

# **Montgomery County Workforce Investment Board**

## **Benchmarking Report**

**Board Development Committee**  
**May 12, 2010**

DRAFT

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## Introduction

This report is a compilation of telephone surveys conducted with selected local workforce investment boards (LWIBs) in the summer and fall of 2009. The telephone surveys are part of a benchmarking process that the Board Development Committee (Committee) of the Montgomery Workforce Investment Board has undertaken for the last year. The Committee sought to learn:

- Different organizational structures that are used by LWIBs and Local Workforce Investment Areas (LWIAs)
- The relationship of workforce services and economic development in the various LWIBs and how they work together on critical issues
- How to reconcile the tension/disconnect between the increasingly knowledge-oriented economy of Montgomery County – with a particular emphasis on advanced technology and biosciences – and the individuals the County’s one-stop system has historically served.

The goal for the Committee is to benchmark Montgomery County’s performance against LWIBs of comparable size and demographics, and to identify best practices and new strategies that can help the Montgomery County workforce system more effectively target and serve the needs of both workers and employers.

## Explanation of the Process

The Committee initiated this benchmarking exercise in 2008, after members of the Board met with counterparts from Northwest Washington State and Austin, Texas at a National Association of Workforce Boards Forum, and with peers from Northern Virginia at a separate meeting for a stimulating discussion about their respective programs and services. As a result of this dialogue, the Committee decided to do additional research to learn from other LWIBS.

In 2008, a list of 35 counties with populations of similar size to Montgomery County’s was developed and presented to the Committee. The Committee identified additional characteristics to use in selecting a set of benchmark LWIBs. Those characteristics and list of the 35 counties is in Appendix A.

Based on these characteristics, the Committee culled the initial list of 35 counties down to 14 counties (Appendix B). Those 14 counties were then cross-walked to the 17 LWIBs that serve these 14 counties (Appendix C), which became the universe for telephone interviews. The telephone interviews were initiated in the summer of 2009 by an intern at the Montgomery County Department of Economic Development, who interviewed mainly LWIB and LWIA directors. The preliminary results were provided to the Committee, which requested that some additional questions be added to the survey. A Montgomery County Department of Economic Development staffer finished the interviews, and was able to get responses from 14 of the 17 LWIBS (the other three LWIBs were contacted multiple times but did not respond). A copy of the survey instrument can be found in Appendix D.

## Responses

The following pages summarize the results of the interviews from the 14 LWIBs. Since most of the interviewees were local directors with limited time, it was not possible to obtain answers to all questions in every case, or to pursue particularly interesting lines of inquiry in much detail. However, without exception, the interviewees indicated their willingness to talk with Board members at another time about any areas of particular interest.

A number of WIBs sent additional materials. These were reviewed and are listed below by WIB. These documents are not attached to this report, but can be provided electronically upon request.

### *Frederick County (MD):*

- Organization Chart
- By-laws
- Board's Vision, Mission, and Goals
- Your Role as a Workforce Development Board Member
- Getting Started as a WIB member
- 16 ways.... and Counting... That Frederick County Workforce Services Needs You, our Valued Workforce Development Board Members
- Coalition for Employment Opportunities (WDB Presentation April 16, 2009)
- Business Workforce Needs Survey
- Scorecard
- Youth Council Goals

### *Greater Lowell Workforce Investment Board (MA):*

- Board Roster
- Strategy Scorecard

### *Mid-Maryland Workforce Investment Board (MD):*

- Board Roster
- By-laws
- Organizational Chart
- Brochure: Guide to Understanding the Board

### *Travis County (TX):*

- By-laws
- Board Job Description

## Terminology

The following guide is intended to help readers distinguish between tasks and activities that are usually undertaken by WIB staff and those that are carried out by the Board itself.

**Grant Recipient** – Montgomery County Government is the grant recipient for the federal Workforce Investment Act funds that are distributed through the State of Maryland.

**Administrative Entity:** The Montgomery County Department of Economic Development is responsible for administering these funds on behalf of the LWIA.

**Local Workforce Investment Area (LWIA)** – An LWIB’s geographic area of responsibility. The regional designation is determined by the Governor and the state workforce investment board. Regions with a population of 500,000 or more are automatically designated as local workforce investment areas.

**Local Workforce Investment Board (LWIB)** – The policy entity for labor market, training and skill needs of the LWIA. The LWIB is appointed by the local governing bodies or their designated agent(s).

**Mandatory Partners** – The federal Workforce Investment Act requires certain partners to be represented on the LWIB and to be partners in the One-Stop system. They include: representatives of those operating the following programs at the state or local level --the employment service, unemployment compensation, trade adjustment act, veterans services, adult education and literacy activities, rehabilitative services, Senior Community Services Employment Program, welfare program, post-secondary vocational education, employment and training activities carried out under the Community Services Block Grant Act, and employment and training activities carried out by the Department of Housing and Urban Development.

**Maryland Workforce Exchange System (MWE)** - Online job exchange system ([www.mwejobs.com](http://www.mwejobs.com)) that provides solutions to connect jobseekers with businesses. Information and services are available 24 hours/7 days a week.

**Memorandum of Understanding (MOU)** - An agreement between the WIB and each One-Stop partner specifying the financial and service expectations of the WIB and any additional agreements.

**One-Stop Centers (One-Stops)** - The foundation of the workforce development system under WIA. One-Stops are the entry point for any person seeking job training, employment or business services throughout the state. Under the One-Stop system, individuals access all their employment and training needs at one location.

**State Workforce Investment Board (SWIB) (in Maryland, Governor’s Workforce Investment Board, GWIB)** – The state policy entity which advises the Governor on development of a statewide workforce development system. Among its responsibilities are designation of local areas; review of local plans; development of allocation formulas used in the distribution of funds; development of the State plan; and development and continuous improvement of comprehensive State performance measures

## Survey and Responses

### 1. Structure of the WIB?

Of the 14 responses:

- Seven are part of county government (Montgomery (MD); Frederick (MD); Mid-Maryland (MD); Prince George's (MD); Bergen County (NJ); Contra Costa (CA); and Middlesex (NJ).
- Two are located within city government: Greater Lowell (MA) and North Valley (NOVA) Workforce Board, Sunnyvale, CA)
- Four are separate 501(c)(3)s: Metro North (Middlesex County MA); Greater Lowell (MA); Travis County (TX); and Wake and Johnston Counties (NC).
- The Northern Virginia Workforce Investment Board (NVWIB) whose workforce investment area includes Fairfax, Prince William and Loudon counties, has a hybrid model, with a WIB that is part of government and a separate non-profit, The Skill Source Group, Inc (SSG). SSG has its own Board of Directors and governing by-laws.

Staffing: Not all respondents provided staff numbers. The number of staff in a local area has is related to the resources that are available -- local workforce area federal allocation and other resources.. For example, in Maryland and in other states, staffing of the one-stop center includes state employees. The survey did ask enough detailed questions to obtain a complete picture of each LWIA's WIB and One-Stop staffing, and who pays their salaries.

Overall, the impression is that none of the LWIBs have full-time staff dedicated only to supporting the WIB, but rather that workforce staff support their Board and its committees as part of their overall responsibilities.

### 2. WIB Membership list (including what categories each members represents such as business, education, labor unions, etc.)

The Workforce Investment Act delineates the required composition of LWIBs. They must have a majority of business representatives, and also include representatives of education providers, labor organizations, community-based organizations (including those representing disabled veterans), economic development agencies and each of the One-Stop partners. In addition, they may include other representatives determined appropriate by local elected officials.

The membership of the WIBs surveyed includes representatives of business, labor, education, CBOs, and the public sector. Five of the LWIBs mentioned representation from specific industries. It is not clear if these are required by their bylaws.

The table below shows the range of WIB sizes. The average number of board members is 30.

<b>WIB</b>	<b>Number of Board Members</b>
Bergen County, NJ WIB	34
Contra Costa County, CA Workforce Development Board	44
Frederick County, MD Workforce Services	27
Greater Lowell, MA WIB	36
Mid-Maryland Workforce Investment Area (Howard & Carroll Counties)	22
Metro North Regional Employment Board - Middlesex, MA	34
Middlesex, NJ Dept. of Workforce Development	32
Montgomery County, MD Workforce Investment Board	30
(Northern Virginia Workforce System (Fairfax, Loudon and Prince William Counties)	14
North Valley (NOVA) Workforce Board, Sunnyvale, CA	30
Prince George's County, MD Workforce Investment Board	24
Silicon Valley Workforce Investment Network (CA) (branded as Work 2 Future)	45
Travis County, TX (Austin area)	25
Wake and Johnston Counties, NC Capital Area Workforce Development Board	25

3. **Responsibilities of WIB members.**
  - Attend and participate in meetings, committees, board orientation and other functions
  - Promote the workforce system through public relations and public affairs
  - Follow the requirements of the Workforce Investment Act (the specific responsibility from the law most mentioned was choose training providers and one-stop operators)
  - Provide guidance on workforce development issues (regional issues, distribution of funds, etc.)
  - Assist businesses by matching their needs for skilled employees with training opportunities in the area; promoting participation of businesses in the statewide workforce system
  - Oversight and performance evaluation
  - Develop strategic plans
4. **Frequency and length of WIB meetings**
  - Length of WIB meetings ranges from 1.5 hours to 2.5 hours
  - Most common meeting length is 2 hours
  - Most WIBs meet quarterly; the exception is Travis County (TX), which meets monthly
5. **Bylaws of the WIB or operating guidelines or rules**  
Frederick County, Mid-Maryland, and Workforce Solutions-Capital Area Workforce Board (Travis County, TX) provided copies of their bylaws.

The bylaws of the Capital Area Workforce Board are different, as the WIB is also the Board for a non-profit corporation. As such, it can hire, evaluate or dismiss the WIB Executive Director.

The bylaws of Frederick County (MD) and Mid-Maryland have many of the same provisions found in the Montgomery County's operating guidelines - purpose, membership, ethics and operating procedures. Of note is that Frederick County's bylaws require the WIB to approve a system to hear and resolve customers' grievances.

Frederick County WIB members may serve two four-year terms. Montgomery County's three year term is set by county policy.

In Mid Maryland, the executive director of the WIB is an ex-officio member of the Board. They also create standing committees each year. The Mid-Maryland bylaws are more specific on board member absences than Montgomery County's.

6. What are your local area's critical industries?

Thirteen respondents identified critical industries.

