
Strategic Planning Retreat Montgomery County Workforce Investment Board March 29, 2010



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**Strategic Planning Retreat
Montgomery County Workforce Investment Board
Framework for March 29, 2010**

Facilitated by: Strumpf Associates: Center for Strategic Change

Purpose of the Planning Retreat:

The purpose of this year's strategic planning retreat is to enter into the first cycle of strategic thinking and strategic direction setting for the next three to five years. The WIB will identify the strategic challenges to maintaining high quality services, to staying relevant to customers and the community, and to positioning the organization to thrive over the next three to five years.

The retreat is designed to provide the starting direction to the Strategic Planning Team as they work to create the new strategic plan for the WIB and the workforce system.

Goals of the Retreat:

- Identify strategic challenges faced by the workforce system.
- Define what success will look like in 2 to 3 years.



FRAMEWORK

8:30 a.m. – 9:00 a.m. Welcome, Introductions, Statement of Purpose, Process, and Outcomes

9:00 a.m. – 11:00 a.m. Identification of the Key Strategic Challenges faced by the workforce system

- Overview of data relevant to identification of strategic challenges
- Dialogue and discussion regarding rigor (maintaining high quality and high standards) and relevancy (maintaining high performance and high impact)

9:45 a.m. - 10:00 a.m. BREAK

11:00 a.m. – 12:00 p.m. Discussion and Identification of Success Factors over the Next Three Years

Noon – 1:00 p.m. Working LUNCH

1:00 p.m. – 1:45 p.m. Discussions Continued

1:45 p.m. – 2:00 p.m. Next Steps and Wrap-up for the day



**SWOT Analysis
Handout
Group # _____**

After discussion and brainstorming all the potential challenges, each group will identify up to three challenges that the group can agree are a priority

<i>Data-based Challenges</i>	<i>Organizational Strengths (to meeting the challenge)</i>	<i>Organizational Weaknesses (that create a barrier to addressing the challenge)</i>	<i>Opportunities (in addressing the challenge)</i>	<i>Threats (posed to the organization if the challenge is not addressed)</i>
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Tab 1

- Strategic Planning Process and Definitions

Tab 2

- WIB Mission
- WIB Vision
- Role of WIB

MISSION

The mission of the Montgomery County Workforce Investment Board is to lead in creating and maintaining a well prepared, educated, and adaptable workforce to meet the current and future needs of employers in Montgomery County.

VISION

The vision of the Montgomery County Workforce Investment Board is to ensure the current and future vitality of the workforce through an effective and open workforce development system and a strong partnership among government, business, education, community organizations, residents and the community at large.

ROLE OF THE WIB

The role of the WIB is to be a primary vehicle in creating a workforce development system that is customer-driven, tied to economic development planning, and integrates programs and resources into a seamless delivery system. To meet this role the WIB guides the formation of a local workforce development system, serving as a major link between the region's economic development agencies, training providers, educational institutions, and employers. The WIB develops a blueprint that analyzes the needs and gaps in the local labor market, the types of training that are needed, and the size and characteristics of the population to be served. It is responsible for approving the local plan, designating one-stop centers for workforce services, overseeing the performance of local service providers, and negotiating performance measures for the local delivery system. In addition the WIB oversees a number of federal and state programs including; the MontgomeryWorks One Stop Career Centers (the federal one-stop career service center), and other state and federal funded employment and training initiatives administered by DWS.

1. The WIB shall provide policy guidance to DWS on matters pertaining to the provision of services under WIA.



2. The WIB shall give direction, make recommendations, and approve the Unified Plan and the Workforce Investment Area plan developed by the staff, pursuant to WIA.

3. The WIB shall assure that appropriate research and development assistance is available on issues critical to the operation of a workforce development system such as economic trends and indicators, short-and long-term employment trends, available training and placement resources, and targeting unemployed populations with the greatest need for assistance.

4. The WIB shall ensure the engagement of local business and industry representatives in the design of program services to employers and job seekers in Montgomery County.



Tab 3

Strategic Plans

- WIB 2005
- WIB 2006
- DED Strategic Vision (in pocket)

VISIBILITY AND ADVOCACY

2005 WORKFORCE INVESTMENT BOARD RETREAT

On September 15, 2005, the Workforce Investment Board of Montgomery County conducted a facilitated planning retreat. The goal of this meeting was twofold: 1) To define at a broad, strategic level the most significant labor and employment issues emerging in the County on which the Board must make its collective voice heard; and 2) To enumerate practical ways for the Board to increase the organization's visibility and presence within the County,

RETREAT FORMAT

Following a brief introduction by the facilitator which spelled out the session's goals, structure, and agenda, Board members divided into small groups with the charge to generate a list of ideas for increasing organizational presence and focusing Board advocacy efforts. The small groups were encouraged to consult the written summary of last year's retreat -in particular, the eight strategic priorities -both to assess Board performance over the last 12 months and to identify initiatives that would benefit from continued Board attention.

Board members reconvened following this exercise to discuss each group's thinking and to discover points of common interest and agreement. As it turned out, the work of the small groups could be divided into three categories: 1) Focal issues; 2) Promising connections; and 3) Outreach tools and channels.

FOCAL ISSUES

The Board noted four specific "points of focus" for its advocacy efforts over the next year.

A coordinated entry point for the County's youth (advocacy in this area will be a next logical step to the organization's analytic work of the last year)

Montgomery Works as both a groundbreaking example of integrative process and a small business incubator

The emerging labor crisis in the healthcare sector

A coordinated strategy that emphasizes incumbent worker training and "lifelong learning."

PROMISING CONNECTIONS

The Board noted three high potential targets for increasing Board visibility and extending the organization's impact.

1. Multicultural organizations and associations: These entities may represent populations that are insufficiently informed or that have particular access difficulties; such organizations may be led by individuals who could serve as important resources and agents for WIB.



