

MEMORANDUM

April 29, 2019

TO: Planning, Housing, and Economic Development (PHED) Committee
Education and Culture (EC) Committee

FROM: Gene Smith, Legislative Analyst *GS*

SUBJECT: FY20 Operating Budget: WorkSource Montgomery Non-Departmental Account (NDA)

PURPOSE: Review and make recommendation to the Council

Those expected for this worksession:

Ellie Giles, CEO, WorkSource Montgomery, Inc. (WSM)

Budget Summary

The Executive recommends \$1,809,594 for the WSM NDA, same as FY19.

Council Staff Recommendation

Approve the Executive's FY20 recommendation of \$1,809,594 for the WSM NDA with the expectation that the programs listed on page 3 and 4 are fully funded in FY20.

I. Budget Overview

See the Executive's recommendation on ©1. This NDA was created in FY17 to fund the County's designated workforce development corporation. This organization implements the County's workforce development policies to promote job growth and talent attraction. **The Executive recommended level funding for the organization in FY20.** In addition to this NDA, WSM received \$227,000 County funding from other sources in FY19.¹ This funding was provided to WSM by contracts separate from this NDA. Funding for these initiatives are included in the FY20 recommended budget; however, the East County Opportunity Zone initiative is being conducted through an open Request for

¹ \$80,000 for a job center in the County's correctional facility was provided by the Department of Corrections and Rehabilitation (DOCR), and \$147,000 for the East County Opportunity Zone was provided by the Department of Health and Human Services (HHS).

Proposal (RFP) process. WSM will update the committees about its FY19 work and proposed FY20 initiatives today.

II. Organization Review

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

A. Budget

See WSM's final statement of activity for FY18 on ©2-3. For FY18, WSM received approximately \$6.6 million in revenue and had approximately \$5.8 million in expenditures. See WSM's unaudited FY19 financial statement as of February 2018 for FY19 on ©4-5. WSM has received approximately \$4.3 million in revenue and spent approximately \$3.8 million in expenditures as of February 2019. WSM budgeted its FY19 expenditures at approximately \$5.5 million, and its current spend rate is in line with that expectation absent any significant one-time expenditures.

See the draft FY20 WSM budget on ©6-7. The organization estimates that FY20 revenues will be approximately \$6.6 million and expenditures will be approximately \$6.7 million. The final budget will be approved by WSM's board in late-May. Council staff notes that the Executive's recommended budget includes \$1.8 million in the WSM NDA and \$0.08 million in DOCR, for a total of \$1.88 million.

The current staff complement of WSM is eleven. Personnel costs account for 21.2% of the draft budget, including the program costs to implement the Workforce Opportunity and Innovation Act (WIOA) grant funding. Excluding these costs, personnel expenditures account for 72.8% of WSM's budget. The remainder of its expenditures supports various programs, including the job center contracts. WSM does not anticipate creating additional positions in FY20.

County contributions account for 27.8% of WSM's FY20 revenues. WSM also receives revenue from other sources, such as federal grants, State funding, and private funding. Most of WSM's revenue is from the WIOA grant; the use of this grant is restricted for specific purposes at the job centers.

B. Expenditure Issues

The Council does not approve a line-item budget for WSM, but the County does execute a contract with the organization. The Executive negotiates the contract, which details disbursement conditions and performance expectations, including reporting, for the County's funding provided to the organization. The Council may also choose to identify specific programs/expenditures and reporting

requirements through the Council's budget resolution. Executive staff will be available to discuss any questions that the committees may have about contracting with WSM for FY20.

WSM is implementing multiple programs with its resources (see ©8-10). The County's funding is the least restrictive, and WSM utilizes it to supplement or expand its operations. Below are select programs that WSM will implement in FY20 with the County's funds.

DOCR Job Center. WSM is allocating \$165,000 in FY20 to provide 2.5 FTEs of support for the DOCR Job Center. There will be 2.0 contracted FTEs for support within the correctional facility, and 0.5 FTE outside of the facility for a "warm hand-off" at the American Job Center. The funding sources include: 1) \$80,000 from DOCR's budget; 2) \$50,000 from WSM NDA; and 3) \$35,000 from WIOA funds. WSM will monitor several metrics for this program listed below.

- The number of participants receiving employability services within three months of release, with a minimum of 50 participants as the FY20 goal;
- The ability to integrate support through the referral process for re-entry; and
- Achieve a 65% successful skill gain/sustainable job placement rate.

Summer R.I.S.E. Program. WSM managed this program in FY18 and FY19. See the FY19 (Summer 2018) Final Report on ©11-17; the program served 353 high school students last year. **Program administration has been shifted to the Montgomery County Public Schools (MCPS) for FY20, and WSM will continue to provide technical support and funding for the student stipends.** MCPS has hired one full-time staff, who's responsibilities include management of the Summer R.I.S.E. Program. WSM intends to use \$90,000 of its PEPCO/Exelon funding to support student stipends in FY20. The total amount of stipends in FY19 was \$105,900. Per WSM and MCPS, MCPS plans to cover the balance of stipends greater than \$90,000.

Council staff recommends that WSM cover all stipends for FY20. WSM is positioned better to facilitate this process.

H.I.R.E. Centers. See an overview of the H.I.R.E. Centers on ©18-20. **This program brings the job center to local communities, expanding access to employability and services.** The funding for this program is from the County, so unlike WIOA funding, there are no restrictions on the populations that these centers can serve. WSM piloted the first H.I.R.E. Center in the East County with an additional \$147,000 through an HHS contract. This contract is an open solicitation in FY20, and WSM intends to submit a proposal.

WSM intends to use approximately \$160,000 and 2.5 FTEs to expand these centers to three more locations in FY20. In addition to the East County, WSM will provide H.I.R.E. Centers in Germantown, Wheaton, and Gaithersburg. If WSM is not awarded the East County solicitation, it will reallocate County funding to continue this program in FY20. Below are the metrics that WSM will monitor for the H.I.R.E. Centers in FY20.