Montgomery County:

- Administrative Services
- Advanced technology (including biotech and IT)
- Healthcare
- Professional, technical, and scientific services
- Sales, service and retail trades
- Construction and transportation
- Educational services
- Child care
- Green industry (to be determined)

The following table shows the critical industries identified by the benchmarked WIBS, and whether the industry is present in Montgomery County. Those that with an asterisk have been identified by the Montgomery County WIB as high-growth, high-wage industries and occupations as part of its local plan. Montgomery County's list of high growth, high wage industries are:

- Administrative Services
- Advanced Technology (including biotech and IT)
- Healthcare
- Professional, Technical, and Scientific
- Sales, service and retail trades
- Construction and transportation
- Educational Services
- Child Care
- Green industry (to be determined)

<b>WIB</b>	<b>Critical industries</b>	<b>Montgomery County critical industry Y/N</b> *industries recognized in WIB local plan
<b>Bergen County, NJ</b>	Healthcare	Y*
	Warehousing	N
	Retail	Y*
<b>Contra Costa County, CA Workforce Development Board</b>	Health	Y*
	Bioscience	Y*
	Retail	Y*
	Construction	Y*
	Mostly small business	
<b>Frederick County, MD Workforce Services</b>	Federal jobs	Y
	Bioscience	Y*
	Healthcare	Y*
	Hospitality	N
	Tourism	N
	Retail	Y*
	Education	Y*
<b>Greater Lowell, MA WIB (GLWIB)</b>	Health care	Y**
	Professional/technical	Y*
	Manufacturing	N
	Retail/service	Y*
	Emerging green, clean & renewable energy	Y*
<b>Mid-Maryland Workforce Investment Area (Howard &amp; Carroll Counties)</b>	Federal	Y
	Professional	Y*
	STEM	N
	Health care	Y*
	Defense	N

<b>WIB</b>	<b>Critical industries</b>	<b>Montgomery County critical industry Y/N</b> *industries recognized in WIB local plan
	IT	Y*
	Manufacturing (mainly in Carroll)	N
<b>Metro North Regional Employment Board Middlesex, MA</b>	Biotech	Y*
	Healthcare	Y*
<b>Middlesex, NJ Dept. of Workforce Development</b>	Financial	N
	Logistics (warehousing)	N
	Pharma	N
	Healthcare	Y*
<b>North Valley (NOVA) Workforce Board, Sunnyvale, CA</b>	Computers	N
	Software	Y*
	Networks semi-conductors	Y*
	Aerospace	Y
	Manufacturing	N
	Emerging clean/green technology	Y*
	Retail	Y*
	Hospitality	N
	Finance	N
	Education	Y*
	Government	Y
<b>Prince George's County, MD Workforce Investment Board</b>	Healthcare (w/ growing emphasis on health care IT)	Y*
	Clean energy & green tech	Emerging
	IT	Y*
	Construction (commercial/green)	Y*
	Hospitality	N
	Retail	Y*

<b>WIB</b>	<b>Critical industries</b>	<b>Montgomery County critical industry Y/N</b> *industries recognized in WIB local plan
<b>Silicon Valley Workforce Investment Network</b>	Retail	Y*
	Software	Y*
	Healthcare	Y*
	Hospitality	N
	Tourism	N
	Bioscience	Y*
	Clean tech	Emerging
<b>Travis County, TX (Austin area)</b>	Healthcare	Y*
	Renewable energy	Emerging
	Creative media (digital media/game development),	Y
	Biotech	Y*
	Advanced manufacturing technologies	N
	Information technology & computers	Y*

7. How are your WIB members recruited? Are industries important to the economic area of the WIB part of the nomination process of WIB business members?

Most WIB members are recruited through existing WIB members, chambers of commerce, labor organizations and advertising.

Greater Lowell, MA WIB indicated that is actively recruiting WIB members in critical industries.

8. List of the Board committees, description of their functions, and whether any other than the Youth Council include non-Board members.

All the WIBs that responded have Youth Councils, as required by the Workforce Investment Act. The Frederick County WIB has dubbed its Youth Council “Preparing the Workforce for the Future.” As to the other committees, while the names may vary, the functions are similar.

Committees with Multiple Mentions

Executive Committee

Finance

Public Affairs/Legislative

Oversight  
Business & Industry  
Strategic Planning

Others

Related to specific populations – Disability  
Two had Literacy Committees

A number of WIBs have business and industry committees but the focus is slightly different for each, with some working on overarching policies and others focusing on improvement of services to business.

It may be worth further exploring the role of these committees with the following LWIBs:

- Bergen County (NJ) because of their Literacy committee which reviews county's basic skills & literacy programs & services & makes recommendations to the WIB on bridging service gaps;
- Contra Costa (CA) because of their Business & Economic Development committee and for the material they provide to Board members;
- Prince George's County (MD) because of their plans to restructure committees this greater flexibility and topic-specificity (e.g., apprenticeship & training as a focus issue; and
- Travis County (TX) because of their shared organizational structure around specific industries.

Wake and Johnston Counties (NC) LWIB has both industry and economic development committees. The current focus is on healthcare, biomanufacturing and emerging industry (clean tech), and developing customized solutions for specific industries at local/regional levels. The committees bring together industry partners to improve collaboration and outcomes; promote the competitiveness of these industries and advance the employability of low and middle-income workers; and promote systemic changes for benefit of industry, workers and communities.

**9. How do they staff /support the WIB and its committees?**

As noted above, none of the LWIBs have full-time staff dedicated only to supporting the WIB, to the WIB only, but rather that workforce staff support of the WIB and its committees as part of their overall responsibilities.

**10. Relationship of WIB to local economic development efforts:**

Workforce is part of the economic development department in Montgomery, Frederick, and Carroll County (one of two counties in Mid-Maryland LWIA) in Maryland. Economic development and workforce staff are co-located in Northern Virginia. Relationships are mainly between workforce staff and economic development staff, not with WIB members.

Frederick County, MD's Business Services (economic development) and Career Services (workforce) teams work very closely together. Career Services takes job seekers to a certain point, then hand them off to Business Services who works with them further. Business services staff further refine their resume and interviewing skills while also identifying job openings for the job seekers. Employer panels, participation at Chamber meetings, Manufacturers Roundtable, etc. also are important information sources. Frederick WIB staff holds monthly partner meetings with City and County economic development staff, community college and a representative of the Maryland Department of Business and Economic Development to talk about prospects and company needs. They also hold quarterly employer panels and 'lunch and learn' sessions where employers present what they do to job seekers, the kind of employment opportunities they have, the kind of 'soft skills' they are seeking, their online application processes, etc.

Frederick recently did survey of 3,000 businesses in anticipation of receipt of federal ARRA funds to find out what critical skills they will need over the next 18 months and beyond. They are now doing follow-up visits.

The Silicon Valley Workforce Investment Network (branded as Work2Future) executive director wears a second hat as Deputy Director of the Office of Economic Development.

Contra Costa County, CA is looking at hiring sector expertise that can bring front line staff up to speed on key sectors, skill needs, etc.

Middlesex, MA gathers information about industry sector needs by having WIB members from key sectors who can inform them of current conditions and needs. They also conduct focus groups when there is a desire to gather information on a particular sector. The Commonwealth of MA has directed most of its own workforce funding to particular industries such as healthcare. To apply for these funds, LWIBs must develop industry specific training initiatives.

WIBs use a variety of activities to place individuals in jobs; those for critical industries are no different than any job placement activities most LWIAs undertake; for example, Bergen County noted that it uses job fairs; it is also looking at NJ's Professional Services Group, a DOL initiative, to see if it could be applied at the county level. Maryland has a Professional Outplacement Assistance Services Center (POAC) in Columbia that is open to all.

Contra Costa (CA) and Greater Lowell, (MA) have targeted training and grant development initiatives. Contra Costa partners with fellow WIBs in the region to address the needs of big employers and industries.

Mid-Maryland provides training, job fairs, recruitment, helps job seekers with resumes, interview techniques, etc. Employers can post jobs on statewide database.

The NOVA (CA) WIB tracks local labor market trends, fosters ongoing relationships with key industry leaders, links the current and projected needs of businesses with the job seeker customers and training opportunities, and participates in various regional collaboratives that target industry and workforce needs.

Prince George's County Economic Development Corporation Business Development staff, who work on a daily basis with prospects in different sectoral areas, help keep WIB staff current on business hiring and skills needs and industry trends.

Travis County, TX's Business Service Unit works with employers to identify hiring needs; post job openings in online job matching system; and assists with recruitment, screening and referrals. The WIB is also involved in working with critical industries to promote available career paths to students, teachers, parents and the general public.

The following LWIBS had committees related to specific industry sectors:

- Wake and Johnston Counties, NC Capital Area Workforce Development Board
- North Valley Workforce Board, Sunnyvale, CA –convenes time-limited task forces to tackle special projects & initiatives, based on the evolving workforce/sector-driven needs and issues in the local area. These currently includes solar tech/clean tech, healthcare, the growing replacement jobs, basic skills & sector-driven skills development, the newspaper industry, among others
- Greater Lowell, MA WIB

In other LWIBS, the staff meets with key industry groups. For example, Frederick County's executive director meets with the Manufacturing Roundtable. She is also a member of the Fort Dietrick workforce sustainability team, and the construction advisory team at the local community college. Greater Lowell (MA) holds workforce development forums.

The City of San Jose is putting together a series of focus groups to help inform the new ED strategy it is developing, which will focus on using partnerships and technology to connect services to businesses. They have established a public-private partnership to bring together collective resources into a single portal: <http://businessownerspace.com/>, where businesses can access self-assessment tools & connect to the right resources. They have also been working with consultant for several years to implement a continuous improvement system.

Travis County, TX has several industry specific structures. The WIB is represented on:

- Health Industry Steering Committee
- BioAustin (an independent group affiliated with the Chamber of Commerce)
- Renewable Energy Council
- Digital Media Council

Four of the WIBs are involved when economic development offers are made. Several others indicated they were consulted sporadically.

11. What is the relationship of the WIB to its state workforce investment board?

A number of directors interviewed either sit on the SWIB and/or one or more of its committees. Meetings, printed material, and electronically were the most common methods of communication cited. Two states (CA and MA) mentioned their state association as a source of research and technical assistance, though this was the exception rather than the rule.

12. Does the WIB employ metrics or other outcome measures other than the required performance standards?

Frederick County, MD has developed a scorecard as an organizational evaluation tool, with benchmarks in six areas. Results are rolled up into an annual report for the Board and reviewed at its annual strategic priority setting retreat.

Greater Lowell, MA has developed a strategic plan scorecard.

Examples of both are found in Appendices E and F.

Next steps

The Board Development Committee proposes the following next steps:

1. Presentation of this report to the full Montgomery County Workforce Investment Board.
2. Focused interaction with selected WIBs around specific issues. This can be a combination of staff follow-up on limited questions and Board Development Committee members holding conversations with selected WIB members and/or staff. Suggestions for follow-up are:
  - Silicon Valley Workforce Investment Network/City of San Jose because their executive director wears a second hat as Deputy Director of the Office of Economic Development;
  - Frederick County (MD) because of their connections between services for customers and economic development and because of their survey of area employers,
  - Travis County (TX) because of their shared organizational structure around specific industries;
  - Wake and Johnston County (NC) because of their committee structure which is around specific industries and economic development in general; and
  - Greater Lowell (MA) because of their strategy scorecard.
3. Revise report further based on the follow-up discussions.
4. Use report to inform the strategic planning process.
5. Send report to participating WIBs. Many of the participating WIBs asked for the report and DED staff committed to share it with them.