-
2. Small businesses: In this case the focus would be on potential employers as well as advocates for the Board's work
 3. Legislative bodies: In the face of increasingly austere budgets, advocating contacts with these bodies would concentrate on stretching dollars as well as rationalizing the rules governing distribution of those dollars.

OUTREACH TOOLS AND CHANNELS

As the meeting drew to a close, the Board turned its attention to very concrete ways of increasing the visibility of its members.

I. Tools

- Lapel pins
- Business cards
- Speech and networking scripts
- Specific Board projects

2. Channels

- The Internet
- A Speakers Bureau
- Cable TV
- Targeted grant writing

In part this year's meeting overlapped the dialog in last year's retreat about Board outreach and advocacy. Accordingly, it may be worth concluding this report with a reminder ... a cogent observation made by a Board member last year. He said, "Collaborations and partnerships are *expensive*. As we pursue them -on the premise that they will extend the organization's connections and impact -we must be mindful that they come with a cost."

21 September 2005



Report of the Workforce Investment Board Annual Retreat September 20, 2006

The goal of the 2006 annual retreat of the Workforce Investment Board was to identify, reflect and discuss the significant changes which are occurring or are anticipated to occur in Montgomery County which will have impact upon the work of the WIB, its mission, programs, and staff. Facilitated by Chuck Short, the Board engaged in a lively, wide-ranging and candid discussion about these matters and others.

The introductory discussion focused on the need for the WIB to recognize that economic, demographic, social, educational, technological and political changes were occurring in Montgomery County at a rapid rate. If the employment programs and policies in the county are to keep up with this rate of change, the WIB must spend more time increasing its awareness of these changes and planning for an adequate future workforce that is prepared to fully participate in market place jobs. There was consensus among the Board members that current programs of the WIB implemented by staff and private business partners are strong, competent, and responsive. Given this programmatic stability, the Board as the time to focus more clearly on broader goals in workforce development, especially those which relate to the changing landscape in Montgomery County.

Identified Changes

Business:

- A shift from smaller businesses to larger national international business.
- A growing constellation of and demand for support services for large business
- Outsourcing of jobs away from Montgomery County
- Revitalization on older urban centers (Wheaton), development of new urban centers(Clarksburg), and emerging challenges among recently redeveloped urban centers (Bethesda)
- Proliferation of non-profit agencies

Political/Governmental:

- High potential for newly elected officials in County and State and federal government. A new County Executive and Council; perhaps a new Governor; perhaps a change in control of US Congress.
- New staff with whom to develop effective working relationships
- Different priorities and missions
- Delays in decisions and other action associated with transition.

Demography:

- Increasing cultural diversity
- County soon to be one million people
- Mixed public opinions and understanding of immigrant labor
- Underemployment of highly trained and skilled immigrants
- Underlying racial tension



-
- Changes in religious/cultural values and work and family
 - Increasing aging population as potential workers and WIB customers
 - Changes in family constellation.

Social/Environmental:

- Urbanization of many parts of Montgomery county
- Multiple languages requiring increased ESOL and greater sensitivity to other cultures
- Traffic
- Public concerns about development

Regional Growth and Development

- Baltimore/Washington
- Prince George's/Washington/Montgomery
- State of Maryland
- International

Significant Challenges

- Sustainability of public funding, especially local funds
- Transportation and traffic
- Workforce housing
- Identifying new collaborative partners to help address challenges

After a candid discussion of these likely changes and challenges and their potential impact on the work life of Montgomery County, the WIB agreed that new collaborations would be an essential element to effectively prepare WIB activities for the future.

Potential New Collaborators:

- Private schools and private nonprofits in the education business
- Immigrant businesses
- Labor leaders
- Faith community
- New state and federal officials and agencies
- More consumer participation in the work of the WIB itself.
- Effective working relationship with the DC government and business community
- Leaders among various ethnic and cultural groups



At the conclusion of the retreat there was consensus among the WIB that it needed to focus more sharply on several of these issues. The WIB members agreed that the WIB should enhance its attention to "big picture" issues. The WIB should assume a much greater role as an advisory body to the County Executive and County Council on workforce related issues. Furthermore, the WIB should advocate for policies and programs which promote WIB priorities and needs. The WIB should seek opportunities to support initiatives and policies in other areas such as housing and education and collaborate with other advisory and advocacy groups. The WIB specifically agreed that either a new committee on Collaboration would be established or an existing committee, Outreach, would be expanded to lead in this area.



Tab 4

- Montgomery County Population
- Family size
- Age Distribution
- Household Income
- Poverty rates
- Foreign –born population
- Origin of birth
- English proficiency

Montgomery County, Population, 2008

Total Population	950,680	
Break down of Race/Ethnicity	Number	Percent
White alone	507,531	53%
African-American alone	147,748	16%
Asian alone	126,438	13%
Hispanic	140,657	15%
Other	28,306	3%
American Indian and Alaska Native Alone	2,121	0.22%
Native Hawaiian and other Pacific Islander Alone	642	0.06%
Some other Race	5,484	0.50%
Two or More Races	20,059	2%

Source: American Community Survey, 2008



Montgomery County, Family Size, 2008

	US	MD	Montgomery County
	3.2	3.21	3.32

Source: American Community Survey, 2008



Montgomery County, Age, 2008

	US	MD	Montgomery County
Median Age	36.7	36.8	38.8
	US%	MD %	Montgomery County %
Under 5 years old	6.90%	6.60%	6.90%
Under 18 years and over	24.30%	23.80%	24.10%
65 years and over	12.80%	12.10%	12.50%



Montgomery County, Median household income, 2008

	Median household income
US	\$52,029
Maryland	\$70,545
Montgomery County	\$94,319
White	\$104,696
African-American	\$63,895
Asian	\$101,278
Latino	\$62,865

