprised of leaders from:

- Faculty
- Staff
- Student
- Administration
- Trustee
- Employer community
- Labor
- Public agencies involved in workforce training/
economic development
- K-12 education policy
- Community based organizations



Phase 1: Regional College Conversations

<u>Region</u>	<u>Date</u>	<u>College CEO Host*</u>
- Bay Region	12/1, 12/8, 2/6	Helen Benjamin & Judy Miner
- Central Valley/Mother Lode	12/10	Carole Goldsmith
- Inland Empire	1/16	Sandra Mayo
- Los Angeles/Orange County	12/4, 2/3	Bill Scroggins & Raul Rodriguez
- North Far North	1/9	Doug Houston
- San Diego/Imperial	11/21	Sunita Cooke
- South Central	1/29	Dianne Van Hook

RSVP at doingwhatmatters.cccco.edu/StrongWorkforce/Events.aspx

*Each event will be co-hosted by the College CEO, CCCCO, and ASCCC.



CALIFORNIA COMMUNITY COLLEGES

Support Structure

Chancellor

Deputy Chancellor

Issue Lead:

- Workforce Alignment
- Curriculum & Instruction
- Financial Model
- Accountability Metrics

Support:

- Communications & Media
- DoF, Governor's Ofc, Legislative Briefings
- Facilitation, Documentation, Logistics
- Philanthropic Outreach

Brice Harris

Erik Skinner

Van Ton-Quinlivan

Pam Walker

Dan Troy/Mario Rodriguez

Patrick Perry

Paul Feist to coordinate

Vince Stewart to coordinate

Van Ton-Quinlivan to coordinate

Keetha Mills to coordinate



The Goal

*Increase individual and regional economic competitiveness
by providing California's workforce
with relevant skills and quality credentials
that match employer needs
and fuel a strong economy.*





APPENDIX F

MONTGOMERY COLLEGE
ADULT ESL

May 7, 2004

The Honorable Steven A. Silverman, President
Montgomery County Council
and
Members of the Montgomery County Council
Stella B. Werner Council Office Building
100 Maryland Avenue
Rockville, Maryland 20850

Dear Council President Silverman and Members of the Montgomery County Council:

The County Council recently called upon the College to take a leadership role in enhancing the quality and availability of Adult English as a Second Language (ESL) education and training in Montgomery County. As a result, we are ready to help carry forward the recommendations of the County Task Force on Adult ESL Services including a key recommendation that a community-based non-profit organization be created to focus on expanding Adult ESL programs, quality, availability and access throughout Montgomery County. It is our understanding that this organization ultimately will be the community vehicle to strengthen the collaboration, coordination, quality and capacity building among the various service providers engaged in providing Adult ESL educational programs.

To facilitate the ongoing progress of task force recommendations and the development of the non-profit organization, Montgomery College is requesting \$100,000 in the College's operating budget to underwrite the initial staffing. This funding will partially underwrite the \$150,000 annual operating expense. The remaining funds will be sought from foundations and private giving.

The interim staffing needs for this project consist of a full-time Special Assistant for Adult ESL, and a full-time administrative assistant. This project will be supported with business, community, and County funding. The primary goals of these positions are to develop and establish the non-profit organization and to continue progress in addressing Adult ESL needs in our community. Montgomery College will house the staff in order to facilitate a smooth and, hopefully, expeditious establishment of the non-profit. Once the organization is well established and functioning, the Board of Directors of the non-profit will make its own determination about staff needs and the organization will be spun off from the College to stand as an independent entity. As noted above, this initiative follows the recommendations of the County Council's Task Force on Adult ESL Services (2004) and the Comprehensive ESL Self-Study (2003).

The Special Assistant for Adult ESL Services must have exceptional skills in non-profit organization leadership, formation, and strategic planning. The Special Assistant must be able to bring together the needs and aspirations of numerous community based organizations, faith based organizations, public institutions, and governmental services into collaborative agenda building that responds to the County's needs, both social and economic, for English language skill development.