## Appendix A

### MONTGOMERY COUNTY, MARYLAND STATISTICAL COMPARISON TO OTHER COUNTIES

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## Appendix B

### List of counties in original benchmarking\*

<b>Oakland</b>	<b>MI</b>
<i>Howard</i>	<i>MD</i>
<i>Fairfax</i>	<i>VA</i>
<b>St. Louis</b>	<b>MO</b>
<b>Erie</b>	<b>NY</b>
<i>Middlesex</i>	<i>MA</i>
<i>Santa Clara</i>	<i>CA</i>
<b>Montgomery</b>	<b>PA</b>
<b>Fairfield</b>	<b>CT</b>
<b>Salt Lake</b>	<b>UT</b>
<i>Bergen</i>	<i>NJ</i>
<b>Pima</b>	<b>AZ</b>
<b>Shelby</b>	<b>TN</b>
<b>Dane</b>	<b>WI</b>
<b>Fulton</b>	<b>GA</b>
<b>Orange</b>	<b>FL</b>
<b>Marion</b>	<b>IN</b>
<b>Franklin</b>	<b>OH</b>
<i>Contra Costa</i>	<i>CA</i>
<i>Middlesex</i>	<i>NJ</i>
<i>Wake</i>	<i>NC</i>
<i>Montgomery</i>	<i>MD</i>
<b>Hillsborough</b>	<b>FL</b>
<i>Westchester</i>	<i>NY</i>
<i>Frederick</i>	<i>MD</i>
<i>Hennepin</i>	<i>MN</i>
<b>New Haven</b>	<b>CT</b>
<b>Orange</b>	<b>NC</b>
<b>Milwaukee</b>	<b>WI</b>
<b>Honolulu</b>	<b>HI</b>
<b>Suffolk</b>	<b>MA</b>
<b>Essex</b>	<b>NJ</b>
<i>Travis</i>	<i>TX</i>
<b>Durham</b>	<b>NC</b>
<i>Prince George's</i>	<i>MD</i>

\*those italicized were then crosswalked to identify the workforce investment boards in those counties

**Appendix C**  
**List of Workforce Boards**

<b>County</b>	<b>WIB Name</b>
Bergen County (NJ)	Bergen County WIB
Contra Costa, CA	Workforce Development Board of Contra Costa County
Fairfax, VA	Northern Virginia Workforce Investment Board and SkillSource Group (separate nonprofit entity)
Frederick, MD	Frederick County Workforce Services
Hennepin, MN	Hennepin and Carver County Workforce Council
Hennepin MN	Minneapolis Employment & Training Program
Howard & Carroll Counties, MD	Mid-Maryland
Middlesex, MA	Metro North Regional Employment Board
Middlesex, MA	Greater Lowell WIB
Middlesex NJ	Department of Workforce Development
Montgomery County, MD	Montgomery County Workforce Investment Board, Division of Workforce Services, Montgomery County Department of Economic Development
Prince George's, MD	Prince George's County (MD) Workforce Investment Board, Division of Workforce Services, Prince George's County Economic Development Corporation
Santa Clara, CA	NOVA Consortium (North Santa Clara)
Santa Clara, CA	Silicon Valley Workforce Investment Network
Travis County, TX	Workforce Solutions
Wake-Johnston County, NC	Capitol Area Workforce Development Consortium
Westchester, NY	Yonkers Workforce Investment Board
Westchester NY	Westchester-Putnam Workforce Investment System

## Appendix D Survey

Name of WIB:

Name/title of contact:

Date of interview:

1. Structure of the WIB? (e.g., separate 501 c (3), under another non-profit such as the chamber of commerce, part of county or local government)?
2. How many staff? Do you have an organizational chart you can share?
3. WIB membership roster and categories members represent (industry sector, education, labor unions, etc.)?
4. Responsibilities of WIB members. Do you have written board responsibilities you can share?
5. Bylaws of the WIB or operating guidelines or rules (please send electronically if possible)?
6. Frequency and length of WIB meetings?
7. What are your local area's critical industries?
8. How are your WIB members recruited? Are industries important to the local area an important consideration in the selection of WIB business members?
9. List of the Board committees, description of their functions, and whether any other than the Youth Council include non-Board members. Does the WIB have a subcommittee or subgroup around critical industries?
10. How do you staff /support the WIB and its committees?
11. Relationship of WIB to local economic development efforts:
  - i. Does the WIB interact regularly with local government economic development staff and business organizations?
  - ii. Is the WIB consulted regularly around economic development issues?
  - iii. Is the WIB involved when economic development offers are made?
  - iv. How does the WIB and local workforce area help critical industries find people for jobs?
  - v. Is there a process in place for the WIB and local workforce development staff to understand the skills required for critical industries, timeline for hiring, etc?
  - vi. Does the WIB conduct regular meetings with representatives from key industries to ensure they are aware of current skill needs and industry trends?
  - vii. Does the WIB have other organizational structures or activities around specific industries?
12. What is the relationship of the WIB to its state workforce investment board?
  - i. Do they receive regular communications from the state board?

- ii. Does the state WIB provide research and technical assistance?
13. Does the WIB employ metrics or other outcome measures other than the required performance standards?

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Appendix E

**GLWIB Strategy Scorecard (Lowell, MA)**

The Strategy Scorecard includes implementation and outcome metrics for the goals and objectives outlined in the strategic plan. The GLWIB has implemented utilization of this tool for consistent measurement and assessment of Board effectiveness over the 5-year period covered by the plan.

The scorecard will be updated annually, with accompanying narrative on the GLWIB’s progress achieving the goals in the strategic plan and made available to all stakeholders. In addition to the year-end review, the Scorecard is used by the Strategic Planning Committee at each Quarterly meeting to assess performance, evaluate labor market challenges, business and economic conditions and make any necessary adjustments as part of our risk identification/risk management strategy.

The initial period covering 2009-2010 will be used to establish a baseline for the full five year timeframe of the plan. *Refer to the legend at the end of the document for Green/Yellow/Red criteria and milestone/document revision history.*

<b>Implementation &amp; Outcome Metrics</b>	<b>2009 2010</b>	<b>2010 2011</b>	<b>2011 2012</b>	<b>2012 2013</b>	<b>2013 2014</b>
<b><u>Objective 1.a)</u> Convene, coordinate, and align the efforts of skills training and career services providers in the region to ensure the maximum impact of existing resources and maximum access to services for all individuals who live or work in Greater Lowell.</b>					
Annual convened meeting of training providers.	Green				
Exceed Business Plan targets for # of individuals receiving workforce services by 5%-10%.	Green				
Corrective action plans for identified gaps in service.	Green				
<b><u>Objective 1.b)</u> Collaborate with school systems, vocational high schools, postsecondary institutions, and community-based youth-serving agencies to develop and implement workforce initiatives that create a reliable youth pipeline that will prepare students for high skill, high wage jobs and careers.</b>					
Meet or exceed Business Plan targets for # of workforce programs in schools and colleges by 2 per year.	Green				
Exceed Business Plan targets for # of students and out-of-school youth participating in programs (25-50).	Green				

<b>Implementation &amp; Outcome Metrics</b>	<b>2009 2010</b>	<b>2010 2011</b>	<b>2011 2012</b>	<b>2012 2013</b>	<b>2013 2014</b>
Sufficient funding for school-based programs as per Business plan.	Green				
Increase private sector internships by \$25K.	Green				
Exceed Business Plan targets for # of youth receiving relevant credentials (diploma, GED, Associates degree, or certificate) 5%-10%.	Green				
2 to 3 new Youth Council members per year (with a focus on employers and representation from all towns).	Yellow				
<b>Objective 1.c) Develop and implement culturally competent workforce initiatives specifically targeting selected populations of workers and job seekers such as youth, immigrants, older workers, disabled workers, veterans, TANF families, and others, including educating employers about working effectively with the identified populations.</b>					
Exceed Business Plan targets for # of individuals in the target groups participating in programs by 5%-10%.	Green				
Increase collaboration with 2 to 3 new community agencies per year.	Green				
Exceed targets for # of job ready individuals in youth pipeline 25-50.	TBD				
<b>Objective 1.d) Collaborate with employers (large and small), industry associations, and labor unions to provide opportunities for work-based job training, apprenticeships, and internships that support access to industry-specific credentials and licenses.</b>					
Meet or exceed employer targets for # of individuals participating in work-based programs.	Yellow				
Increase # of employer partnership programs by 1 or 2 per year.	Yellow				
<b>Objective 2.a) Develop and implement innovative and market-driven workforce initiatives that target the needs of critical industries in the region (such as manufacturing and health care), as well as the needs of new and emerging industries focused on green jobs, alternative energy, biotech, life sciences, and medical devices.</b>					

<b>Implementation &amp; Outcome Metrics</b>	<b>2009 2010</b>	<b>2010 2011</b>	<b>2011 2012</b>	<b>2012 2013</b>	<b>2013 2014</b>
Increase # of sectoral initiatives by 1+ per year.	Green				
Increase # of initiatives in emerging industries by 4 over the course of the strategic plan. Emerging industries include: Health Care, Advanced Manufacturing, Life Sciences, and Green/Clean Energy.	Green				
Increase funding for sectoral initiatives by one grant per year.	Green				
Increase # of employer and other partners by 2 to 3 per year	Green				
Meet or exceed # of job placements in the plans for each of the sectoral initiatives as follows: <ul style="list-style-type: none"> <li>• Increase number of certificate and accredited health care professional by 75 per year/initiative;</li> <li>• increase number of advanced manufacturing jobs by 100;</li> <li>• Increase number of green/clean energy jobs by 100.</li> </ul>	TBD				
<b>Objective 2.b) Develop and implement processes for ongoing communication and collaboration with employers (large and small) that ensure a current and in-depth understanding of their workforce needs and challenges, and that support the GLWIB's rapid response capability with respect to the changing needs of employers.</b>					
Perform annual employer survey.	Green				
Increase # of employers participating in needs assessment process by 10% per year.	Green				
Develop and disseminate updated annual report of employer needs.	Green				

<b>Implementation &amp; Outcome Metrics</b>	<b>2009 2010</b>	<b>2010 2011</b>	<b>2011 2012</b>	<b>2012 2013</b>	<b>2013 2014</b>
Regular review and assessment based on economic conditions.	Green				
<b>Objective 2.c) Develop and implement greater coordination and collaboration with local economic development entities and municipal governments in order to position the GLWIB as a valuable resource to efforts to locate and expand businesses and employment opportunities in the region.</b>					
Meet with all municipal governments and economic development entities in the region regularly.	Green				
Increase GLWIB representation on economic development boards by 1 per year.	Green				
<b>Objective 3.a) Develop a sophisticated marketing, public communication, and branding effort that will promote increased visibility, understanding, and support for the GLWIB and the other components of the region's workforce development system.</b>					
Annually updated marketing plan and related tools.	Green				
Conduct ten (10) presentations annually to business and community groups.	Green				
Sustain high level of customer satisfaction (95% or higher).	Green				
<b>Objective 3.b) Develop and implement a revenue plan and resource alignment plan which the GLWIB can utilize to identify and secure increased public (i.e., state, federal, municipal) and private (i.e., foundations, corporations, local employers, individuals) funding to support programs driven by the identified workforce and labor market needs of the region.</b>					
Annually updated revenue and resource development plan.	Green				
Increase number of grant applications by 3 per year.	Green				
Maintain # and diversity of funding sources (public and private)	Green				
Increase total GLWIB revenue by 5%-10%.	Green				
Maintain or increase total unrestricted GLWIB revenue.	Yellow				