Source: American Community Survey, 2008



Montgomery County, Percent of population below the poverty line by age, 2008

	US		Maryland		Montgomery County	
	Number	Percent	Number	Percent	Number	Percent
Total Population Below the Poverty Rate	39,108,422	13%	442,994	8%	56,084	6%
Under 18 years	13,240,870	4%	134,890	2%	17,591	2%
18 to 64 years	22,174,945	7%	254,281	5%	32,023	3%
65 years and over	3,692,607	1%	53,823	1%	6,470	1%

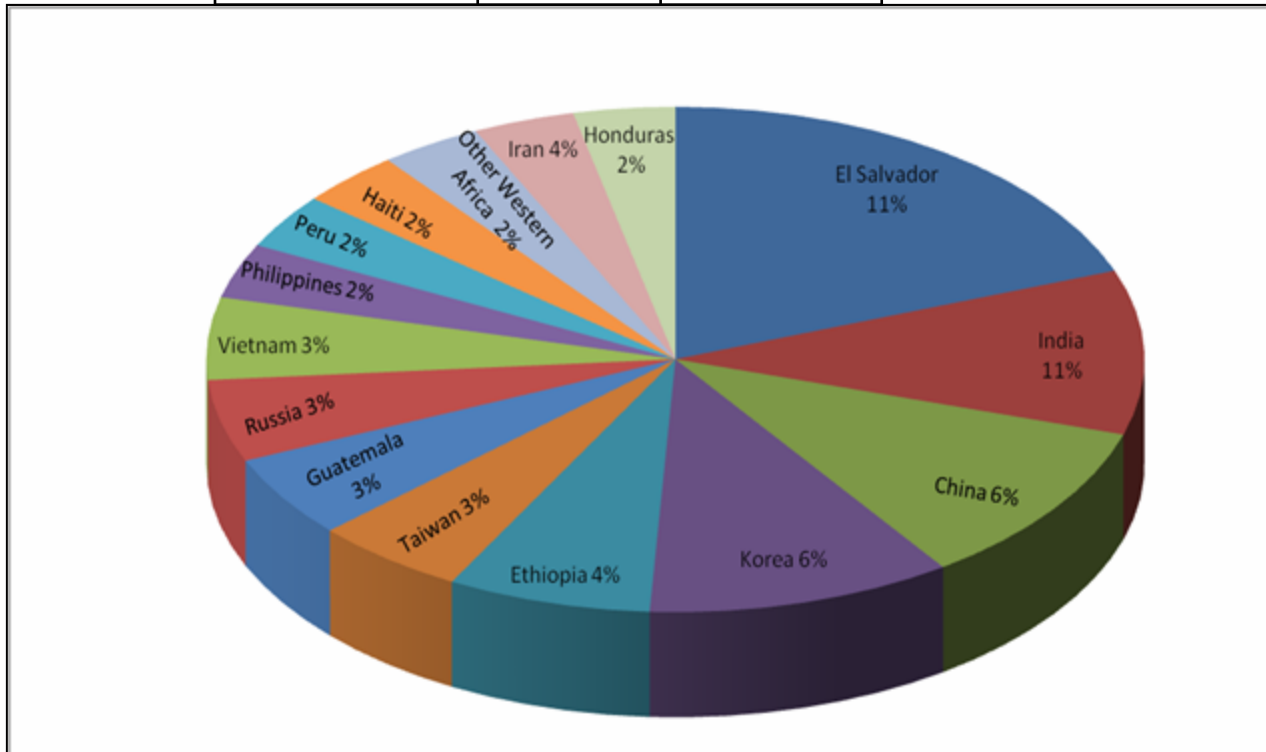
Source: American Community Survey, 2008



Montgomery County, Foreign-born residents

30% of Montgomery County residents are foreign-born, and they come from a wide variety of countries.

	Number	Percent
Native Born	663,273	70%
Foreign Born	287,407	30%



Source: American Community Survey, 2008



Montgomery County, Top 20 immigrant groups by country of birth, 2008

Rank	Top 20 Foreign-born	Number	Percent
1	El Salvador	31,856	11%
2	India	18,369	6%
3	China	17,941	6%
4	Korea	15,820	6%
5	Ethiopia	11,390	4%
6	Taiwan	8,527	3%
7	Guatemala	7,626	3%
8	Russia	7,384	3%
9	Vietnam	7,276	3%
10	Philippines	7,087	2%
11	Peru	7,066	2%
12	Haiti	5,832	2%
13	Other Western Africa	5,792	2%
14	Iran	5,756	2%
15	Honduras	5,551	2%
16	Mexico	5,411	2%
17	Jamaica	4,792	2%
18	Bolivia	4,765	2%
19	Colombia	3,916	1%
20	Ghana	3,708	1%

Source: American Community Survey for 2008



English language proficiency of foreign-born residents over age 5 who speak a language other than English at home, 2008

Language	Spanish		Indo-European		Asian or Pacific Island		Other languages	
<i>Total</i>	79,247		69,103		68,261		30,614	
Speaks English:	Number	Percent	Number	Percent	Number	Percent	Number	Percent
"Very Well"	27,902	35%	43,993	64%	32,843	48%	21,773	71%
"Well"	19,284	24%	16,193	23%	21,486	32%	7,189	24%
"Not well"	22,418	28%	7,508	11%	11,084	16%	1,586	5%
"Not at all Well"	9,643	12%	1,409	2%	2,848	4%	66	0%

Source: American Community Survey, 2008



Tab 5

- Montgomery County Fact Sheet, Maryland Department of Labor, Licensing and Regulation
- Employment Status
- Employed Civilian Population
- Labor Force Estimates, Unemployment Rate
- Industry and Occupational Projections
- Major Employer List