The Honorable Steven A. Silverman
Members of the Montgomery County Council
May 7, 2004
Page 2

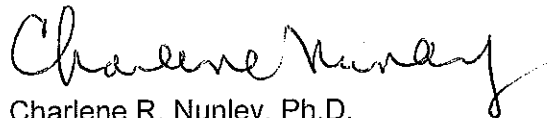
Responsibilities of Interim Staff:

- Establish a non-profit entity with broad community membership
- Manage and coordinate the activities of this newly formed non-profit
- Formulate the goals and activities of this office to support the strategic goal attainment
- Manage selected projects from concept to completion, drawing on the strengths and contributions of community membership and community resources
- Cultivate grant development opportunities and administer grant awards
- Secure corporate and private sponsorships to promote the nonprofit activities
- Create an environment of consensus among the various service providers on priority initiatives and agreed upon plans of action
- Establish and maintain communications necessary to provide information services to the members, stakeholders, and the community at large regarding program effectiveness indicators, outcomes, and events
- Routinely convene the delegates of the various service providers to continue the work of subcommittees and to progress toward agreed upon initiatives in a timely manner
- Supervise subcontractors on an as needed basis

We expect that a two to three year time frame will be needed to get the non-profit created and established in a manner that will assure its capability to successfully stand on its own. We would expect to keep the County Council regularly informed about its progress.

Thank you for your consideration of this request. We look forward to working with you to enhance the quantity and quality of Adult ESL services available to the residents of Montgomery County.

Sincerely,

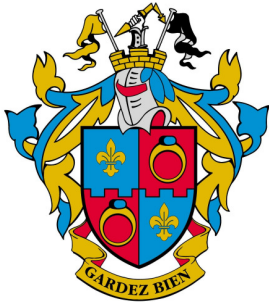


Charlene R. Nunley, Ph.D.
President



APPENDIX G

OFFICE OF LEGISLATIVE
OVERSIGHT YOUTH AND WORK
IN MONTGOMERY COUNTY



Youth and Work in Montgomery County

Elaine Bonner-Tompkins
Sue Richards

Office of Legislative Oversight Youth and Work in Montgomery County

For more, please visit:

[http://www.montgomerycountymd.gov/OLO/Resources/Files/
FullOLORReport2014-3.pdf](http://www.montgomerycountymd.gov/OLO/Resources/Files/FullOLORReport2014-3.pdf)





APPENDIX H

OFFICE OF LEGISLATIVE
OVERSIGHT WORKFORCE
SUMMIT REPORT

OLO Memorandum Report 2015-4

To: County Council

From: Elaine Bonner-Tompkins, Senior Legislative Analyst
Office of Legislative Oversight

Date: December 9, 2014

Subject: **Ready for Tomorrow Education and Workforce Summit Proceedings**

On October 18, 2014, the Office of Councilmember Nancy Navarro sponsored the “Ready for Tomorrow Education and Workforce Summit” in Silver Spring, Maryland. The Summit was convened at the White Oak Community Recreation Center and co-sponsored by the following organizations: Montgomery County Government, Percontee, Inc., Pepco, Montgomery County Business Roundtable for Education, the Office of County Councilmember Cherri Branson, Montgomery County Public Schools and the Montgomery County Education Association.

Convening a community-wide conversation to understand the implications of the achievement and employment gaps on the County’s future served as the goal of the Summit. The Summit featured three panels that discussed changes in the County’s demographics and the need for stronger partnerships to better address gaps in academic achievement and employment among youth. The Summit also provided an opportunity for stakeholders to brainstorm ideas about best practices for narrowing both gaps and making their closure a “socio-economic imperative” within the County.

The Office of Legislative Oversight was tasked to develop this proceedings document to capture the key points shared and discussed at the Ready for Tomorrow Summit and to serve as a reference point for future discussions among the community members and policymakers. This proceedings document is presented in five parts to relay the lessons learned during the Summit:

- A. Impetus for the Summit** describes why the Ready for Tomorrow Summit was convened by Councilmember Navarro.
- B. National and Local Trends in Education and the Labor Force** describes the changing demographics in the County and its implications for the future economy.
- C. Supporting Excellence in Teaching and Learning for All** describes how local educational institutions can help narrow educational and employment gaps among youth.
- D. Private and Non-Profit Sector Perspectives** offer ideas about how the private sector can partner with educational institutions to address the employment gap in the County.
- E. Potential Next Steps** describes OLO’s recommendations for follow up for the Ready for Tomorrow Steering Committee and the County Council aimed at closing the achievement and employment gaps facing youth in the County.