<b>Implementation &amp; Outcome Metrics</b>	<b>2009 2010</b>	<b>2010 2011</b>	<b>2011 2012</b>	<b>2012 2013</b>	<b>2013 2014</b>
Maintain or increase total GLWIB-leveraged dollars accessed by partners by 5%-10%.	Green/Yellow				
<b>Objective 3.c) Develop and implement the Board’s structure (including member recruitment and retention; constituent engagement strategies; working committees; orientation and training for members; partnerships with other entities; etc.) to maximize the members’ substantive contributions to the impact and effectiveness of the GLWIB.</b>					
Committee structure in place; conduct new membership orientation; establish new Emerging Sectors Committee; drive initiatives and sustain focus.	Green				
Increase # of employer representatives active on the Board by 3 per year.	Green				
Increase # of individuals participating in committees by 5 per year.	Green				
Increase # of partnerships/memberships in business associations in the region by 2 per year.	Green				
<b>Objective 3.d) Develop and implement a process for tracking, documenting, and analyzing short- and longer-term customer outcomes, and routinely use that analysis to drive workforce development policies and priorities in the region.</b>					
Regular review of CCL, DWD and LMI reports; assess overall GLWIB and CCL performance toward goals; identification of trends and potential impact; and subsequent modification of plans and priorities as necessary to address issues and minimize potential impact.	Green				
Annual report of outcomes - formal review and update of performance tools based on scheduled and periodic reviews as necessary; business and strategic plans updated accordingly.	Green				

**Legend**

Green	On track – no issues identified (progress in 75%+ range for time period)
Yellow	Issues identified – action plan in place – resolution expected
Red	Issues identified – resolution plan not developed – escalation required

**Milestones/Document Revision History (based on Roadmap Phase)**

V1.0 - Planning	Initial Scorecard Planning and Design
V1.1 - Development	Strategic Planning Committee Review
V1.2 - Development	Strategic Planning Committee Input/GLWIB Review and Approval
V1.3 - Implementation	Scorecard Incorporated into Strategic Plan and HPW Application
V1.4 - Implementation	Strategic Planning Committee Assessment & Review (@Quarterly Meeting)
V1.4 - Implementation	Risk Identification/Risk Management – Implementation & Outcome Metrics
V1.5 - Implementation	Updates based on Strategic Planning Committee Review and Input 11/17/09

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Appendix F

**Frederick County Workforce Services and Workforce Development Board**  
**Strategic Scorecard 2009**  
 (As of 3<sup>rd</sup> Quarter March 31, 2009)

Focus Areas	How Measured	Benchmarks	Current Year Result/ Outcome	Previous Year Results/ Outcomes
<b>1. Customer Service</b>	A. Customer feedback – FCWS/Center evaluations	<b>&gt; 90% satisfaction</b>		
	B. Business satisfaction surveys	<b>&gt;90% satisfaction</b>		
	C. Customer service weighted doubly on County staff performance	<b>Overall 4.5 or &gt; (5 highest possible)</b>		
<b>2. Performance</b>	A. Workforce Investment Area FY 08 performance	<b>Meet or exceed all</b>		
	B. Overall County Staff performance	<b>Overall 4.2 or &gt; (5 highest possible)</b>		

Focus Areas	How Measured	Benchmarks	Current Year Result/ Outcome	Previous Year Results/ Outcomes
<b>3. Fiscal Management</b>	A. State and County Fiscal & Audit reports	<ul style="list-style-type: none"> <li>• No findings</li> <li>• Recertification of WDB</li> </ul>		
	B. Grants awarded	<b>One new grant opportunity</b>		
	C. Cost per customer and ROI	<ul style="list-style-type: none"> <li>• CPC &lt; \$1,000</li> <li>• ROI &gt; \$2.00</li> </ul>		
<b>4. Partnerships</b>	A. City partnership/ reduce higher unemployment	<b>Request fiscal support of FCWS/City projects</b>  (not done)		
	B. Community Partnerships/ Collaboration	<b>3 new collaborative projects</b>		

<b>Focus Areas</b>	<b>How Measured</b>	<b>Benchmarks</b>	<b>Current Year Result/ Outcome</b>
<b>5. Marketing</b>	A. <a href="http://www.frederickworks.com">www.frederickworks.com</a>	<b>3 new website features</b>	
	4 New marketing strategies/ opportunities	<b>3 new strategies</b>	

<b>Focus Areas</b>	<b>How Measured</b>	<b>Benchmarks</b>	<b>Current Year Result/ Outcome</b>	<b>Previous Year Results/ Outcome</b>
<b>6. Innovation</b>	A. Scholarship opportunities for youth	<b>5-10 scholarships</b>		

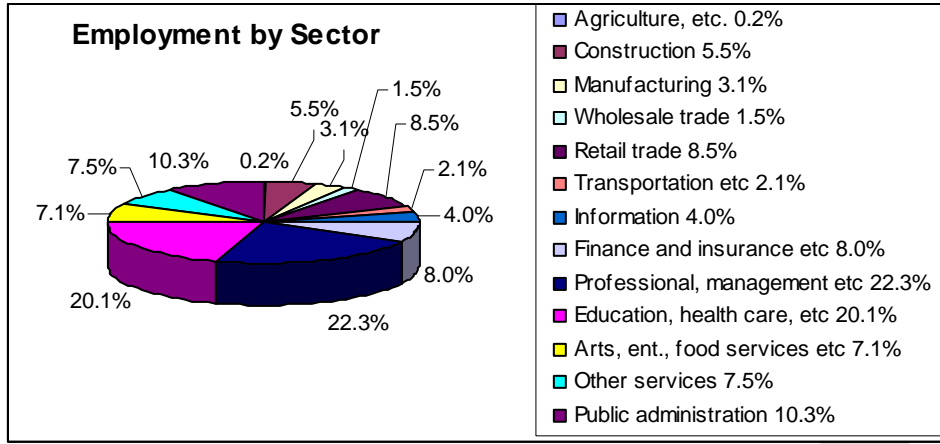
Focus Areas	How Measured	Benchmarks	Current Year Result/ Outcome	Previous Year Results/ Outcome
	B. New services to customers	<b>3 new services</b>		

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# COUNTY PROFILES

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## County Profile: Montgomery County (MD)



**Population (2007 est.)**  
930,813

**Key Cities (2007 est.)**  
Gaithersburg – 57,670  
Rockville – 58,706

**Federal Activities (2007)**  
Procurements \$6,616,459,596  
Salaries \$3,950,725,998

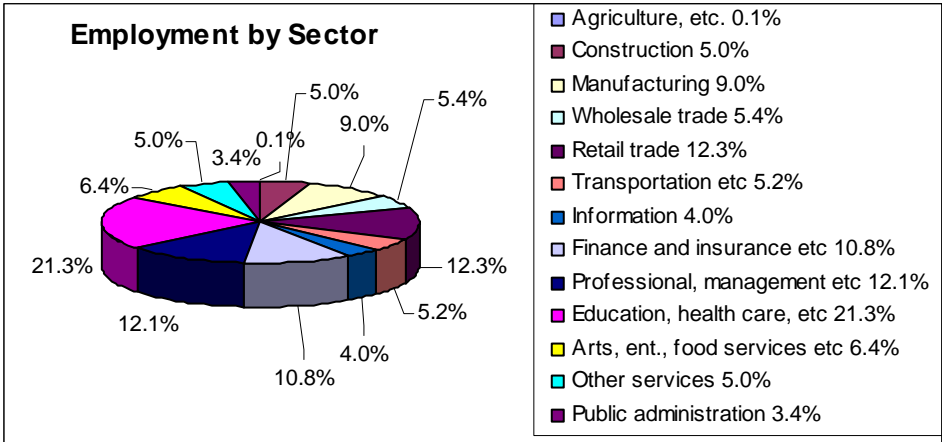
Major Employer	Industry/Sector (Number of Employees)
*Military Installation	National Naval Medical Ctr (4900); Nat'l Geospatial Intelligence Agency (1792); Naval Surface Warfare Ctr (1350);
Education	Montgomery County Public Schools (11,544); Montgomery College (3000);
Health Care	Adventist Healthcare (6741); Holy Cross Hosp (2830); Kaiser Foundation Health Plan (1622); Suburban Hosp (1550); Montgomery Gen'l Hosp (1285)
Finance & Insurance	GEICO (1550)
Retail Trade	Giant Food (3847); Safeway (1557)
*Federal Government	National Institutes of Health (17,627); U.S. Food and Drug Administration (7700); Nat'l Oceanic and Atmospheric Admin. (3182); Nat'l Institute of Stds. and Tech. (2600); Nuclear Regulatory Commission (2330); Dept. of Energy (2200);
Manufacturing	BAE Systems Applied Tech. (1700); Human Genome Services (1475);
Construction	
Arts, ent., hospitality, food svcs	Marriott Int'l (3847)
Manufacturing/Biological	Lockheed Martin (7282)
Telecommunications	IBM (2600); Hughes Network Systems (1340); Verizon (1265)
Professional services	Westat (1500); Financial Industry Regulatory Authority (1330)
Transportation & Warehousing	
Other	

\* - Excluding contractors

<b>Local area</b>	Montgomery County, Maryland
<b>WIB structure, membership</b>	30 members 19 members listed at <a href="http://www.montgomeryworks.com/wib.asp">http://www.montgomeryworks.com/wib.asp</a>
<b>Administrative entity</b>	Montgomery County Government, Department of Economic Development, Division of Workforce Services
<b>One-Stop Centers</b>	1 full-service center (Wheaton)
	1 satellite center (Gaithersburg)
	1 industry center (retail sales and service)
	1 satellite center for offenders (county jail)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.choosemaryland.org/Resources/pdffiles/Majoremployersbycounty/montgomeryME2007.pdf> and <http://www.montgomeryschoolsmd.org/about/>.

## County Profile: Bergen County (NJ)



**Population (2007 est.)**  
895,744

**Key Cities (2007 est.)**  
 Hackensack – 43,062  
 Teaneck – 39,019  
 Fort Lee – 36,521  
 Fair Lawn – 30,783

**Federal Activities (2007)**  
 Procurements \$ 413,804,167  
 Salaries \$ 266,556,088

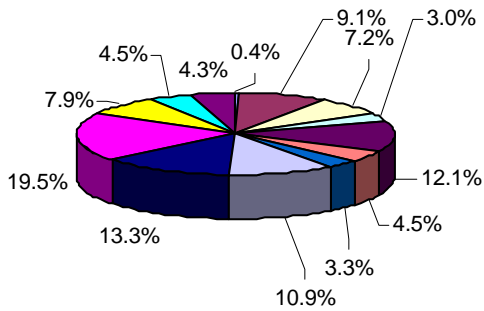
Major Employer	Industry/Sector (Number of Employees)
*Military Installation	
Education	
Health Care	Hackensack University Medical Ctr (7999), Valley Hosp System
Finance & Insurance	
Retail trade	
*Federal Government	
Manufacturing	
Construction	
Arts, ent., hospitality, food svcs	Meadowlands Sports Complex (5000)
State/local Government	
Telecommunications	
Professional services	
Transportation & Warehousing	
Other	

<b>Local area</b>	Bergen County, NJ
<b>WIB structure, membership</b>	34 members
<b>Administrative entity</b>	
<b>One-Stop Centers</b>	One Center (Hackensack)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.acinet.org/acinet/oview6.asp?id=&soccode=&stfips=34&from=State&nodeid=12> ;WIB - <http://www.bergenwib.org/>.