MONTGOMERY COUNTY FACT SHEET

LABOR FORCE STATISTICS 2007 & 2008	CLAIMANT CHARACTERISTICS 2008 ANNUAL AVERAGES	JOBS BY INDUSTRY DIVISION 2008 ANNUAL AVERAGES																																																																											
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Female	492,475																																																																												
White	636,388																																																																												
Black/African American	160,976																																																																												
Other	153,316																																																																												
Hispanic Origin	140,657																																																																												
Selected Age Groups																																																																													
0-4	66,019																																																																												
5-19	185,166																																																																												
20-44	307,037																																																																												
45-64	273,920																																																																												
65+	118,538																																																																												
Median Age of Population	39.4																																																																												
Year	Montgomery	MD																																																																											
2004	\$81,700	\$61,900																																																																											
2006	\$88,550	\$66,200																																																																											
2008	\$94,200	\$70,400																																																																											



Montgomery County, Employment Status, 2008

	Number	Percentage
Population 16 years and over	740,303	100
In labor force	533,690	72.10%
Civilian labor force	530,531	71.70%
Employed	507,383	68.50%
Unemployed	23,148	3.10%
Armed Forces	3,159	0.40%
Not in labor force	206,613	27.90%

Source: American Community Survey



Montgomery County Employed Civilian Population 16 years old and over, 2008

Montgomery County Employed civilian population 16 years and over, 2008

	Number	Percentage
	507,383	
OCCUPATION		
Management, professional, and related occupations	281,467	55.50%
Service occupations	72,878	14.40%
Sales and office occupations	100,834	19.90%
Farming, fishing, and forestry occupations	502	0.10%
Construction, extraction, and maintenance occupations	30,624	6.00%
Production, transportation, and material moving occupations	21,078	4.20%

Source: American Community Survey



Montgomery County, Labor Force Estimates

2009					
Month	Labor Force	Employment	Unemployment	Rate	MD Rate
January	508,580	485,253	23,327	4.6	6.6
February	508,168	481,909	26,259	5.2	7
March	507,742	482,791	24,951	4.9	6.8
April	507,450	483,296	24,154	4.8	6.5
May	507,403	480,666	26,737	5.3	6.9
June	514,647	485,261	29,386	5.7	7.3
July	520,882	492,204	28,678	5.5	7.4
August	514,626	488,115	26,511	5.2	7.1
September	510,299	483,147	27,152	5.3	7
October	509,068	481,272	27,796	5.5	7.2
November	511,078	484,185	26,893	5.3	7.1
December	506,996	480,825	26,171	5.2	7.1
Average	510,578	484,077	26,501	5.2	7
2008					
January	512,226	497,779	14,447	2.8	3.9
February	509,154	495,284	13,870	2.7	3.8
March	510,577	497,151	13,426	2.6	3.7
April	511,885	499,112	12,773	2.5	3.5
May	514,860	499,600	15,260	3	3.9
June	518,290	500,925	17,365	3.4	4.4
July	525,470	507,151	18,319	3.5	4.6
August	516,095	498,903	17,192	3.3	4.6
September	511,166	494,061	17,105	3.3	4.6
October	513,753	495,111	18,642	3.6	4.9
November	511,495	492,593	18,902	3.7	5.1
December	508,814	489,320	19,494	3.8	5.5
Average	513,649	497,249	16,400	3.2	4.4

Source: Maryland Department of Labor, Licensing and Regulation



Montgomery County Industry and Occupational Projections - 2006-2016 Sorted by Total Openings

Occupational Title	Employment			Openings	
	2006	2016	Change	Replacement	Total
Total, All Occupations	505,055	581,495	76,440	110,040	191,565
Office and Administrative Support Occupations	77,115	84,095	6,980	16,175	25,290
Sales and Related Occupations	55,530	57,925	2,395	16,425	20,065
Food Preparation and Serving Related Occupations	30,130	39,140	9,010	10,885	19,895
Computer and Mathematical Occupations	28,950	36,570	7,620	6,330	14,055
Construction and Extraction Occupations	27,560	36,755	9,195	4,345	13,540
Business and Financial Operations Occupations	36,090	43,290	7,195	6,020	13,315
Management Occupations	36,680	42,200	5,520	7,650	13,170
Healthcare Practitioners and Technical Occupations	29,590	34,320	4,730	5,445	10,190
Education, Training, and Library Occupations	25,210	29,245	4,035	5,095	9,135
Personal Care and Service Occupations	19,375	22,480	3,105	4,310	7,460
Building and Grounds Cleaning and Maintenance	23,810	26,510	2,700	4,040	6,740
Installation, Maintenance, and Repair Occupations	16,825	19,385	2,560	2,505	5,155
Transportation and Material Moving Occupations	16,000	16,955	955	3,690	4,790
Arts, Design, Entertainment, Sports, and Media	12,360	13,435	1,075	3,120	4,625
Protective Service Occupations	9,480	11,460	1,980	2,645	4,625
Healthcare Support Occupations	12,095	15,255	3,160	1,315	4,500
Life, Physical, and Social Science Occupations	13,700	14,995	1,295	3,095	4,415
Architecture and Engineering Occupations	13,030	14,470	1,440	2,930	4,380
Production Occupations	9,835	9,660	-170	1,980	2,455
Community and Social Services Occupations	5,605	6,875	1,270	955	2,225
Legal Occupations	5,620	5,920	300	975	1,325
Farming, Fishing, and Forestry Occupations	470	555	85	115	200