- 75% of those on active caseloads per quarter report satisfaction;

- 70% of those active caseloads per quarter have achieved skills gains and/or employment;
- 70% of total program participants placed in new employment remain employed at 30 days;
- 50% of total program participants placed in new employment report increased wages as verified by Maryland Automated Business System;
- Conducts business engagement with 10 business sites per quarter; and
- Host a minimum of 10 employability activities monthly including connections to skill development in industry-recognized credentials and/or certifications leading to potential career growth and increased wages.

Youth Programs. The WSM program list on ©9 includes Summer Youth Opportunity Programs. This program is a combination of several initiatives, including the Summer R.I.S.E. Program which was already discussed:

- *Escalera Workforce Readiness Initiative.* WSM is facilitating increased collaboration between CASA de Maryland and MCPS by supporting an innovative job readiness and internship program that serves 20 young adults aging out of the MCPS Career Readiness Education Academy. This program will be in Wheaton.
- *Career Connector.* Through a partnership between the Latin American Youth Center's Maryland Multicultural Youth Centers and Identity, WSM is supporting job training, paid work experience, and comprehensive career development support for 30 youth. This program will be in Germantown and Silver Spring locations.
- *Studio Apprenticeship Program.* Arts on the Block will expand their capacity to serve an additional 25 youth who demonstrate art and design aptitudes. The program introduces youth to in-demand jobs in the creative industries and provides both job readiness and technical skills. This program will be in the East County.

WSM intends to use \$160,000 for these programs, excluding the amount required for Summer R.I.S.E.

Career Advancement Program. The County provided an additional \$152,250 to create this program in FY19. WSM organized two cohorts for this program for Project Management Professional Certification. This certification was identified as one in demand. The program hosted two cohorts that totaled 29 participants. To date, fifteen individuals are employed with an hourly wage of \$28.50. WSM intends to use \$150,000 to continue this program in FY20.

All these programs combined equal \$725,000 of WSM's County funding or about 39% of the total County funding. If these programs require no additional funding in FY20, the remaining County funds are available for day-to-day operations and other programs based on WSM's determination.

Council staff recommends approval of the Executive's recommendation for the WSM NDA with the expectation that the above programs are fully funded in FY20.

This packet contains:

	<u>Circle #</u>
Executive FY20 recommendation	1
WSM FY18 unaudited financial statement	2
WSM unaudited financial statement as of Feb. 2019	4
WSM draft FY20 budget	6
WSM programs list	8
Summer R.I.S.E. 2018 Report	11
Overview of H.I.R.E. Centers	18

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☀ WorkSource Montgomery, Inc

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

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	1,809,894	0.00
FY20 Recommended	1,809,894	0.00

WorkSource Montgomery, Inc.

STATEMENT OF ACTIVITY

July 2017 - June 2018

	TOTAL
Revenue	
4000 Revenue - Federal	3,811,558.70
4025 Revenue - State	668,758.85
4050 Revenue - County	1,984,481.62
4075 Revenue - Private Sources	105,788.56
4150 In-Kind Donations	19,400.00
4800 Interest Income	4,504.66
Total Revenue	\$6,594,492.39
GROSS PROFIT	
	\$6,594,492.39
Expenditures	
5000 Program Service Costs	0.00
5020 Program Costs - Allocations Betwn Awards	0.00
5050 Outreach (Comm. Engmt)	67,123.96
5100 Program Supplies/Software	18,323.93
5125 Subcontractor Labor	1,557,746.62
5130 Subcontractor Operations	346,268.86
5150 Rent & Pass thrus - AJC	324,410.23
5200 Participant ITA Training	186,104.84
5250 Participant Cohort Training	165,656.70
5400 Participant Work & Learn (OJT)	500,248.77
5500 Participant Supportive Svcs	35,069.52
5650 Travel, Mileage, Conferences	55,980.15
5700 Other Programmatic Costs	306,342.81
5900 Program Cost Pool	0.00
5998 Program Consultants - Direct	399,079.69
5999 Vendor Contracts	89,999.97
Total 5000 Program Service Costs	4,052,356.05
6000 Personnel	
6100 Salaries & Wages - WSM	906,725.80
6200 Payroll taxes - WSM	56,677.12
6250 Retirement Plan Match - WSM	19,392.42
6300 Employee Benefits - WSM	41,558.36
6325 Life & Disability - WSM	13,485.80
6400 Salaries & Wages - WBC	67,355.09
6500 Payroll Taxes - WBC	5,662.37
6550 Retirement Plan Match - WBC	2,269.17
6600 Employee Benefits - WBC	9,110.40
6650 Life & Disability - WBC	1,071.12
6700 OPC (Payroll, background and other fees)	8,893.44
6910 Compensation - Allocated In	425,162.35
6911 Compensation - Allocated Out	(425,162.36)
6920 Taxes and Fringes - Allocated In	91,425.01
6921 Taxes and Fringes - Allocated Out	(91,425.00)
6940 OPC - Allocated In	22,261.69