## County Profile: Contra Costa County (CA)

**Employment by Sector**



- Agriculture, etc. 0.4%
- Construction 9.1%
- Manufacturing 7.2%
- Wholesale trade 3.0%
- Retail trade 12.1%
- Transportation etc 4.5%
- Information 3.3%
- Finance and insurance etc 10.9%
- Professional, management etc 13.3%
- Education, health care, etc 19.5%
- Arts, ent., food services etc 7.9%
- Other services 4.5%
- Public administration 4.3%

**Population (2007 est.)**  
1,042,341

**Key Cities (2007 est.)**  
Concord – 123,519  
Richmond – 103,828  
Antioch – 100,150

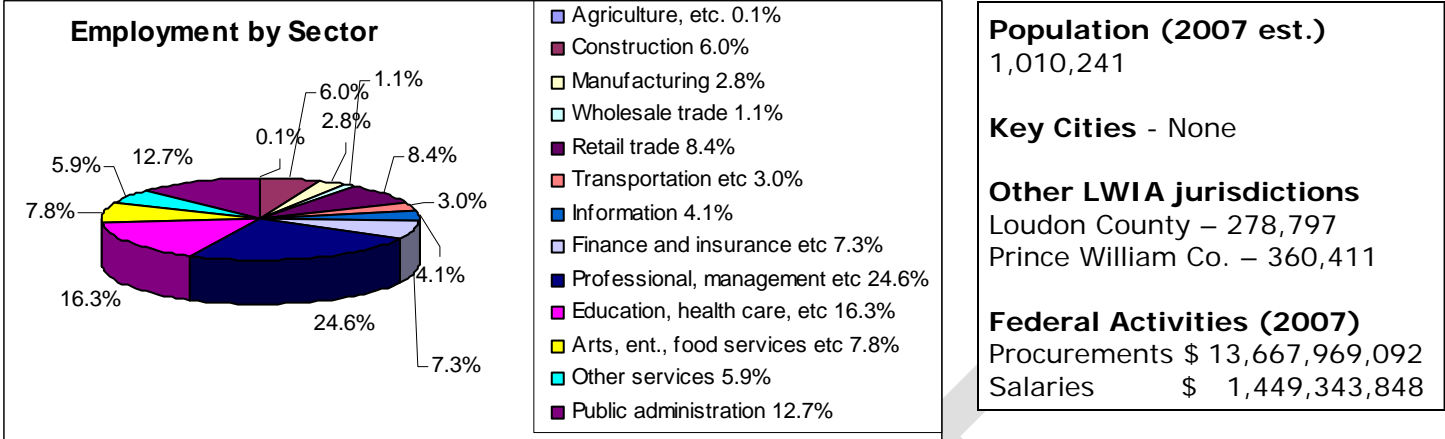
**Federal Activities (2007)**  
Procurements \$ 338,442,213  
Salaries \$ 439,539,613

Major Employer	Industry/Sector (Number of Employees)
*Military Installation	Concord Naval Weapons Sta (500-999);
Education	Diablo Valley College (1000-4999); St. Mary's College California (1000-4999)
Health Care	Contra Costa Regional Med Ctr (1000-4999); Doctor's Med Ctr (1000-4999); John Muir Health (1000-4999); John Muir Med Ctr (250-499); John Muir Physical Rehab (1000-4999); Kaiser Permanente Med Ctr (2) (2000-9998); San Ramon Med Ctr (500-999); Sutter Delta Med Ctr (500-999)
Finance & Insurance	Bank of the West (500-999); PMI Mortgage Insurance Co (500-999)
Retail trade	
*Federal Government	US Veterans Medical Ctr (500-999)
Manufacturing	USS-Posco Industries (steel- 1000-4999)
Construction	
Arts, ent., hospitality, food svcs	
State/local Gov (non-ed)	Richmond City Offices (500-999)
Telecommunications	
Professional services	
Transportation & Warehousing	Bart (1000-4999);
Other	Chevron Corp. (refining- 1000-4999); Chevron Global Downstream LLC (sales- 1000-4999); Shell Oil Refinery (500-999); Shell Oil Products Co. (sales- 500-999); Tesoro Petroleum (refining- 500-999)

<b>Local areas</b>	Contra Costa County (except Richmond)	City of Richmond
<b>WIB structure, membership</b>	37 members; list at <a href="http://www.wdbccc.com/members.cfm">http://www.wdbccc.com/members.cfm</a>	Not readily available
<b>Administrative entity</b>		
<b>One-Stop Centers</b>	EASTBAY Works is a network of 13 One-Stop Business and Career Centers located throughout Alameda and Contra Costa Counties in Northern California. The Centers are funded by two county WIBs (Alameda and Contra Costa) and two city WIBs (Oakland and Richmond). Six Centers are in Contra Costa County.	
<b>Other workforce system information</b>		

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers - <http://www.calmis.ca.gov/file/MajorER/countymajorer.cfm?CountyCode=000013>.

## County Profile: Fairfax County (VA)

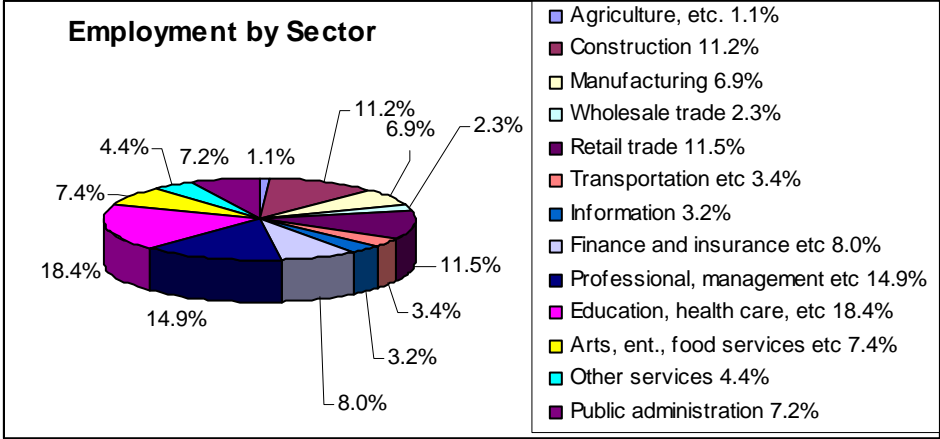


Major Employer	Industry/Sector (Number of Civilian Employees)
*Military Installation	Fort Belvoir (10,467)
Education	Fairfax County Public Schools (22,000); George Mason University (4700); Catholic Diocese of Arlington (1000-3999)
Health Care	Inova Health System (7000+); Sunrise Senior Living, Quest Diagnostics, Kaiser Permanente, Reston Hosp Ctr (1000-3999 ea)
Finance & Insurance	Freddie Mac (4000-6999); Navy Federal CU, Chevy Chase Bank, Fannie Mae, Wachovia/Wells Fargo (1000-3999 ea);
Retail trade	
*Federal Government	
Manufacturing	Gannett Co (1000-3999)
Construction	
Arts, ent., hospitality, food svcs	Marriott Int'l, Aramark (1000-3999 ea)
State/local Government	
Telecommunications/IT	Sprint (4000-6999); Verizon, Electronic Data Systems (1000-3999 ea);
Professional services	Booz Allen Hamilton (7000+); Northrop Grumman (7000+); SAIC (4000-6999); Computer Sciences Corp, IBM, MITRE Corp, CACI Int'l, Raytheon, BAE Systems, Accenture, Level 3 Communications, Bearing Point, General Dynamics, ITT Industries, ManTech Int'l, AdminiStaff, US Investigations Svcs, PriceWaterhouseCoopers, Unisys, Oracle, AT&T, Securitas Security Services (1000-3999 ea)
Transportation & Warehousing	United Parcel Service (1000-3999)
Other	ExxonMobil, WGL Holdings (1000-3999 ea)

<b>Local area</b>	Fairfax, Loudon and Prince William Counties, VA
<b>WIB structure, membership</b>	44 members; list at <a href="http://www.myskillsource.org/home/nvwib_board.shtml">http://www.myskillsource.org/home/nvwib_board.shtml</a>
<b>Administrative entity</b>	
<b>One-Stop Centers</b>	Centers in Falls Church, Reston, Alexandria (Fairfax County) and Leesburg (Loudon County)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.datadirectinc.com/PDF/fairfax.pdf> (fcps); [http://www.fairfaxcountyeda.org/publications/largest\\_employers.pdf](http://www.fairfaxcountyeda.org/publications/largest_employers.pdf) (excludes public sector, retail); <http://www.athenpro.org/node/62> (gmu); [http://www.belvoir.army.mil/docs/Fort\\_Belvoir\\_FY07\\_Statistics.pdf](http://www.belvoir.army.mil/docs/Fort_Belvoir_FY07_Statistics.pdf) (Belvoir - civilians not including "others")

## County Profile: Frederick County (MD)



**Population (est. 2007)**  
224,705

**Key City (est. 2007)**  
Frederick – 59,220

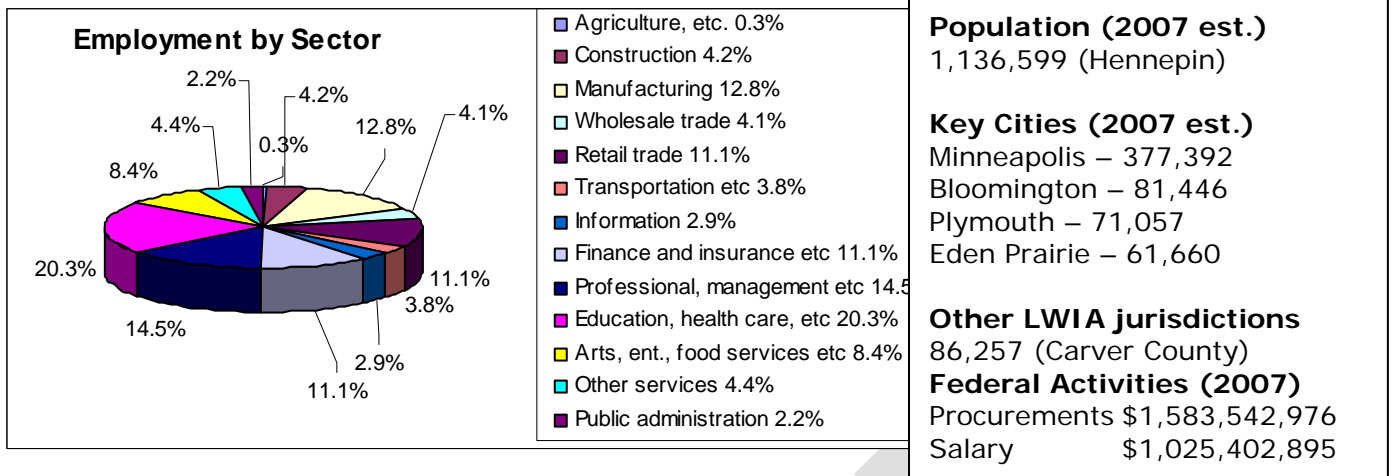
**Federal Activities (2007)**  
Procurements \$ 989,958,871  
Salary \$ 252,396,291