Source: Maryland Department of Labor, Licensing and Regulation



Montgomery County - Major Employer Lists - (Listed Alphabetically), 2008

	INDUSTRY CODE	SIZE CLASS
ADMINISTAFF COMPANIES	541	500-999
ADMIRAL SECURITY	561	1000 and over
ADVENTIST HEALTHCARE INC	622	1000 and over
ARC OF MONTGOMERY COUNTY	623	500-999
ASBURY METHODIST VILLAGE	623	500-999
BAE SYSTEMS APPLIED TECHNOLOGIES	541	500-999
BANK OF AMERICA	522	500-999
BEST BUY	443	250-499
BIORELIANCE	541	250-499
BOOZ ALLEN & HAMILTON	541	1000 and over
CHEVY CHASE FEDERAL SAVINGS BANK	522	1000 and over
CHI CENTERS INC	624	500-999
CHILDREN'S NATIONAL MEDICAL CENTER	622	500-999
CHOICE HOTELS INTERNATIONAL SERVICES CORP	551	250-499
CLARK CONCRETE CONTRACTORS LLC	236	250-499
CLARK CONSTRUCTION GROUP LLC	236	500-999
COMCAST	517	500-999
COMMUNITY SERVICES FOR AUTISTIC ADULTS & COSTAR REALTY INFORMATION	623	500-999
COSTAR REALTY INFORMATION	531	500-999
CVS	446	500-999
DARCARS OF ROCKVILLE INC	441	500-999
DEVELOPMENT ALTERNATIVES INC	541	250-499
DISCOVERY COMMUNICATIONS LLC	515	1000 and over
FITNESS WORLD OF OLNEY	713	250-499
GALI SERVICE INDUSTRIES INC	561	250-499
GEICO	524	1000 and over
GIANT FOOD STORES	445	1000 and over
HAIR CUTTERY	812	250-499
HEARTLAND EMPLOYMENT SERVICES INC	623	1000 and over
HEBREW HOME OF GREATER WASHINGTON	623	500-999
HENRY M JACKSON FOUNDATION	541	1000 and over
HOLY CROSS HOSPITAL OF SILVER SPRING	622	1000 and over
HOME DEPOT	444	500-999
HUGHES NETWORK SYSTEMS	334	1000 and over
HUMAN GEMONE SCIENCES INC	541	500-999
IBM CORPORATION	334	1000 and over
INTER-CON SECURITY SYSTEMS	561	500-999
JDS UNIPHASE CORP	334	250-499
KAISER PERMANENTE	621	1000 and over
KELLY SERVICES	561	500-999



Montgomery County - Major Employer Lists - (Listed Alphabetically), 2008

	INDUSTRY CODE	SIZE CLASS
LM SUPPORT INC	518	1000 and over
LOCKHEED MARTIN CORP	541	1000 and over
MACY'S	452	500-999
MARRIOTT SENIOR LIVING SERVICES	623	250-499
MARRIOTT HOTELS	721	500-999
MARRIOTT INTERNATIONAL ADMINISTRATIVE	551	1000 and over
MCDONALD'S RESTAURANTS OF MARYLAND	722	500-999
MEDIMMUNE INC	325	1000 and over
MONTGOMERY GENERAL HOSPITAL INC	622	1000 and over
NASD REGULATION INC	523	500-999
NORDSTROM	452	500-999
POTOMAC MINUTE MAIDS INC	561	250-499
PURPLE TIE BY RIDGEWELLS	722	500-999
REZNICK GROUP	541	250-499
RGIS INVENTORY SPECIALISTS	561	500-999
RIDER WOOD VILLAGE INC	623	1000 and over
SAFEWAY	445	1000 and over
SANDY SPRING NATIONAL BANK OF MARYLAND	522	500-999
SEARS	452	500-999
SHAW SERVICES	237	500-999
SHOPPERS FOOD WAREHOUSE	445	250-499
STARBUCKS COFFEE CO	722	500-999
SUBURBAN HOSPITAL	622	1000 and over
SYSTEMS RESEARCH & APPLICATIONS	541	500-999
TARGET	452	1000 and over
THALES COMMUNICATIONS INC	334	500-999
U S PHARMACOPEDIA	323	250-499
VERIZON DATA SERVICES INC	517	250-499
VERIZON MARYLAND	517	1000 and over
VERIZON SERVICES CORPORATION	517	500-999
WAL-MART/SAM'S CLUB	452	500-999
WEIGHT WATCHERS	812	250-499
WESTAT RESEARCH INC	541	1000 and over
WHOLE FOODS MARKETS	445	500-999
YMCA OF MONTGOMERY COUNTY	713	250-499