Overall, the Summit was effective at broadening participants’ understanding of the challenges facing the County and providing an opportunity for a diverse set of stakeholders to discuss the issues. Thus, the Summit helped to set the stage for future efforts aimed at implementing and enhancing County policies and practices aimed at narrowing the academic achievement and employment gaps impacting local youth and Black, Latino, and low-income youth in particular.

Office of Legislative Oversight Workforce Summit Report

For more, please visit:

<http://www.montgomerycountymd.gov/OLO/Resources/Files/OLOMemorandumReport2015-4.pdf>





APPENDIX I

RECOMMENDATIONS FOR A
HIGH PERFORMING WORKFORCE
DEVELOPMENT SYSTEM FOR
MONTGOMERY COUNTY

MEMORANDUM

December 2, 2014

TO: Planning, Housing, and Economic Development Committee

FROM: Jacob Sesker, Senior Legislative Analyst *JS*
Linda McMillan, Senior Legislative Analyst *LM*

SUBJECT: Update—Workforce Investment Board strategic plan

The following individuals will attend this briefing:

- Julie Squire, Assistant Secretary for Workforce Development and Adult Learning (Maryland Department of Labor, Licensing and Regulation).
- Mike Sullivan, Chair, Montgomery County Workforce Investment Board

Purpose

The purpose of this update is to provide background regarding the recent congressional authorization of the Workforce Investment and Opportunities Act (WIOA) and the strategic direction of Montgomery County's Workforce Investment Board. The update will provide important background for possible future decisions regarding local legislation or appropriations affecting workforce development programs and the shape of the workforce development delivery system.

Background

Over the past year, there have been several discussions regarding workforce development coordination and programming.

- In March 2014, the Office of Legislative Oversight briefed the Planning, Housing, and Economic Development Committee and the Education Committee on youth and work in Montgomery County.
- In May 2014, Bill 27-14 (sponsored by Councilmembers Berliner and Navarro) was introduced. Bill 27-14 would establish a career pathways program with a career pathways manager.

Recommendations for a High Performance Workforce Development System for Montgomery County

For more, please visit:

http://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2014/141204/20141204_PHED1.pdf





APPENDIX J

MMF CALL TO ACTION

MONTGOMERY MOVING FORWARD

Mobilizing leaders to work across sectors to solve our biggest problems together

OCTOBER 2014

call to action

Fueling our Future with Skilled Workers and Good Jobs

Together, we—industry, education, government, nonprofits, philanthropy—need to step up and own our role in creating a county where every resident looking for a job is employed and on a career path towards self-sufficiency; every employer has a pool of well-trained residents; and new and growing employers choose Montgomery County because of its skilled, ready and willing workforce.

In the face of data pointing to an unmistakable shortage of skilled workers over the next 20 years and too many residents unable to have and hold a good job, MMF is calling for a new accountability for a “jobs culture” for Montgomery County. We urge that the following action steps be initiated over the next year in order to begin to close the gap between good jobs and the lack of skilled employees to fill those jobs that are essential to a functioning and thriving economy.

In the context of overall economic development, MMF’s overarching recommendation is:
Montgomery County must have a single, readily-identifiable structure to lead, elevate and coordinate a comprehensive system of workforce development that ensures a pipeline of qualified workers for businesses, leads to residents finding good jobs, and fuels a robust local economy that strengthens community. The workforce development system of the future must be industry-driven, data-informed, skills-oriented, and population-specific.

In order to achieve defined and measurable outcomes and earn a high-level of public confidence and respect, the structure of the workforce development system of the future and its leadership must be:

- ▶ Authoritative and inspirational;
- ▶ Empowered to oversee mutually reinforcing activities across all sectors;
- ▶ Outcomes-based and held accountable to outcome metrics; and
- ▶ Aligned with and supported by the Workforce Investment Board;
- ▶ Properly resourced.

Less-educated workers are struggling to maintain a foothold in the region’s economy.

MMF Call to Action

For more, please visit:

http://nonprofitroundtable.org/storage/documents/mmf_call_to_action_2.pdf