*Military Installation	Fort Detrick (Army, National Cancer Institute, other tenants)-3,796
Education	Frederick County Public Schools (2,765); Frederick Community College-1,320; Mt. Saint Mary's University-511; Hood College-292
Health Care	Frederick Memorial Healthcare System-2,350; Home Call (Home health care svcs)-480; Homewood Retirement Centers (Nursing care)-275
Finance & Insurance	Wells Fargo Home Mortgage (mortgage services)-1,650; CitiMortgage (mort. services)-1,300; United Health Care (health insurance)-1,073; State Farm (regional hdqs)-793; Chase Card Services (ops ctr)-575
Retail Trade	WalMart-600; Home Depot-330; Toys "R" Us-260
*Federal Government	National Emergency Training Center (US Fire Academy, FEMA, and other tenants)-370-577 (#s are from 2 different sources)
Manufacturing	BP Solar (solar energy products)-550; Moore Wallace North America (RR Donnelley-Business form printing)-387; Structural Systems (building components)-370; Trans-Tech (Ceramic components)-260
Construction	NVR, Inc. (home builder)-650; Richard F. Kline, Inc. (Asphalt contractors)-275
Arts, ent., hospitality, food svcs	Plamondon Companies (Hotels, restaurants & restaurant management)-410; Frederick County YMCA-350
Manufacturing/Biological	Lonza Bio Science Walkersville, Inc. (Biological media, cultures & reagents)-400; MedImmune (connection w/ Montgomery's David Mott)-235; Invitrogen (research/enzymes)-300
Telecommunications	Verizon-226
Professional services	Bechtel (Engineering, telecommunications & construction)-2,203; SAIC (medical research)-1,670; Experient (conference services)-270
Transportation & Warehousing	

<b>Local area</b>	Frederick County, Maryland
<b>WIB structure, membership</b>	27 members (incl. 1 ex-officio)
<b>Administrative entity</b>	Frederick County Workforce Services (FCWS)
<b>One-Stop Centers</b>	One full-service center (Frederick)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.choosemaryland.org/Resources/pdf/Files/Majoremployersbycounty/frederickME2007.pdf> and <http://fcps.schoolwires.com/15291076154630333/site/default.asp>.

## County Profile: Hennepin County (MN)

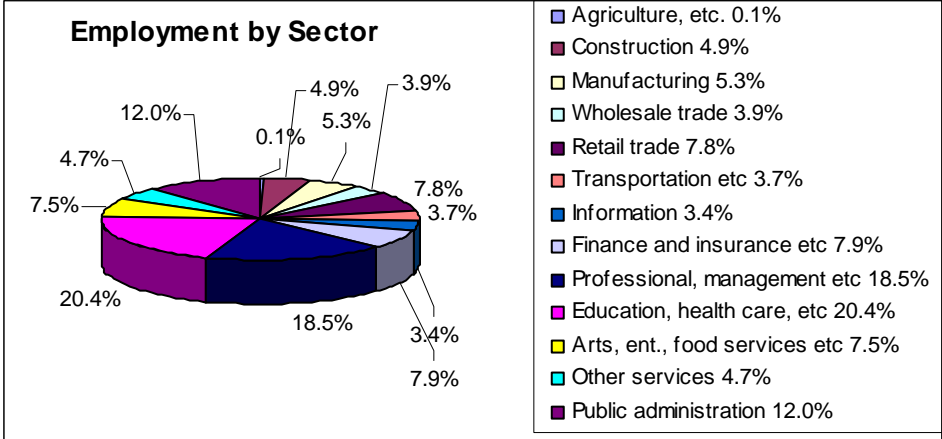


Major Employer	Industry/Sector (Number of Employees)
Education	University of Minnesota (25,000)
Health Care	Fairview University Medical Ctr (8000); Methodist Hospital (7000); Park Nicollet Health Svcs (6000); Abbott Northwestern Hosp (5000); Cardiac Rhythm Mgmt (5000); Fairview Southdale Hosp (5000); Medtronic Tachyarrhythmia Mgmt (4500); Columbia Park Med Grp (4000); University Hosp (3000); Children's Hosp (3000); VA Med Ctr (2500)
Finance & Insurance	Prudential Ins (3000)
Retail trade	Target Stores (4000); Best Buy (3000); Mall of America (2500)
Manufacturing	Seagate Technology (3500)
State/local Government	Hennepin County Offices (12,000)
Professional services	Carlson Companies (3296)
Transportation & Warehousing	United Parcel Service (5400)
Other	Star Tribune (2814)

Local area	Minneapolis	Hennepin and Carver Counties, Minnesota
<b>WIB structure, membership</b>	19 voting members: business – 5 large, 5 small; organized labor – 2; educational Agency – 2; vocational rehabilitation – 1; public assistance – 1; economic development – 1; public employment service – 1; community-based organization - 1	35 members: 18 business; 2 community-based organizations; 2 organized labor; 2 local educational, adult education and literacy and post-secondary (including community colleges) agencies, and 2 economic development agencies. Nine reserved for Carver and Scott counties, including 7 of the business slots, 1 of the CBO slots, and 1 of the labor slots.
<b>Administrative entity</b>	Not readily identified	Not readily identified
<b>One-Stop Centers</b>	Two - Minneapolis	Hennepin-Carver website lists two in Minneapolis and two affiliated sites
<b>Other workforce system information</b>	The WIBs are part of the Twin Cities Greater Metropolitan Workforce Council, which is made up of local WIB chairs, elected officials and directors of seven local WIBs.	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers - <http://www.acinet.org/oview6.asp?printer=&next=oview6&id=11&nodeid=12&stfips=27&group=2>; WIBs - <http://www.ci.minneapolis.mn.us/cped/metp.asp>, <http://www.co.hennepin.mn.us/portal/site/HCIInternet/menu-item.77d27cbcd42457649bfa04a6c8c06498/?vgnextoid=a82cbe2f09b7c010VgnVCM1000000f094689RCRD>, <http://www.mncounties3.org/mwca/GMWC/GMWC%20Regional%20Agenda%20for%20Prosperity%202008-09.pdf>.

## County Profile: Howard County (MD)



**Population (2007 est.)**  
273,669

**Key City**  
None

**Other LWIA Jurisdiction**  
Carroll County – 169,220

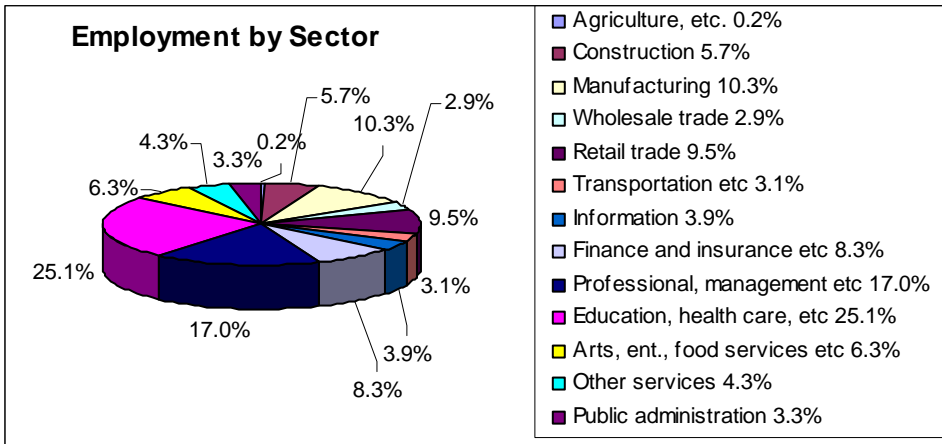
**Federal Activities (2007)**  
Procurements \$ 583,284,777  
Salary \$ 61,772,624

Major Employer	Industry/Sector (Number of Employees)
*Military Installation	
Education	Howard Community College (2500)
Health Care	Howard County General Hospital (1700); Maxim Healthcare Svcs (675); Humanim (650); MD Health Enterprises (640); Magellan Health Svcs (537); Shepard Pratt at Ellicott City (400)
Finance & Insurance	Wells Fargo Bank Corp. Trust Svcs (800);
Retail trade	Giant Food (1407); Safeway (430); Home Depot (409);
*Federal Government	US Army Corps of Engineers (400)
Manufacturing	Dreyers' Grand Ice Cream (700); Cenvo (400);
Construction	
Arts, ent., hospitality, food svcs	
State/local Government	
Telecommunications	Verizon Wireless (2028)
Professional services	Johns Hopkins University Applied Physics Laboratory (4300); SAIC (2000); Arbitron (1500); MICROS Systems (815); Northrop Grumman (520); WR Grace & Co. (475);
Transportation & Warehousing	
Other	Columbia Association (nonprofit - 1600); SYSCO Food Services (wholesale - 792); Del Monte Fresh Produce (wholesale - 400)

<b>Local area</b>	Howard and Carroll Counties, Maryland (Mid-Maryland WIB)
<b>WIB structure, membership</b>	22 voting members
<b>Administrative entity</b>	
<b>One-Stop Centers</b>	One in Columbia (Howard County) and one in Westminster (Carroll County)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers - <http://www.choosemaryland.org/Resources/pdf/Files/Majoremployersbycounty/howardME2007.pdf>; WIB - [http://www.carrollworks.org/html/about\\_workforce2.htm](http://www.carrollworks.org/html/about_workforce2.htm)

## County Profile: Middlesex County (MA)



**Population (2007 est.)**  
1,473,416

**Key Cities**  
Lowell – 103,512  
Cambridge – 101,388  
Newton – 83,271  
Somerville – 74,405

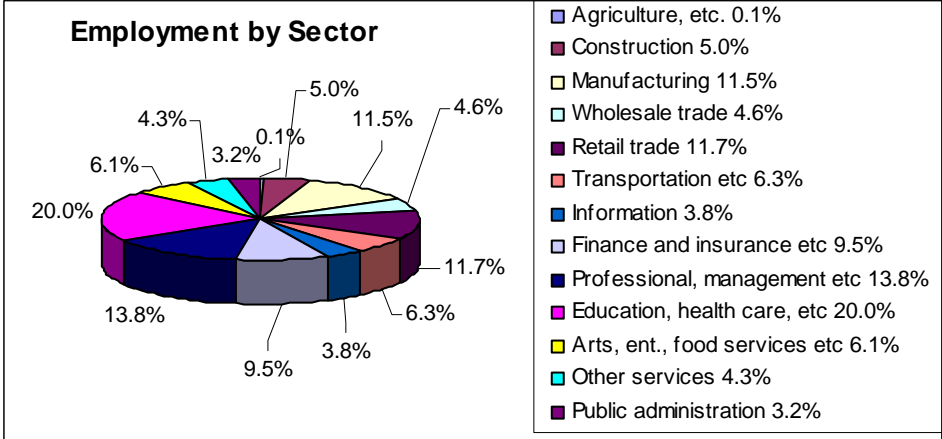
**Federal Activities (2007)**  
Procurements \$ 6,921,867,587  
Salaries \$ 1,001,381,840