Source: Department of Labor, Licensing and Regulation



JOB OUTLOOK 2006-2016 MONTGOMERY COUNTY WORKFORCE AREA

Occupational Highlights

	2006 Employment	2016 Employment	2006-2016 Employment Change		2006 - 2016 Replacement Openings*
			Number	Percent	
Occupations With the Largest Employment Changes 2006-2016					
Combined Food Prep. & Serving Wkrs., Inc. Fast Food	6,040	8,245	2,205	36.5	1,145
Construction Laborers	5,930	8,070	2,140	36.1	445
Office Clerks, General	11,470	13,450	1,980	17.3	2,105
Registered Nurses	7,515	9,410	1,895	25.2	1,240
Waiters & Waitresses	6,045	7,920	1,875	31.0	3,285
Computer Systems Analysts	5,115	6,805	1,695	33.1	1,355
Computer Software Engineers, Applications	3,775	5,455	1,680	44.5	550
Carpenters	4,865	6,475	1,615	33.2	660
Customer Service Representatives	7,620	9,190	1,565	20.5	2,120
Construction Managers	3,225	4,725	1,500	46.5	500
Network Systems & Data Communications Analysts	2,515	3,910	1,390	55.3	515
Accountants and Auditors	6,565	7,940	1,370	20.9	1,155
Occupations with the Most Replacement Openings 2006-2016					
Cashiers	11,555	10,575	-980	-8.5	5,495
Retail Salespersons	15,380	16,095	715	4.6	4,735
Waiters & Waitresses	6,045	7,920	1,875	31.0	3,285
General & Operations Managers	9,615	10,390	770	8.0	2,320
Customer Service Representatives	7,620	9,190	1,565	20.5	2,120
Office Clerks, General	11,470	13,450	1,980	17.3	2,105
Janitors & Clnrs., Exc. Maids & Housekeeping Clnrs.	10,000	10,910	910	9.1	1,915
Counter Att., Cafeteria, Food Concession & Coffee Shop	2,605	3,360	755	29.0	1,810
Child Care Workers	6,085	6,990	905	14.9	1,750
Receptionists & Information Clerks	6,030	7,000	965	16.0	1,475
Secondary School Teachers, Exc. Special & Voc. Ed.	4,895	5,330	440	9.0	1,455
Laborers & Freight, Stock & Material Movers, Hand	4,300	4,285	-15	-0.3	1,375
Occupations with the Fastest Growth Rates 2006-2016**					
Network Systems & Data Communications Analysts	2,515	3,910	1,390	55.3	515
Construction Managers	3,225	4,725	1,500	46.5	500
Computer Software Engineers, Applications	3,775	5,455	1,680	44.5	550
Industrial Engineers	645	905	260	40.3	155
Home Health Aides	3,180	4,450	1,265	39.8	285
Medical Assistants	1,265	1,765	500	39.5	155
Social & Human Service Assistants	890	1,235	350	39.3	105
Operating Engineers & Other Construction Equip. Oprs.	810	1,125	315	38.9	155
Cost Estimators	960	1,320	365	38.0	195
Combined Food Prep. & Serving Wkrs., Inc. Fast Food	6,040	8,245	2,205	36.5	1,145
First-Line Supv./Mgrs. of Constr. Trades/Extraction Wkrs.	3,215	4,385	1,170	36.4	450
Construction Laborers	5,930	8,070	2,140	36.1	445
**Occupations with 2006 employment of 500 or more					

* Demand arising from occupational transfers and labor force separations
NOTE: Rounding of data to the nearest 5 may affect additivity
Maryland Department of Labor, Licensing and Regulation, Office of Workforce Information and Performance
July 2009



JOB OUTLOOK 2006-2016 MONTGOMERY WORKFORCE AREA

Occupational Highlights

Top Demand Occupations by Educational Requirements 2006-2016

Occupation	Openings		
	Employment Change	Replacement	Total
Bachelor's Degree or Higher			
General & Operations Managers	770	2,320	3,090
Computer Systems Analysts	1,695	1,355	3,050
Accountants & Auditors	1,370	1,155	2,525
Computer Software Engineers, Applications	1,680	550	2,230
Management Analysts	1,045	1,050	2,100
Construction Managers	1,500	500	2,000
Network Systems & Data Communications Analysts	1,390	515	1,905
Secondary School Teachers, Exc. Special & Voc. Ed.	440	1,455	1,895
Computer Software Engineers, Systems Software	1,180	625	1,805
Network & Computer Systems Administrators	720	570	1,295
Post-Secondary Award or Associate Degree			
Registered Nurses	1,895	1,240	3,135
Computer Support Specialists	380	890	1,270
Real Estate Sales Agents	430	680	1,105
Automotive Service Technicians & Mechanics	495	600	1,095
Hairdressers, Hairstylists & Cosmetologists	510	430	940
Nursing Aides, Orderlies & Attendants	510	325	840
Licensed Practical & Licensed Vocational Nurses	255	460	715
Preschool Teachers, Exc. Special Ed.	430	280	710
Manicurists & Pedicurists	325	105	430
Dental Hygienists	210	120	330
High School or Less			
Cashiers	-980	5,495	5,495
Retail Salespersons	715	4,735	5,450
Waiters & Waitresses	1,875	3,285	5,160
Office Clerks, General	1,980	2,105	4,085
Customer Service Representatives	1,565	2,120	3,690
Combined Food Prep. & Serving Wkrs., Inc. Fast Food	2,205	1,145	3,350
Janitors & Clnrs., Exc. Maids & Housekeeping Clnrs.	910	1,915	2,825
Child Care Workers	905	1,750	2,650
Construction Laborers	2,140	445	2,590
Counter Att., Cafeteria, Food Concession & Coffee Shop	755	1,810	2,560

NOTE: Rounding of data to the nearest 5 may affect additivity
 Maryland Department of Labor, Licensing and Regulation, Office of Workforce Information and Performance
 July 2009



Tab 6

- Educational Attainment
- School Enrollment
- MCPS Statistics
- Montgomery County Graduation Rate and Dropout Rate by School

Montgomery County, Educational attainment, Adults over age 25, 2008

	Bachelor's Degree or higher	High School degree or less
Montgomery County	56%	23%
White	62%	19%
Black	39%	27%
Asian Alone	65%	22%
Hispanic	22%	60%

American Community Survey, 2008



Montgomery County School Enrollment

Population 3 years and over enrolled in school	256,208	256,208
Nursery school, preschool	18,924	7.40%
Kindergarten	12,971	5.10%
Elementary school (grades 1-8)	96,818	37.80%
High school (grades 9-12)	55,144	21.50%
College or graduate school	72,351	28.20%

2006-2008 American Community Survey 3-Year Estimates



Montgomery County Public School System Statistics

Schools	200
Elementary (preK-5):	131
Middle (6-8)	38
High (9-12)	25
Career and Technology Center	1
Special Schools	5
Employees	22026
Teachers	11500
Student Enrollment	141777
Pre-K (incl. Head Start)	3416
Elementary (K-5)	62161
Middle (6-8)	30733
High (9-12)	44580
Special schools/alternative programs	887
Performance	
Graduation rate	87.4
AP participation	61.5
National Merit Finalists	126
National Blue Ribbon Schools	34
Average combined SAT Score	1615
Attendance	
Grades 1-5	95.90%
Grades 6-8	95.60%
Grades 9-12	95.50%
Dropout rate	2.72%
Demographics	
African American	23.20%
American Indian	0.30%
Asian American	15.60%
Hispanic	22.70%
White	38.10%
Services	
Students receiving free & reduced-price meals (FARMS)	29.20%
Students ever receiving FARMS	39.40%
English for speakers of other languages (ESOL)	12.50%
Students receiving special education services	11.20%