	TOTAL
6941 OPC - Allocated Out	(22,261.69)
Total 6000 Personnel	1,132,201.09
7000 Indirect Overhead Costs	
7050 Professional Development	2,589.50
7075 Bad Debts	6,031.05
7125 Bank Charges	23.18
7150 Dues & Subscriptions	17,197.59
7160 Rent and Pass-thrus - Corp. office	67,646.13
7175 Equipment Rental	63.29
7225 Insurance - Corporate	1,280.31
7250 Insurance - Liability	6,408.31
7300 Interest & Late Fees Expense	17.70
7325 Meals	4,709.13
7350 Other Office expenses	94.74
7375 Office Supplies & Equipment	13,165.89
7380 Depreciation	27,850.64
7425 Postage Delivery Courier	249.03
7450 Printing	3,295.88
7475 Sponsorships	2,525.00
7500 Relocation and Offsite Storage	10,185.05
7525 Repairs & Maintenance	(293.00)
7575 Telephone IT Internet	1,273.00
7600 Travel	27,719.99
7610 Conferences	2,710.14
7625 Meetings	562.00
7640 Marketing & Communications	21,155.42
7650 Website and Social Media	57,624.67
7675 Software	8,418.84
7900 Miscellaneous Expense	463.63
7940 COC - Allocated In	117,367.64
7941 COC - Allocated Out	(117,367.64)
7950 IOC - Allocated In	827,632.26
7951 IOC - Allocated Out	(827,632.26)
7960 EIC - Allocated In	(104,881.18)
7961 EIC - Allocated Out	104,881.18
Total 7000 Indirect Overhead Costs	282,967.11
8000 Professional Svcs & Consulting	
8100 Audit & Tax Fees	32,044.53
8200 Legal Fees	49,076.59
8400 Other Prof Fees	0.00
8500 Accounting Fees	143,734.51
8600 Consultants/Contractors	128,330.70
Total 8000 Professional Svcs & Consulting	353,186.33
9000 In-Kind Expenses	
9300 Goods or Services	19,400.00
Total 9000 In-Kind Expenses	19,400.00
Total Expenditures	\$5,840,110.58
NET OPERATING REVENUE	\$754,381.81
NET REVENUE	\$754,381.81

WorkSource Montgomery, Inc.

STATEMENT OF ACTIVITY

July 2018 - February 2019

	TOTAL
Revenue	
4000 Revenue - Federal	2,136,309.13
4025 Revenue - State	666,635.09
4050 Revenue - County	1,062,262.93
4075 Revenue - Private Sources	430,345.38
4150 In-Kind Donations	3,012.00
4800 Interest Income	8,294.89
Total Revenue	\$4,306,859.42
GROSS PROFIT	
	\$4,306,859.42
Expenditures	
5000 Program Service Costs	
5020 Program Costs - Allocations Betwn Awards	0.00
5050 Outreach (Comm. Engmt)	31,000.64
5100 Program Supplies/Software	42,990.79
5125 Subcontractor Labor	1,002,837.45
5130 Subcontractor Operations	103,012.83
5150 Rent & Pass thrus - AJC	204,030.47
5200 Participant ITA Training	32,434.93
5250 Participant Cohort Training	142,229.97
5400 Participant Work & Learn (OJT)	344,016.65
5600 Customer Events	60.95
5650 Travel, Mileage, Conferences	18,352.03
5700 Other Programmatic Costs	269,852.23
5998 Program Consultants - Direct	205,572.51
5999 Vendor Contracts	217,379.56
Total 5000 Program Service Costs	2,613,771.01
6000 Personnel	
6100 Salaries & Wages - WSM	789,046.41
6200 Payroll taxes - WSM	43,958.04
6250 Retirement Plan Match - WSM	8,814.03
6300 Employee Benefits - WSM	31,649.67
6325 Life & Disability - WSM	8,313.55
6700 OPC (Payroll, background and other fees)	3,719.16
6910 Compensation - Allocated In	297,360.75
6911 Compensation - Allocated Out	(297,360.76)
6920 Taxes and Fringes - Allocated In	24,844.72
6921 Taxes and Fringes - Allocated Out	(24,688.79)
6940 OPC - Allocated In	17,190.08
6941 OPC - Allocated Out	(17,190.08)
Total 6000 Personnel	885,656.78
7000 Indirect Overhead Costs	
7050 Professional Development	13,443.39
7125 Bank Charges	45.00

	TOTAL
7150 Dues & Subscriptions	11,338.93
7160 Rent and Pass-thrus - Corp. office	48,120.38
7250 Insurance - Liability	5,019.48
7325 Meals	3,269.92
7350 Other Office expenses	97.22
7375 Office Supplies & Equipment	5,111.73
7380 Depreciation	27,631.72
7425 Postage Delivery Courier	77.15
7450 Printing	1,488.34
7475 Sponsorships	150.00
7550 Taxes & Licenses	411.00
7575 Telephone IT Internet	10,755.50
7600 Travel	7,420.95
7610 Conferences	2,350.06
7625 Meetings	311.63
7640 Marketing & Communications	15,240.46
7650 Website and Social Media	28,970.07
7675 Software	3,753.88
7700 Utilities	(1,902.92)
7900 Miscellaneous Expense	1,380.23
7940 COC - Allocated In	82,300.09
7941 COC - Allocated Out	(82,300.09)
7950 IOC - Allocated In	496,619.24
7951 IOC - Allocated Out	(496,619.24)
7960 EIC - Allocated In	(143,754.05)
7961 EIC - Allocated Out	143,754.05
Total 7000 Indirect Overhead Costs	184,484.12
8000 Professional Svcs & Consulting	
8100 Audit & Tax Fees	12,669.00
8200 Legal Fees	6,554.88
8300 Marketing & Communications	13,500.00
8500 Accounting Fees	30,704.90
8600 Consultants/Contractors	37,844.67
Total 8000 Professional Svcs & Consulting	101,273.45
9000 In-Kind Expenses	
9300 Goods or Services	3,012.00
Total 9000 In-Kind Expenses	3,012.00
Total Expenditures	\$3,788,197.36
NET OPERATING REVENUE	\$518,662.06
NET REVENUE	\$518,662.06