Major Employer	Industry/Sector (Number of Employees) (partial listing)
*Military Installation	
Education	Harvard U (5000-9999); MIT (5000-9999); Astrophysics Center, Bentley College, Boston C., Brandeis U., Framingham School District, (1000-4999 ea.);
Health Care	Cambridge, Leonard Morse, Lowell General Hospitals (1000-4999 ea.)
Finance & Insurance	Draper Laboratory, Fidelity Investments, First Fidelity Mortgage Co, (1000-4999 ea.)
Retail trade	Bose Corp, Herb Chambers Co. (1000-4999 ea.)
*Federal Government	
Manufacturing	Analog Devices Inc, Boston Scientific Corp, Bull Hn Info Sys, Kronos Inc., M/A-Com, Inc, (1000-4999 ea.)
Construction	AWChesterton Co (1000-4999)
Arts, ent., hospitality, food svcs	Eurest Dining Svc (1000-4999)
Manufacturing/Biological	
Telecommunications, IT	Emc Corp (5000-9999); 3Com Corp, Lotus Software (2) (1000-4999 ea.);
Professional services	Laboratory for Nuclear Science, MIT Research Lab- Electronics, Peacoast Norris Chuck Finley (5000-9999 ea.); Genesis Consol Svcs Inc, Genzyme Corp (1000-4999);
Transportation & Warehousing	Fleet Services Group Inc, Maine Central RR (1000-4999 ea.)
Other	Rescue Refrigeration (wholesaler- 5000-9999); Hp Labs (wholesale- 1000-4999);

<b>Local areas</b>	Metro North Regional Employment Board	Greater Lowell WIB
<b>WIB structure, membership</b>	33 members; list at <a href="http://mnreb.org/board_members.php">http://mnreb.org/board_members.php</a>	Not readily available
<b>Administrative entity</b>		
<b>One-Stop Centers</b>	Two: Cambridge and Woburn	One: Lowell
<b>Other workforce system information</b>	The Middlesex County government was abolished in 1997.	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers - [http://lmi2.detma.org/Lmi/Top\\_employer\\_list.asp?qSTFIPS=25&qCountyCode=000017&areatype=04&codeType=10&Command=Goto&Param=1](http://lmi2.detma.org/Lmi/Top_employer_list.asp?qSTFIPS=25&qCountyCode=000017&areatype=04&codeType=10&Command=Goto&Param=1)

## County Profile: Middlesex County (NJ)



**Population (2007 est.)**  
788,629

**Key Cities (2007 est.)**  
Edison – 99,884  
Woodbridge – 98,450  
Old Bridge – 66,044  
Piscataway – 52,565  
New Brunswick – 50,534

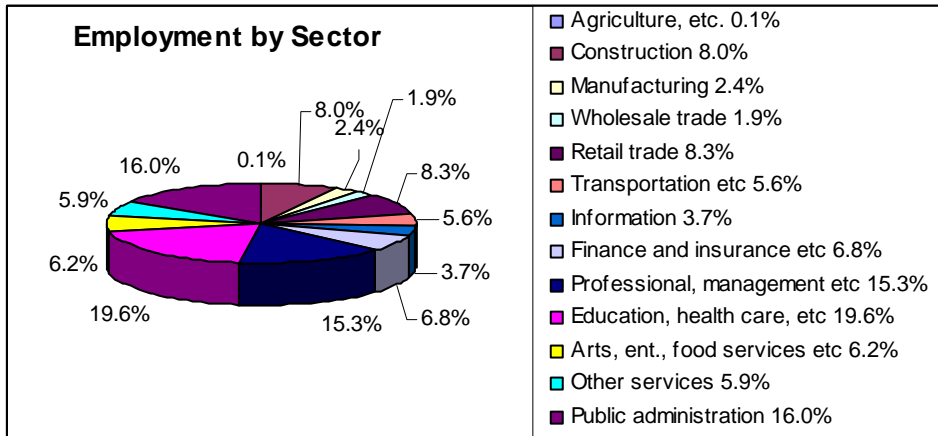
**Federal Activities (2007)**  
Procurements \$ 576,406,391  
Salary \$ 297,980,449

Major Employer	Industry/Sector (Number of Employees; range is up to 249 over number shown)
*Military Installation	
Education	
Health Care	Robert Wood Johnson Hosp (5000); St. Peters University Hosp (2750); JFK Medical Ctr (2500); Raritan Bay Med Ctr (2000)
Finance & Insurance	Merrill Lynch (2750); Prudential Insurance (2750); Dow Jones & Co (1500); Aetna/US Healthcare (1000)
Retail trade	Home Depot (1750); Walmart Stores (1250)
*Federal Government	
Manufacturing	Bristol-Meyers Squibb (3500), Novo Nordisk (2750); Silverline Building Pdts (2250); Johnson&Johnson (2000); Siemens AG (1500); BASF Catalyst (1000)
Construction	
Arts, ent., hospitality, food svcs	
State/local Government	
Telecommunications/IT	Telcordia Technology (2500)
Professional services	
Transportation & Warehousing	United Parcel Service (1750)
Other	Amerada Hess Corp (1500); White Rose, Inc (1000)

<b>Local area</b>	Middlesex County, NJ
<b>WIB structure, membership</b>	33 members; list at <a href="http://www.co.middlesex.nj.us/employment/wibmembers.asp">http://www.co.middlesex.nj.us/employment/wibmembers.asp</a>
<b>Administrative entity</b>	
<b>One-Stop Centers</b>	One Center (New Brunswick) One Satellite Center (Perth Amboy)
<b>Other workforce system information</b>	

Sources: labor and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.co.middlesex.nj.us/majemp.asp>.

## County Profile: Prince George's County (MD)



**Population (2007 est.)**  
828,770

**Key Cities (2007 est.)**  
Bowie – 53,193  
College Park – 26,607

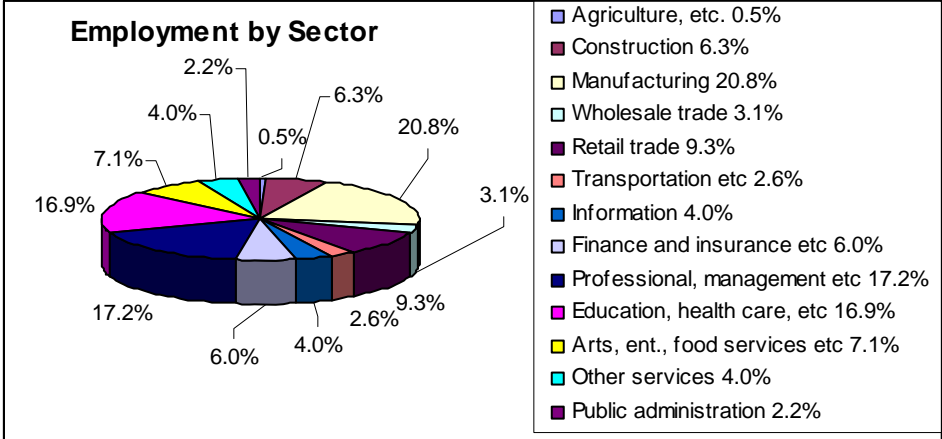
**Federal Activities (2007)**  
Procurements \$ 4,816,658,188  
Salary \$ 2,425,088,742

*Military Installation	Andrews Air Force Base-15,000; Adelphi Laboratory Center-872
Education	Prince George's County Public Schools (10,000); Prince George's Community College-1,863; U of MD, College Park-12,454; UMUC-2,618; Bowie State U-696
Health Care	Dimensions Healthcare System-2,500; Southern MD Hospital Center-1,300; Doctor's Community Hospital-850
Finance & Insurance	Chevy Chase Bank-1,456
Retail trade	Giant Food-5,394; Safeway-2,400; Shoppers Food Warehouse-1,975; Target-1,400; Home Depot-968; Walmart-760
*Federal Government	IRS-5,539; Census Bureau-4,158; NASA-Goddard-3,083; USDA (Beltsville Ag Rsch Ctr)-1,700; National Archives & Rcds Admin.-779; USDA-698
Manufacturing	
Construction	
Arts, ent., hospitality, food svcs	McDonald's-721;
Manufacturing/Biological	
Telecommunications	Verizon-2,738
Professional services	Computer Sciences Corporation-1,200; Honeywell Technology Solutions (aerospace engineering svcs)-900; SGT (aerospace eng. svcs)-900; Northrup Grumman (IT services & system integration)-736
Transportation & Warehousing	UPS-4,220
Other	District Photo (HQ)-1,000

<b>Local area</b>	Prince George's County, Maryland
<b>WIB structure, membership</b>	
<b>Administrative entity</b>	
	(Largo)
	(Laurel)
<b>One-Stop Centers</b>	(Langley Park)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.choosemaryland.org/Resources/pdffiles/Majoremployersbycounty/princegeorgesME2007.pdf> and <http://www1.pgcps.org/discover.aspx>.

## County Profile: Santa Clara County (CA)



**Population (2007 est.)**  
1,808,000

**Key Cities (2007 est.)**  
San Jose – 970,000  
Sunnyvale – 136,000  
Santa Clara – 113,000

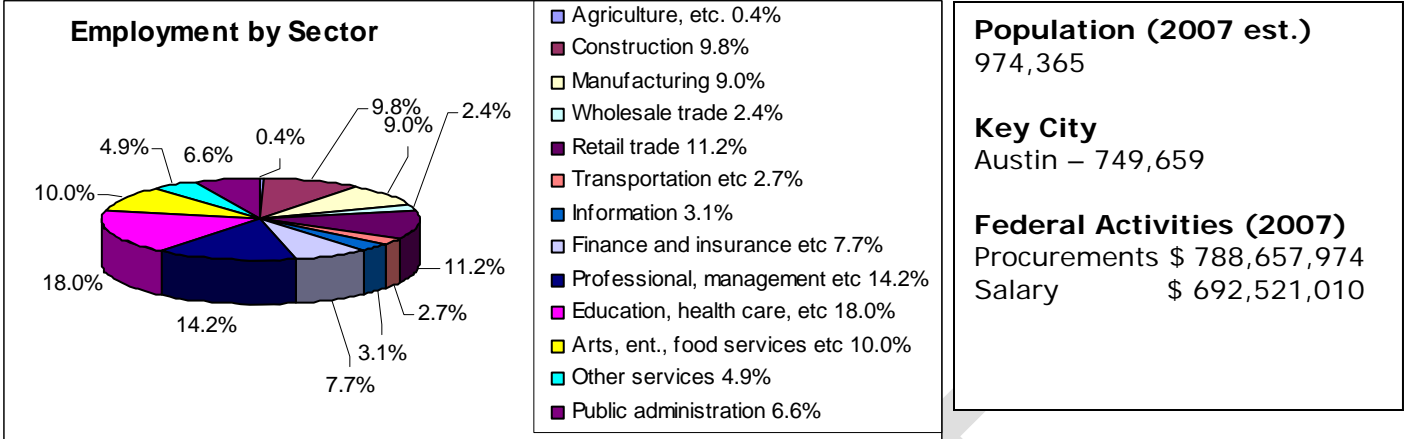
**Federal Activities (2007)**  
Procurements \$ 6,012,286,355  
Salary \$ 865,702,884