Source: MCPS website



Montgomery County Dropout and Graduation Rate, 2009 by School

School Name	Dropout Pct	Dropout Cnt	Total Students	Diploma Cnt	Diploma Pct
Seneca Valley High	3.12	47	1507	300	98.7
Quince Orchard High	2.69	51	1894	376	98.7
Poolesville High	0.37	4	1085	206	100
Richard Montgomery High	2.03	43	2119	408	99.3
Rockville High	2.42	33	1361	278	98.2
Thomas S. Wootton High	0.5	13	2587	625	98.1
Alternative Programs	20.22	72	356	19	95
Northwest High	2.38	53	2228	504	100
Clarksburg High	1.32	24	1816	353	99.2
Paint Branch High	2.26	45	1991	375	98.9
James Hubert Blake High	2.36	47	1994	464	100
Bethesda-Chevy Chase High	0.99	19	1919	421	99.3
Walter Johnson High	0.83	18	2178	461	99.1
Walt Whitman High	0.94	19	2018	422	99.8
Sherwood High	1.33	30	2250	524	98.7
Col. Zadok Magruder High	2.53	55	2173	465	99.4
Gateway to College Program	42.99	144	335	27	100
MCPS Transitions School	1.96	1	51	1	5.6
Watkins Mill High	3.34	60	1798	374	98.7
Gaithersburg High	4.35	99	2275	440	99.8
Winston Churchill High	0.23	5	2217	518	99.8
Damascus High	1.45	22	1522	335	99.1
Montgomery Blair High	3.54	104	2936	570	98.8
Wheaton High	4.24	62	1463	284	99.3
Albert Einstein High	3.63	63	1736	334	98.2
Northwood High School	3.22	48	1493	280	98.2
Springbrook High	2.7	56	2071	481	98.2
Stephen Knolls School	0	0	23		
John F. Kennedy High	3.11	54	1734	278	95.9
Rock Terrace School	8.91	9	101	0	0
Longview School	0	0	21		
Regional Institute for Children & Adolescents	9.66	14	145	6	54.5
All Montgomery Schools	2.72	1319	48569		

Dropout Rate: The percentage of students dropping out of school in grades 9 through 12 in a single year. The dropout rate is computed by dividing the number of dropouts by the total number of students in grades 9 - 12 served by the school.

Graduation Rate: The percentage of students who received a Maryland high school diploma during the reported school year. It is calculated by dividing the number of high school graduates by the sum of the dropouts for grades 9 through 12, respectively, in consecutive years, plus the number of high school graduates.



Tab 7

- MontgomeryWorks Demographics and Customer Feedback
- Maryland Multicultural Youth Center Demographics

MontgomeryWorks Demographic Summary, FY 09 and first Half of FY 10

	FY 09		FY 10	
			as of 12/31/2010	
	#	%	#	%
Total Customers				
Lakeforest/Germantown	12,472	22%	2,700	21%
Wheaton	39,744	72%	10,136	79%
SSLC	3,271	6%	36	0%
Total	55,487		12,872	
New Customers				
Lakeforest/Germantown	2,078	22%	744	30%
Wheaton	7,036	73%	1,762	70%
SSLC	529	5%	14	1%
Total	9,643		2,520	
Unique Customers				
Total	13,933		8,277	
Gender				
Male	3,908	54%	1,011	55%
Female	3,330	46%	837	45%
Total	7,238		1,848	



MontgomeryWorks Demographic Summary, FY 09 and first Half of FY 10

	FY 09		FY 10	
	as of 12/31/2010			
	#	%	#	%
Age				
14-17 years	282	5%	24	1%
18-21 years	560	9%	126	7%
22-24 years	574	9%	128	8%
25-29 years	620	10%	167	10%
30-34 years	733	12%	195	11%
35-39 years	533	9%	177	10%
40-44 years	536	9%	204	12%
45-49 years	660	11%	217	13%
50-54 years	802	13%	213	13%
55-59 years	373	6%	122	7%
60-64 years	264	4%	75	4%
65-above	136	2%	52	3%
Total	6,073		1,700	



MontgomeryWorks Demographic Summary, FY 09 and first Half of FY 10

	FY 09		FY 10	
	#	%	as of 12/31/2010	
	#	%	#	%
Ethnicity				
African American/ Black	2,415	39%	645	37%
African Native	308	5%	73	4%
American Indian/ Alaskan Native	37	1%	9	1%
Asian	460	7%	142	8%
Hawaiian Native/ Other Pacific Islander	21	0%	4	0%
Hispanic/ Latino	1,477	24%	435	25%
White	1,270	20%	348	20%
Two or more races	139	2%	51	3%
Other	125	2%	43	2%
Total	6,252		1,750	
Salary Range				
\$0 - 9,999	1,440	22%	300	19%
\$10,000 - 19,999	1,054	16%	221	14%
\$20,000 - 29,999	1,101	17%	268	17%
\$30,000 - 39,999	1,104	17%	280	18%
\$40,000 - 49,999	674	11%	186	12%
\$50,000 - 59,999	379	6%	128	8%
\$60,000 - 69,999	216	3%	70	4%
\$70,000 and above	446	7%	136	9%
Total	6,414		1,589	
Education level				
Less than 9th Grade	210	4%	52	3%
High School, 9th through 12th grades, non graduate	605	11%	185	12%
High School Graduate	2,246	39%	636	40%
GED	446	8%	114	7%
Associates degree	550	10%	162	10%
Bachelors degree	911	16%	287	18%
Masters degree	502	9%	98	6%
Professional degree	139	2%	36	2%
Doctorate degree	80	1%	13	1%
Total	5,689		1,583	
Employment status				
Employed	1,038	16%	218	13%
Unemployed	5,432	84%	1,432	87%
Total	6,470		1,650	