WorkSource Montgomery, Inc.
 Projected FY 20 Budget

	Total (in thousands)	Comments
Revenue		
4000 Revenue - Federal	3,362	Restricted funding from DLLR to address Federal WIOA legislated mandate.
	520	DOL grant - restricted funding to support individuals with disabilities.
	88	DOL grant - restricted funding to support older workers
Subtotal	3,970	
4025 Revenue - State	200	2 career pathway EARN grants - Nursing & Coding -outcome is to provide access to credentials.
	591	WSM is fiscal agent for DORS program - restricted funds.
Subtotal	791	
4050 Revenue - County	1,235	Montgomery County unrestricted funds to address operations, business services, and new career placement initiatives.
	425	PEPCO - 3 year merger award for workfroce development. Will expire June 2020. Funds used for Bio-Science post-doc program, MARCI development (business platform)Summer youth program, HIRE center expansion, CBO convening project.
	80	HHS funds for 2 initiatives - \$80,000 corrections (supplement salary);
Subtotal	1,740	
Other	179	Small grants for initiatives - 2 generation poverty program, MC partnerships and Corporate sponsorships.
Total Revenue	6,680	
Expenditures		
Program Service Costs		
5125 Subcontractor Labor	1,779	WIOA vender service provider in Job Centers
5150 Rent & Pass thrus - AJC	565	American Job Center rent and occupancy costs
5200 Participant ITA Training	250	WIOA training partnerships
5400 Participant Work & Learn (OJT)	150	WIOA apprenticeships & work-learn program
5500 Participant Supportive Svcs	50	Subsidies to WIOA eligible participants for transportation, child care, clothing, etc.
5650 Travel, Mileage, Conferences	25	WIOA-based mandated trainings
5998 Program Consultants - Direct	52	WIOA independent monitors, policy development etc.
5999 Vendor Contracts	1,874	Participant Workshops, training, service providers
Total Program Service Costs	4,745	
Personnel		
6100 Personnel Costs	1,418	11 existing FTE positions
Total Personnel	1,418	
Indirect Overhead Costs		
	-	Office operations supporting program functions
7050 Professional Development	13	
7150 Dues & Subscriptions	15	
7160 Rent and Pass-thrus - Corp.	74	
7225 Insurance - Corporate	7	
7350 Other Office expenses	9	
7375 Office Supplies & Equipment	15	
7380 Depreciation	27	
7575 Telephone IT Internet	10	
7600 Travel	15	

WorkSource Montgomery, Inc.
Projected FY 20 Budget

	Total (in thousands)	Comments
7610 Conferences	25	
7650 IT, Website and Social Media	83	
Total Indirect Overhead Costs	293	
Professional Svcs & Consulting		
8100 Audit & Tax Fees	30	
8200 Legal Fees	14	
8300 Marketing & Communications	50	
8600 Consultants/Contractors	143	
Total Professional Svcs & Consulting	237	
Total Expenditures	6,693	
Net Operating Revenue	(13)	

Program	Purpose	Funding Source	Partners	FY19 Funding	Outcomes
America's Promise	Increase the talent supply for IT positions. WSM will provide recruitment, work-ready skill training and job placement.	Federal (DOL)	Montgomery College/Tech Industry	\$102,972	4th cohort of students - IT certs. Montgomery College has more detail data
EARN Nursing Program	Will provide scholarships and job placement services	State (DLLR)	Health Care Initiative Foundation & USG	\$200,000	45 unduplicated scholarships awarded - BSN students; 21 graduated with BSN degree; 67% employed
EARN Coding Program	Offers training courses for individuals, groups and companies interested in learning skills related to web development	State (DLLR)	Code Partners Consortium - Industry based	\$150,000	52 Completed Certifications - Java, Software development, CSS & HTIM - 82% employment
Disability Employment Initiative	Disability Employment Initiative for training and coaching individuals with disabilities.	Federal (DOL)	DORS; HHS	\$1,950,000 (total award)	Served 38 customers/ 84% employment
Family Center Services (2 Generation) grant	Identify policy and system changes to support family centered employment	Kellogg Foundation	Educate + Innovate; NAWB; HHS; Youth Services	\$100,000	Served 50 families - child care training, food securities, job training and job placement
Summer Rise	In-school career exploration program	County and private	MCPS	\$ 90,000 from WSM to cover stipends	FY 17 - 423 students completed program; FY 18 - 412 students completed program

Program	Purpose	Funding Source	Partners	FY19 Funding	Outcomes
Summer Youth Opportunity Program	Opportunity Youth employability/pre apprenticeship/ employment	County	LAYC; Identity, CASA; Arts on the Block	\$250,000	
Tech Hire	Offer training and support that lead to middle and high skilled info tech for special populations that face barriers.	DOL (Federal) Montgomery College is the lead	Montgomery College	\$57,972.50	IT and Core skill training for 80 participants.
Helping Individuals Reach Employment (HIRE Centers)	Triage centers for comprehensive services within the Workforce Development system	WSM County funds/HHS grant	All Core partners, Montgomery College; HHS	\$147,000	Served 276 customers within the East County
Older Worker Grant	Serve low-income older workers through an age-friendly and comprehensive approach, provide age-friendly specific skill development and sustainable employment and pursue continuous learning to be shared and generalized across workforce development entities.	DOL /DLLR	NAIP, Local insurance orgs/employers, JCA (SCSEP provider in Co.), MCHHS (TANF/SNAP divisions), DLLR	\$138,600	To serve 25 low income seniors - provide Insurance certification and pre-apprenticeship.

Program	Purpose	Funding Source	Partners	FY19 Funding	Outcomes
PEPCO/Excelon Merger Funds	4 designated(MoCO) Industry led programs	PEPCO/Excelon settlement fund	BHI,NCI; Code Partners; MCDEP;USG;MCPS	\$1.6M	Youth program; Post - Doc STEM program; IT coding training; Entrepreneur program (launch Montgomery); Green Infrastructure Specialist Cert program
CAP - Career Advancement Program	To provide in-demand career pathway program	County		\$150,000	Project Management Certification. 2 cohort groups - total of 29 successfully trained; 15 currently employed.
COREScore	Essential Skill assessment and support	Walmart Foundation	Educate+Innovate	\$75,000	Assessment tool live for all partners to utilize. Partner training 4/8/19

WorkSource Montgomery Presents



Summer R.I.S.E.