Industry/Sector	Leading Employers
*Military Installation	
Education	Stanford University
Health Care	Kaiser Permanente Medical Center, El Camino Hospital, Stanford Hospital and Clinics, Veterans Affairs Palo Alto Health Care, Valley Medical Center
Finance & Insurance	
Retail Trade	
*Federal Government	
Manufacturing	Advanced Micro Devices, Inc., Applied Materials, Inc., Apple, Inc., Cisco Systems, Inc., Hewlett-Packard, Lockheed-Martin Space Systems, National Semiconductor Corp., Solectron Corp
Construction	
Arts, ent., hospitality, food svcs	Paramount Great America
Manufacturing/Biological	
Telecommunications	Adobe Systems, Inc., Cadence Design Systems, Inc., Nortel Networks
Professional services	
Transportation & Warehousing	Avago Technologies Ltd.
Other	Christopher Ranch (garlic producer), Goldsmith Plants Inc. (florists)

<b>Local area(s)</b>	work <sup>2</sup> future (most of Santa Clara county including San Jose)	NOVA (7 cities incl. Sunnyvale and Santa Clara)
<b>WIB structure, membership</b>	45 members	40 members
<b>Administrative entity</b>		
<b>One-Stop Centers</b>	San Jose, Campbell, Gilroy, Morgan Hill	3 separate centers in Sunnyvale for business, jobseekers and youth
<b>Other workforce system information</b>		

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers - <http://www.calmis.ca.gov/file/MajorER/countymajorer.cfm?CountyCode=000085>; WIA = <http://www.work2future.biz/>; <http://www.novaworks.org/>

## County Profile: Travis County (TX)

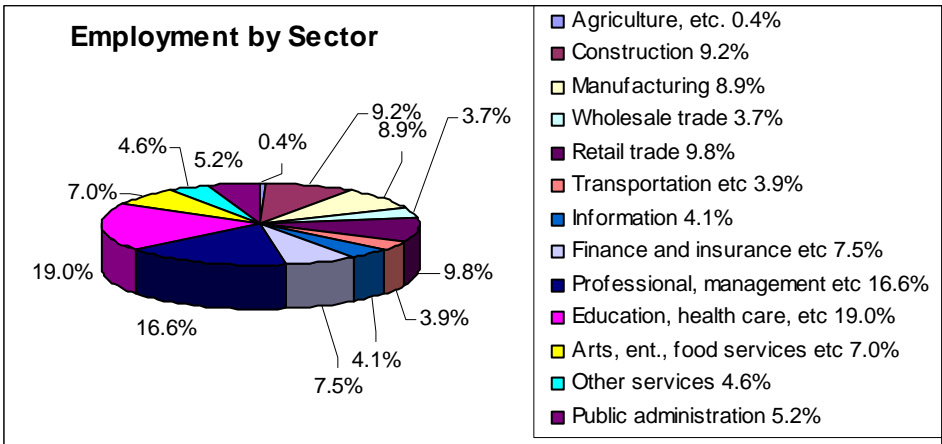


Major Employer	Industry/Sector (Number of Employees)
*Military Installation	
Education	Austin School District, U of Texas at Austin (6000+ ea); Austin Community College, Leander School District, Round Rock School District, TX State U-San Marcos (2000-5999 ea);
Health Care	Seton Healthcare Network, St. David's Healthcare Partnership (6000+ ea); Girling Health Care (1000-1999 ea).
Finance & Insurance	Progressive Insurance Co, State Farm Insurance Co (1000-1999)
Retail trade	Sears Teleserve, Whole Foods Market (1000-1999 ea).
*Federal Government	Federal Government (6000+); IRS (2000-5999)
Manufacturing	Dell, IBM Corp (6000+); Advanced Micro Devices, Applied Materials, Flextronics, Freescale Semiconductor, National Instruments (2000-5999 ea); 3M Corp, Austin-American Statesman, Cisco Systems, Hospira, Samsung Austin Semiconductor, Spanvision (1000-1999 ea).
Construction	
Arts, ent., hospitality, food svcs	
State/local Government	City of Austin, State of Texas (6000+ ea); Travis County (2000-5999); Capital Metro Transportation Authority (1000-1999)
Telecommunications	AT&T (2000-5999 ea); Time-Warner Cable Co (1000-1999).
Professional services	Apple Computer (2000-5999 ea); GCA Services, Hartke-Hanks Response Management, Keller Williams Realty, PPD Development, URS Corp. (1000-1999 ea).
Transportation & Warehousing	
Other	Austin Energy, Goodwill Industries, Lower Colorado River Authority (1000-1999 ea).

<b>Local area</b>	Travis County, TX (Capital Area Workforce Area)
<b>WIB structure, membership</b>	24 members; list at <a href="http://www.twc.state.tx.us/dirs/wdbs/wdb14.html">http://www.twc.state.tx.us/dirs/wdbs/wdb14.html</a>
<b>Administrative entity</b>	
<b>One-Stop Centers</b>	3 centers (all in Austin)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.austinchamber.com/DoBusiness/GreaterAustinProfile/business.html#table1>.

## County Profile: Wake County (NC)



**Population (2007 est.)**  
832,970

**Key Cities (2007 est.)**  
Raleigh – 375,147  
Cary – 121,496

**Other LWIA Jurisdiction**  
Johnston County – 157,437

**Federal Activities (2007)**  
Procurements \$ 333,618,075  
Salary \$ 449,070,032

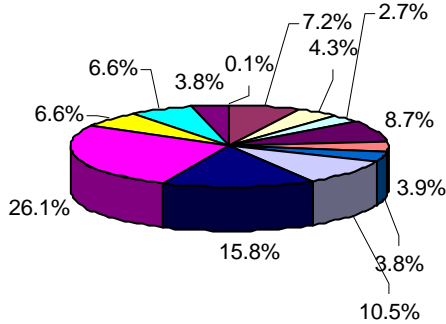
Major Employer	Industry/Sector (Number of Employees)
*Military Installation	
Education	Wake County Public School System (15,000), North Carolina State University (7,787),
Health Care	WakeMed Health & Hospitals (6500), Wake Med Faculty Physicians Internal Medicine (4000), Rex Healthcare (3800), Mysis Healthcare Systems (1500)
Finance & Insurance	First Citizen Bank & Trust Co (1574)
Retail trade	Food Lion Stores (1500)
*Federal Government	US Environmental Protection Agency (2000)
Manufacturing	IBM (13,000), GlaxoSmithKline, Inc (4800), Nortel (3150), Cisco Systems (2500), Eaton Division (1500)
Construction	
Arts, ent., hospitality, food svcs	
State/local Government	State of North Carolina (37,671), Wake County (3300), City of Raleigh (3000)
Telecommunications	Verizon Wireless (1600)
Professional services	RTI International (2260), Waste Industries Inc (2000), Longistics (1500)
Transportation & Warehousing	
Other	Progress Energy (3400), Research Triangle Institute (2600)

<b>Local area</b>	Wake and Johnston Counties, NC (Capital Area Workforce Development Board)
<b>WIB structure, membership</b>	25 members; list at <a href="http://www.capitalareawdb.com/board.htm">http://www.capitalareawdb.com/board.htm</a>
<b>Administrative entity</b>	
<b>One-Stop Centers</b>	5 JobLink Centers (Cary, Raleigh (2), Fuquay-Varina, and Zebulon) in Wake County and 3 in Johnston County; another 13 specialized and affiliated centers (e.g., for youth, business, etc.)
<b>Other workforce system information</b>	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers – <http://www.raleigh-wake.org/files/Major.Employers.Summary.pdf>. Centers - <http://old.ncjoblink.com/centers2/centerview.asp?type=j> and <http://www.capitalareawdb.com/joblink.htm>.

## County Profile: Westchester County (NY)

**Employment by Sector**



- Agriculture, etc. 0.1%
- Construction 7.2%
- Manufacturing 4.3%
- Wholesale trade 2.7%
- Retail trade 8.7%
- Transportation etc 3.9%
- Information 3.8%
- Finance and insurance etc 10.5%
- Professional, management etc 15.8%
- Education, health care, etc 26.1%
- Arts, ent., food services etc 6.6%
- Other services 6.6%
- Public administration 3.8%

**Population (2007 est.)**  
951,325

**Key Cities (2007 est.)**  
Yonkers – 199,244  
New Rochelle – 73,260  
Mount Vernon – 67,882

**Other LWIA Jurisdiction**  
Putnam County – 99,489

**Federal Activities (2007)**  
Procurements \$ 220,823,441  
Salary \$ 390,646,090

Major Employer	Industry/Sector (Number of Employees)
Education	School Districts: Yonkers City (4517); New Rochelle City (1375); White Plains (1255); S. Westchester BOCES (1080); Lakeland Central (1037); Mt. Vernon City (1021); Mamaroneck Union (812); Bedford Central (762); Ossining Union (695); Chappaqua Central (686); Harrison Central (678); Yorktown Central (659); Katonah-Lewisboro Union (628); Scarsdale Union (570); Hendrick Hudson Central (513); Colleges: Mercy (600); Iona (573); Purchase SUNY (500)
Health Care	Westchester County Med Ctr (3900); Sound Shore MC (1400); White Plains Hospital Ctr (1300); Laurence HC (1000); N Westchester Hosp (1000); Riverside/St. Johns Hosp (1000); NY United Hosp MC (1000); Phelps Memorial HC (1000); St. Joseph's MC (935); Bayer Healthcare Diagnostics (829); Mt. Vernon Hosp (700); Hudson Valley Hosp (650); Burke Rehab Hosp (560); Four Winds Hosp (500); Wartburg Adult Care Community (650); Leake and Watts Services Inc (578)
Finance & Insurance	Mastercard (800); Citi Capital (700); Morgan Stanley (1500); Diversified Investment Advisor (555);
Retail trade	Fortunoff (650); Lord & Taylor (504); Bloomingdale's (500); Stew Leonards of Yonkers (600);
Manufacturing	Journal News (850); Reader's Digest (800); IBM (3938); Fuji USA (1190); Michael Anthony Jewelers (712);
Construction	Cosner Construction Corp. (500)
Arts, ent., hospitality, food svcs	Doral Arrowwood Resort Ctr (500); Marriott (749); Liberty Lines (625);
State/local Government	NYS Correctional Dept (1000); NYS Bedford Hills Correctional (729); City of White Plains (749); Westchester County (650); City of Yonkers (600)
Professional services	IBM - Watson Research Ctr (1310); Kraft Foods (610); Consumers Union (500);
Other	Pepsi (2000); USPS (1350); Entergy (850); Dansk Int'l (600);

Local area(s)	Balance of Westchester and Putnam County	City of Yonkers
<b>WIB structure, membership</b>	27 members; list at <a href="http://www.labor.state.ny.us/workforce-nypartners/lwia/localboardswest.htm">http://www.labor.state.ny.us/workforce-nypartners/lwia/localboardswest.htm</a>	20 members; list at <a href="http://www.yonkers-wib.org/board_members/">http://www.yonkers-wib.org/board_members/</a>
<b>Administrative entity</b>		
<b>One-Stop Centers</b>	Full Service (3): White Plains (2), Carmel; Employment (2): Peekskill, Mt. Vernon	Yonkers Employment Center
<b>Other workforce system information</b>	In June 07, DOL awarded a \$5.1m WIRED grant to a consortium of the S. CT, Westchester/Putnam, and Yonkers WIBs.	

Sources: labor force and population – Bureau of the Census (American Community Survey) (2006-07); employers - <http://www.westchestergov.com/planning/research/MajorEmployers/MajEmpSIC.pdf>.