Source: MontgomeryWorks Monthly Report



MMYC Customer Data- FY 09

	Year-to-Date			
	MC	WIA	#	%
Youth being served	125	132	257	
Gender				
Male	75	100	175	68%
Female	50	32	82	32%
Age				
14 - 17 years	86	54	140	55%
18 - 21 years	35	76	111	44%
22 - 23 years	1	3	4	2%
25 - 29 years	0	0	0	0%
			255	
Education Level				
Less than 9th grade education	22	7	29	11%
High School 9th thru 12, non-graduate	101	116	217	84%
High School Graduate	5	4	9	3%
GED	0	3	3	1%
Associate Degree	0	0	0	0%
			258	
Ethnicity				
African American/ Black	41	51	92	35%
African native	11	4	15	6%
American Indian/ Alaskan Native	0	0	0	0%
Asian	6	1	7	3%
Hawaiian Native/ Other Pacific Islander	0	0	0	0%
Hispanic/ Latino	58	62	120	45%
White	6	9	15	6%
Other	4	1	5	2%
Two or more races	4	6	10	4%
			264	



Tab 8

Performance

- Excerpt from State PY 08 Annual Report
- Excerpt from State PY 07 Annual Report
- MontgomeryWorks Data

performance statement

Table O - Local Performance

Local Area Name Montgomery County	Total Participants Served	Adults	15,675
		Dislocated Workers	164
		Youth (14 - 21)	182
ETA Assigned # 24020	Total Exiters	Adults	12,843
		Dislocated Workers	117
		Youth (14 - 21)	35
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	86.0%	66.7%
	Dislocated Workers	91.0%	79.7%
Retention Rates	Adults	88.0%	94.6%
	Dislocated Workers	92.0%	91.5%
Average Earnings	Adults	\$18,217	\$13,873
	Dislocated Workers	\$20,650	\$20,122
Placement in Employment or Education	Youth (14-21)	67.0%	82.1%
Attainment of Degree or Certificate	Youth (14-21)	52.0%	67.7%
Literacy or Numeracy Gains	Youth (14-21)	51.0%	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA	
Overall Status of Local Performance		Not Met	Met
			X



performance statement

Table O - Local Performance

Local Area Name Montgomery County	Total Participants Served	Adults	11,253
		Dislocated Workers	215
		Youth (14 - 21)	123
ETA Assigned # 24020	Total Exiters	Adults	9,773
		Dislocated Workers	118
		Youth (14 - 21)	32
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	89.0%	66.1%
	Dislocated Workers	94.0%	84.1%
Retention Rates	Adults	87.0%	83.7%
	Dislocated Workers	91.0%	90.9%
Average Earnings	Adults	\$18,496	\$15,094
	Dislocated Workers	\$19,323	\$20,438
Placement in Employment or Education	Youth (14-21)	64.0%	68.0%
Attainment of Degree or Certificate	Youth (14-21)	52.0%	45.2%
Literacy or Numeracy Gains	Youth (14-21)	51.0%	0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA	
Overall Status of Local Performance		Not Met	Met
		X	
			Exceeded



MontgomeryWorks Customer Service Ratings

Service		FY 10	FY 09	FY 08	FY 07
		as of 12/31/09			
Business		98%	100%	96%	86%
Core			93%	95%	94%
ISU		95%	95%	92%	89%
Workshops		97%	97%	95%	94%



MontgomeryWorks Performance FY 09 (July 1, 2008-June 30, 2009) Outcomes

WIA Dislocated Workers	
Total Dislocated Caseload	173
Cumulative Dislocated Workers served	918
New Dislocated Workers registered	104
Dislocated Workers approved for training	59
Dislocated Workers placed	68
Avg wage at placement	\$ 16.38
Offender / Re-entry Project Summary	
Offender customers receiving job readiness training at MCCF	365
Total Offender customers served at MCCF One-Stop	408
Offender customers served by Re-entry program at Wheaton One-Stop	278
Total Offender customers served at Wheaton One-Stop	1,403
Offender customers placed	76
Offender bonds issued	4
SSLC	
New customers trained	144
Job placements in retail, customer service	405
Retail/Sales/Service employers engaged in workforce system activities	156
NRF certifications awarded	38
Business Services Summary	
Unique Employers served	779
Total Employer Contacts	1,736
Employer Prospect Meetings	346
Number of returned Employer satisfaction surveys	52
Employer satisfaction rating	100%
Employer recruitments offered	53
Job Fairs	12
Employer Forums	10

Source: Monthly Reports



MontgomeryWorks Performance FY 09 (July 1, 2008-June 30, 2009) Outcomes

Core Summary	
# of Customer satisfaction surveys completed	774
Customer satisfaction rating	93%
# of completed Needs Assessments	5,507
# of Customers referred to partners	2,082
Workshop Summary	
Core Total Attendance	3,185
Core Computer Workshop Attendance	746
Core Non-Computer Workshop Attendance	2,439
Intensive Service Orientation Attendance	407
Early Intervention Attendance	1,123
Combined Attendance: Core and EI	4,310
Number of Core Customers who attended one or more workshops (Not EI)	2,308
Customer Satisfaction Survey Rating	97%
Intensive Services Summary	
# of Customer satisfaction surveys completed	419
Customer satisfaction rating (WIA Intensive Services)	95%
Number of customers participating in Orientation	431
WIA Adult	
Total Adult Caseload	201
Cumulative WIA Adults served	1,120
New WIA Adults registered	131
WIA Adults approved for training	82
WIA Adults placed	67
Avg wage at placement	\$ 12.63