Connecting Kids to Careers

In collaboration with Montgomery County Public Schools

"The Summer RISE program... will teach you many things that you did not know anything about and help you make a better decision for your future career." -2018 Participant

The Summer RISE program is a partnership between WorkSource Montgomery and Montgomery County Public Schools to address career readiness in high school students. Started in 2017, the program's goal is to expose rising juniors and seniors to career opportunities while also instilling basic job readiness skills.

By leveraging the commitment of over 100 companies and organizations located in Montgomery County, these young adults spend 60 hours over a 3-week period in July in a job-shadowing, hands-on experience.

Summer RISE complements the mission of WorkSource Montgomery and Montgomery County Public Schools in developing a prepared and knowledgeable workforce. Through this experience, young adults acquire knowledge early in their education and career decision-making process. The program increases their awareness of both the skills needed and the opportunities available within their community. Summer RISE helps prepare them to succeed in the world of work, especially those who may lack access to adult mentors.

For employers, Summer RISE provides a channel to directly influence the future workforce. By opening doors to real-world work environments, employers were able to garner knowledge from students. Summer RISE hosts often share that they valued and benefited from the youthful perspective, unique skillsets, and energy of the participants. Feedback from the students often include their realization that their Summer RISE placement was in a field they may want to pursue in the future.

2018 Executive Summary

Student Outcomes

1012 registered

1000 were eligible

874 completed
their online profile

789 successfully completed the online
professionalism quiz

475 were officially accepted

67 were moved off the waitlist

476 were matched with a career
opportunity

441 completed in-class professionalism
and financial literacy training

172 Summer Youth Cruiser Bus Passes
were purchased

**353 successfully completed
their 3-week Summer RISE
experience**

Career Host Profile

Private/Corporate – 20

Non-Profit – 20

Governmental/Public Sector – 69

**109 Career Hosts supported
Summer RISE at 190 different
locations throughout
Montgomery County**

The World of Work

Summer RISE is strategically planned to introduce students to workplace environments and expose them to professional norms and behaviors, allowing them to gain a leg up in acquiring the soft skills sought in today's careers.

Prior to their Summer RISE placement, students must first successfully complete a number of requirements:

- Online professionalism training and quiz
- Financial literacy training
- In-class professional communications and behaviors in the workplace
- Have or open a bank account
- Submission of a direct deposit form
- Completion of multiple surveys
- Plan transportation to their Summer RISE location

Conversations that Matter

Our Summer RISE hosts are provided with training that emphasizes the program's purpose and what they are encouraged to share with their participants:

- Employer expectations in a typical workplace environment
- The norms of customer service, professional communications, and workplace behaviors
- Common technology and related platforms found in workplaces
- Employment skills sought by employers

The commitment of our Summer RISE hosts is commendable. They are charged with serving as active role models while creating thoughtful and meaningful experiences. Our hosts step into this role with enthusiasm and gain the rewarding experience of serving as mentors to their Summer RISE participants. In turn, our students gain the valuable experience of access to a career professional willing and eager to share knowledge and advice.

The Experience

Summer RISE was not created to serve as a summer employment program. Rather, the intent was to provide a valuable educational experience from which students could benefit in multiple ways. Summer RISE was held over a 3-week period, from July 9 through July 27. More than 100 organizations participated and represented private, non-profit, and governmental/public sectors. Students and hosts worked together to establish a schedule that resulted in 60 hours spent in the Summer RISE experience over those 3 weeks. Each Summer RISE experience was unique and based upon the opportunities our Summer RISE hosts were able to provide. Some hosts implemented robust training programs; others focused on offering a variety of job shadowing opportunities to allow students to see the breadth of careers available in their organization. A few hosts rotated their students through multiple sites. These opportunities were educational and eye opening for students.

The Role of Business

Summer RISE is also intended to engage the Montgomery County business community in the career and professional development of young adults. Our goal is to retain the talent in our county to include the unlimited potential that county high school students possess. Summer RISE has successfully driven the conversation on companies and organizations taking an active role in hosting, training, and providing pathways to the next generation.

The Success of the Current Model

Retaining the current model of open student enrollment is important to the sustainability and future success of Summer RISE. WorkSource Montgomery and Montgomery County Public Schools serve all students. Similarly, Summer RISE was created to be inclusive and accessible. Over 1,000 students initially registered for Summer RISE, having self-selected into the program. Those that found other summer opportunities dropped out of the program. Those who needed the Summer RISE experience remained.

Outcomes at a Glance

The Host Experience

85%	2018 Hosts responded that they would be interested in having their Summer RISE participant join their organization as an intern or employee
95%	2018 Hosts would be willing to host students again next year
90%	2018 Hosts definitely or possibly would recommend serving as a Summer RISE host to other businesses or organizations
97%	2018 Hosts rated their overall experience as Excellent (52%) or Good (45%)

Private/Corporate Hosts	20
Non-Profit Hosts	20
Governmental/Public Sector Hosts	69

The Student Experience

91%	Participants rated their relationship with their Hosts as Excellent (60%) or Good (31%)
72%	Participants stated they plan to stay in contact with their Host
87%	Participants rated their overall experience as Excellent (56%) or Good (31%)
93%	Participants would recommend Summer RISE to their peers
66%	Participants would like to intern with their Host company

Rising Juniors	139	39%
Rising Seniors	214	61%
Students receiving free & reduced-price meals (FARM)	94	27%

Comments from Hosts:

We were impressed with the commitment and engagement of the students. Multiple team leaders praised their interest and their questions, and felt that their involvement in the program was a learning experience (for them and for the students).

Many projects were completed in shorter times. Youthful energy made everyone else more energized. Student interns made our college workers work even harder so they would not look bad.

Comments from Students:

I learned that showing up on time is an important thing and I applied that during my internship.

I learned that STEM-centric institutions do need people who specialize in other areas, such as law or communications.

The most valuable thing I learned was that developing good relationships with colleagues and employers is crucial to having an efficient and productive work environment.

This experience allowed me to develop my speaking skills which will help me later on in the future when it comes to job interviews, communicating with customers, etc.

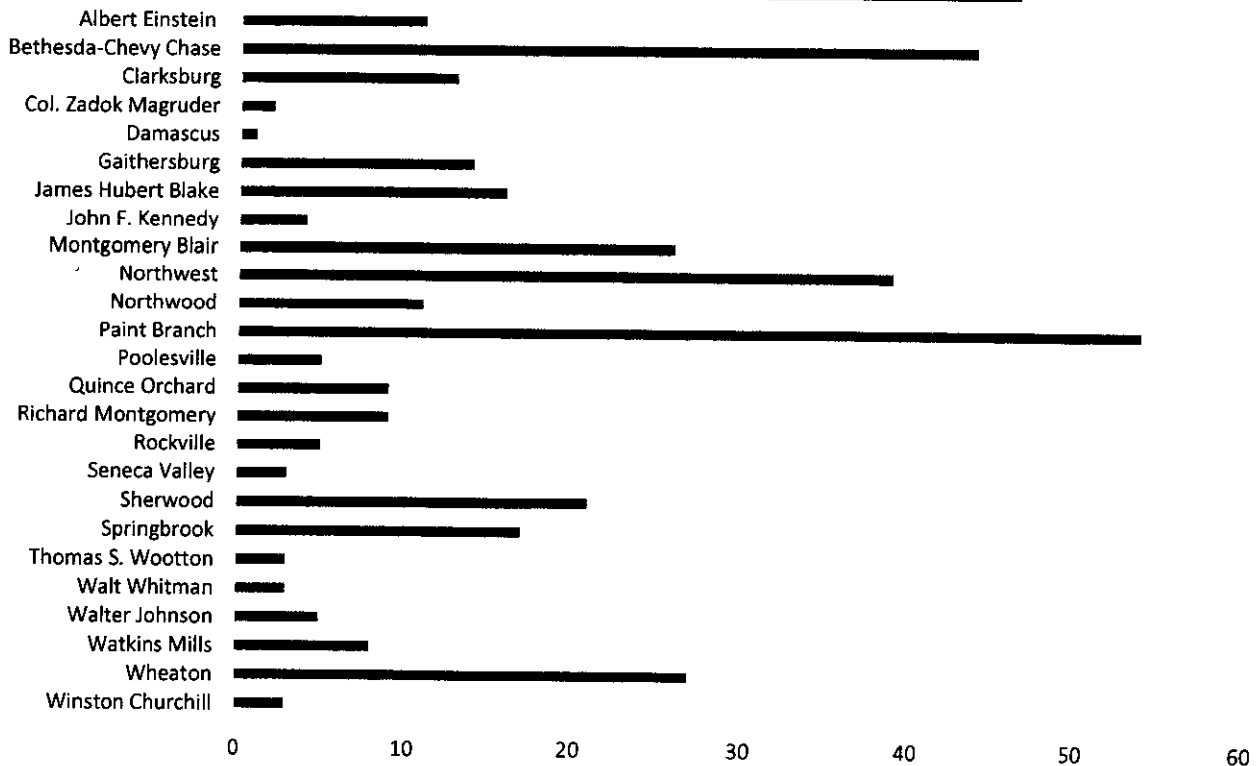
I learned how to run an autoclave to sterilize things.

The most valuable thing I learned at my career site was the importance of working on a team. Working as a team makes work more efficient, as well as generates new ideas for projects.

I think the most valuable thing that I learned at my career site was that you have to choose your battles and that sometimes not everyone will agree on the same thing, but you can still work together.

THE STUDENT PROFILE

School	Registered with a Complete Profile	Successfully Completed Program		
		Total	Junior	Senior
Albert Einstein	20	11	2	9
Bethesda-Chevy Chase	107	44	22	22
Blair G. Ewing Center	6			
Clarksburg	34	13	5	8
Col. Zadok Magruder	10	2	1	1
Damascus	4	1		1
Gaithersburg	40	14	5	9
James Hubert Blake	44	16	4	12
John F. Kennedy	6	4		4
John L. Gildner RICA	3			
Montgomery Blair	45	26	10	16
Northwest	99	39	14	25
Northwood	33	11	6	5
Paint Branch	103	54	21	33
Poolesville	11	5		5
Quince Orchard	15	9	4	5
Richard Montgomery	21	9	2	7
Rockville	18	5	1	4
Seneca Valley	10	3	1	2
Sherwood	45	21	11	10
Springbrook	71	17	8	9
Thomas S. Wootton	7	3	2	1
Walt Whitman	5	3	1	2
Walter Johnson	11	5	1	4
Watkins Mills	33	8	1	7
Wheaton	62	27	17	10
Winston Churchill	11	3		3
Totals:	874	353	139	214



Potential Improvements

17%	Hosts reported that program would be improved by more closely matching on career interest
19%	Students reported that program would be improved by more closely matching career interest
69%	Hosts felt 3 weeks is the ideal placement length

Host Comment:

I think it is a good program for students to participate in. Last year our student did not have a real interest in our field of work; this year though, our student did and it made a big difference.

Student Comment:

I did not get a career site that matched my interests and that is okay. I learned some things from my career site but I think that it would be better in the future that if the students don't get their matched career sites, they could get the career site that is closest from where they live, just for the bus transportation because it gets a little tough in summer.

The Challenges

Two issues were consistently highlighted by staff, hosts, and students throughout the registration, matching, and 3-week experience timeframe as challenges: availability of public transportation and matching on career interests.

Transportation was a recurring challenge for Summer RISE participants. The reliance on public transportation with its accompanying limitations for cross-county routes hindered placements, especially for students located in East County and Upcounty. Several students dropped from the program after reviewing their options for long commutes via public transportation.

Recommendation: Continue to provide Youth Summer Bus Passes. Advocate with the Department of Transportation for more cross county bus routes to serve citizens traveling mid to Upcounty. Recruit host companies in East County and Upcounty regions.

Students and hosts both provided feedback indicating their preference for improved matching based on **career interests**. Of note were several students who appreciated and valued the opportunities that were outside their specified career interests. Several indicated a perceived value in exposure to fields they had never considered.

Recommendation: Manage the expectations of students with regard to their potential placement in the Summer RISE program. Increase the variety of opportunities available to students by increasing host recruitment. However, increasing host recruitment is a challenge due to several factors: the timing of Summer RISE during summer vacation season and the commitment involved with regard to staff capacity and/or health and security concerns. As an example of certain host requirements, students placed in healthcare settings were required to undergo tuberculosis testing prior to their Summer RISE experience.

The Costs of Summer RISE

While Summer RISE was fully staffed by WorkSource Montgomery in 2017, this year MCPS provided crucial assistance in hiring/training cluster coordinators, providing professionalism training to students, and recruiting MCPS hosts.

Summer RISE 2018 Costs

Community Outreach and Media Placements	\$ 22,575
Collateral/Brochures/Certificates	679
Technical Structures (website, portal, survey tools)	10,852
Student Materials	2,151
Student Professionalism Training	3114
Paraeducator Support	3,961
Summer RISE Coordinators	24,050
Youth Smartrip Cards	2,262
Host Training	1,735
Celebration Event (Catering, Giveaways, Activities)	9,918
Student Stipends (353 * \$300)	105,900
Total Expense	\$ \$187,197

A large investment in website and portal design as well as the consulting fees for the design and implementation of the Summer RISE program in 2017 resulted in a \$150,000 decreased cost for 2018. A decreased cost per participant should be realized as structures and processes are improved and streamlined.

Crucial Partners

WorkSource Montgomery

- Host recruitment, registration, screening, and training
- Student registration
- Student/Host site matching
- All host and student communications
- Completion tracking/confirmation
- Purchase of bus passes
- Celebration event planning
- Coordination and tracking of stipend payments via direct deposit or gift card

Montgomery County Public Schools

- MCPS host recruitment
- Student outreach
- Student professionalism training
- Hiring of 5 cluster coordinators
- Coordinated visits to host sites throughout Summer RISE period to support both student and host

Educational Systems Federal Credit Union

- Conducted financial literacy training
- Processed \$300 stipend payments for 353 students

A Wider Circle

- Provided professional clothing for students

Host Companies

- 109 companies and organizations committed staff and resources to host Summer RISE students

Our 2018 Summer RISE Hosts and Sponsors

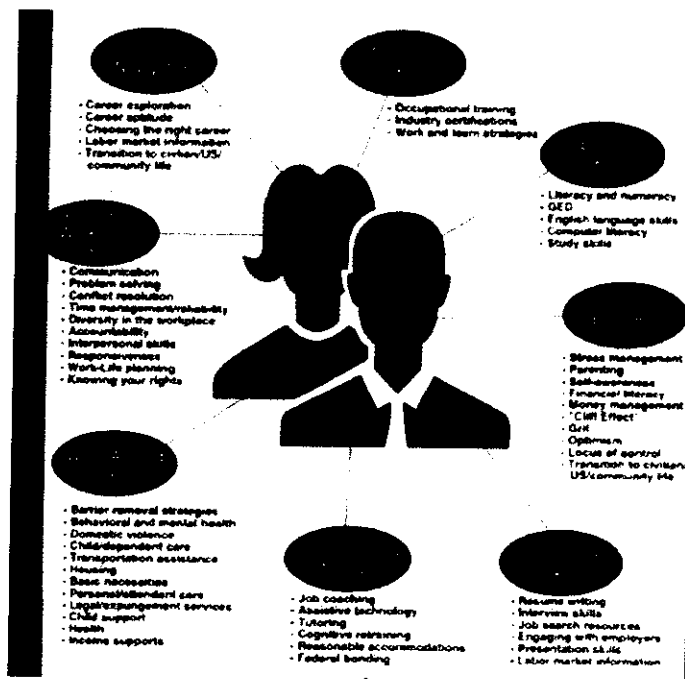
1st Choice, LLC
A Wider Circle
Adventist Community Services of Greater Washington, Inc.
Arena Technical Resources
Argyle Magnet Middle School
Asbury Methodist Village
Benjamin Gaither Center
Bethesda Marriott
Bethesda-Chevy Chase High School
Beverly Farms Elementary School
BioHealth Innovation, Inc.
Briggs Chaney Middle School
Burnt Mills Elementary School
Captain James E. Daly, Jr. Elementary School
Carderock Springs Elementary School
Carl Sandburg Learning Center
Celebrate Ability
Chevy Chase Elementary School
Clarksburg High School
Col. E. Brooke Lee Middle School
Community Bridges, Inc
Community Services Foundation
Creative Financial Staffing
CVS Health
Department of Health and Human Services
Donohoe Construction Company
Dr. Ronald E. McNair Elementary School
Earle B. Wood Middle School
Eastern Middle School
Educational Systems Federal Credit Union
Erickson Living-Riderwood Village
Gaithersburg Middle School
Garrett Park Elementary School
George B. Thomas Learning Academy
Georgian Forest Elementary School
Henley Construction Company, Inc.
Heyman Interages Center
Holy Cross Health
Identity
Ingleside at King Farm
Jewish Council for the Aging
John F. Kennedy High School
Kids After Hours
Liberty's Promise
Linkages to Learning
Literacy Council of Montgomery County
Longview School
Marriott International
Maryland-National Capital Park and Planning Commission
MCPS - Athletics Unit
MCPS - Communications
MCPS - Department of Facilities Management
MCPS - Department of Transportation
MCPS - Division of Food and Nutrition Services
MCPS - Division of School Plant Operations
MCPS - MCPSTV
MCPS - Office of Curriculum and Instructional Programs
MCPS - Office of Special Education
MCPS - Office of Student and Family Support and Engagement
MCPS - Office of the Chief Academic Officer
MCPS - Office of the Chief of Technology
MCPS - Partnerships Unit
MedImmune
Montgomery College
Montgomery County Aging and Disability Services
Montgomery County Council
Montgomery County Department of Permitting Services
Montgomery County Economic Development Corporation
Montgomery County Executive Isiah "Ike" Leggett
Montgomery County Fire & Rescue
Montgomery County Police Department
Montgomery County Public Libraries
Montgomery County State's Attorney's Office
Montgomery Knolls Elementary School
Montgomery TennisPlex
New Hampshire Estates Elementary School
Newport Mill Middle School
Nonprofit Village
Nuclear Regulatory Commission
Oak View Elementary School
Office of Council President Hans Riemer
Office of County Councilmember Craig Rice
Pepco Holdings
Piney Branch Elementary School
Poolesville High School
Pro Power Foundation
Rachel Carson Elementary School
ResCare
Ridgeview Middle School
Ripple Effect Communications, Inc.
Ritchie Park Elementary School
Robert Frost Middle School
Rock Creek Valley Elementary School
Rockville Housing Enterprises
Rosa Parks Middle School
Roscoe R. Nix Elementary School
Rose Financial Services, LLC
Rosemary Hills Elementary School
Seneca Valley High School
Shapiro & Duncan, Inc.
Sherwood High School
Sligo Creek Elementary School
Sligo Middle School
So What Else
Sodexo
Spanish Catholic Center
Springbrook High School
Strathmore Elementary School
Strawberry Knolls Elementary School
The Universities at Shady Grove
VariQ
Victory Housing, Inc.
Viers Mill Elementary School
Walter Johnson High School
Waters Landing Elementary School
Watkins Mill Elementary School
Wheaton Woods Elementary School
White Oak Elementary School
Willco
William H. Farquhar Middle School
William Tyler Page Elementary School
WorkSource Montgomery

Helping Individuals Reach Employment (HIRE) Centers

Montgomery County is a large county with isolated communities lacking public transportation and access to employability and social services. In January 2018, the HIRE (Helping Individuals Reach Employment) program was created to better serve job seekers in these communities, the program was first implemented in the east county communities, an area known for the low-income levels and minimal opportunities. The program will be expanding to Germantown, Gaithersburg, Wheaton and in the Correction Institute July 2019.

WorkSource Montgomery's HIRE program was developed to meet the following outcomes:

- Increased opportunities for training and credentialing for in-demand occupations,
- Engage local business/employer to create and sustain careers pathways in the area
- Increased positive youth development opportunities
- Targeted family impact strategies by convening community programs to implement 2-generation poverty best practices. WSM will duplicate efforts derived through our current 2 generation efforts (funded through the Kellogg Foundation and the Aspen Institute) in the East County.
- Increase entrepreneurship and small business training/support programs.



Utilizing a holistic approach to service delivery and in collaboration with community-based service providers and training entities, The HIRE model provides triage services to determine the best individualized program and connects the job seeker to the appropriate resources and training. This "how can we help model" convenes and integrates services to mitigate identified

barriers to employment including shared case management and outcome management to ensure sustainable career pathways and entrepreneurial growth. WSM will engage local employers to best address current employment opportunities.

HIRE Center Outputs:

Location	# provided one-to-one career coaching	# Employers Engagement	# of Workshops provided	Program schedule
EC Regional Center	329	19	46	Daily (July- Feb)
White Oak Library	15	9	3	1 day/week – (Feb 2019)
Burtonsville Library	69	12	15	2 days/week (Sept-Feb)
Rockville Library	47	22	26	1 day/week (Nov-Feb)
Partner Engagement	Upwardly Global, HHS, Casa, Per Scholas, Montgomery College, Housing Commission			

WorkSource Montgomery HIRE Workshops

Resume Clinic – is a walk-in service we provide for quick resume tweaks for your last-minute employment needs. This is a first come first serve basis so please check our monthly calendar for availability.

Effective Resume Writing – Garner the attention of the employer and land your next interview. Learn different resume formats and the advantages and disadvantages of each. Make the most of your work experience by learning how to articulate the best version of your professional self.

Interviewing Skills – Who Am I? Why should I hire you? Tell me your weakness? Do you find yourself at a loss for words when asked these questions during an interview? Join us and learn how to answer these questions, highlight your transferrable skills, and the key to answering situational questions.

Why LinkedIn – What does your digital footprint say about you? Signing up for a LinkedIn account is easy enough but if you want to know how to create a LinkedIn profile that will attract your ideal employer. Don't be afraid, join us!

Freelance for Creatives – Have you ever thought about becoming a freelancer? Becoming a freelancer can be an overwhelming thought before you even start. Learn how to manage a project, what supportive apps and websites can put you one step closer to your target audience.

7 money making apps for your Smartphone – Looking to make extra money? There are several apps we will cover, other than Uber and Lyft, that can generate an additional \$200.00 a week in your spare time.

Developing a Healthy Relationship with your money – This financial literacy series is typically held in 2 workshops, which covers everything from credit repair, savings, managing your money, bouncing back with your bills after the loss of income.

Reinventing yourself by increasing your skillset – During this workshop we will discuss how to sharpen your skills using different online learning tools that can make you more marketable in your field of choice. We will cover learning channels like Lynda, EDX, and more.

Startup Geek Entrepreneurship 101 - Do you have an amazing idea you have been pondering but feel overwhelmed by the thought of getting started? Learn how to create a "One Page Business Plan." We will flush out your ideas, gain clarity on your target market, zero in on your top 5 products and services and create some goals all centered around your business idea. By the end of the workshop you will have clarity on the next steps and how to get started.

For more information contact Lanier Logan: llogan@worksourcemontgomery.com