
Annual Work Plan Fiscal Year 2027

July 1, 2026 – June 30, 2027

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A. Vision

WorkSource Montgomery's (WSM) FY 2027 Annual Work Plan advances our vision of a countywide workforce system in which all residents—and all businesses—have equitable access to the resources, talent, and opportunities needed to achieve economic mobility.

The core goal of the Work Plan is to operationalize the priorities of the [2024–2028 Montgomery County Local Workforce Plan](#) for the fiscal year beginning July 1, 2026, and ending June 30, 2027.

Building on progress and lessons learned through the [FY 2026 Annual Work Plan](#), this document outlines the strategic focus areas, partnerships, and performance expectations that guide WSM's work to remove systemic barriers, expand access to high-quality jobs and training, and ensure workforce investments deliver meaningful returns for both workers and employers. Equity is embedded across all strategies, with intentional attention to communities and populations that have historically faced limited access to economic opportunity.

The FY 2027 Annual Work Plan aligns with the Local Workforce Development Board's six priority areas—Workforce System Building, Community Engagement, Business Engagement, Talent Pipelines, Youth Career Education, and Measurable Impact—while also incorporating (WSM) Board feedback and evolving labor market conditions. As a living-plan, this work plan may be adjusted during the fiscal year to ensure alignment with Montgomery County's forthcoming countywide Comprehensive Economic Strategic Plan, reinforcing coordination between workforce development and Montgomery County's economic development objectives.

B.Strategy

Montgomery County's labor market benefits from a highly skilled workforce and a diverse economy anchored in government, professional and technical services, healthcare, life sciences, and information technology. While wages in these industries remain high, as evidenced by Montgomery County's median household income of over \$130K, wage disparities remain pronounced. These disparities are evident in communities where residents consistently face barriers related to basic needs, educational access, language diversity, justice involvement, age, disabilities, and other factors. They have also been heightened by recent federal workforce reductions, which have forced many federal workers into unemployment and underemployment as they transition into private-sector, nonprofit, and local government employment. These conditions underscore the need for rapid reemployment, sector-aligned pipelines into higher-wage careers, and targeted strategies that expand access to family-sustaining wages while meeting employers' talent needs.

The strategies employed by WSM are embodied through our six (6) strategic priorities:

1. Workforce System Building

System Building focuses on developing a coordinated, high-performing workforce system that aligns investments, integrates partners, scales impact, and responds quickly to economic change and community needs. This priority focuses on:

- a. Aligning funding and programs across WIOA core partners, county agencies, and Community Workforce Network (CWN) members to reduce duplication, increase communication & collaboration among partners, and expand service reach.
- b. Growing WSM's private revenue sources and expanding joint funding and grant applications focused on providing career pathway opportunities for target populations.

- c. Strengthening system-wide performance and data sharing, emphasizing employment outcomes, employer partnerships, and case management.

2. Community Engagement

Community Engagement focuses on centering community voices, including those with lived experience, along with community leaders to ensure workforce programming is equitable, relevant, and accountable. Specifically, this priority focuses on:

- a. Expanding community-based partnerships to ensure that workforce services reach residents disproportionately represented in lower-wage occupations, including but not limited to minority residents, dislocated federal workers, immigrants, returning citizens, and opportunity youth.
- b. Utilizing feedback and data gathered through outreach and engagement activities to inform service design and resource allocation.
- c. Increasing two-way engagement through WSM's industry, re-entry, and community impact advisory committees along with participation in community needs assessments.

3. Business Engagement

Business Engagement focuses on partnering with employers to understand industry needs, align training with industry demand, and expanding access to quality jobs. This priority focuses on:

- a. Deepening employer partnerships within target industries i.e., Hospitality, Healthcare, Life Sciences, Information Technology, Construction, and Transportation.
- b. Positioning WSM as a strategic partner and intermediary for talent needs by expanding the use of work-based learning, on-the-job training, and customized training models to help employers address workforce needs.

- c. Engaging employers to assess how A.I., automation, and digital transformation are reshaping job roles, skill requirements, and supporting them in identifying emerging skill gaps.

4. Talent Pipelines

Talent Pipelines emphasizes WSM's role in developing sector-aligned pipelines that connect residents to quality training opportunities and livable-wage jobs. This priority focuses on the following for target populations:

- a. Continually expanding and enhancing sector-focused training and employment initiatives within target industries that offer stackable credentials, clear advancement pathways, and measurable wage progression.
- b. Developing clear advancement pathways and measurable wage progression for participants.
- c. Implementing integrated models that provide a combination of skills training, supportive services, and career experiences.
- d. Partnering with employers to co-design training opportunities, validate skills/credentials, and provide internship and employment opportunities.

5. Youth Career Education

Youth Career Education centers on preparing the next generation of workers—MCPS students in grades 6–12—through early exposure, career-connected learning, and employer engagement. This priority focuses on:

- a. In year four (4) of operations, build on the momentum in implementing a career advising model (MoCo CAP) that helps more than 80,000 students identify their strengths, interests, and values, understand and identify career themes, explore career options, and set informed goals beginning in middle school and continuing through high school.

- b. Promoting widespread understanding and use of the [RIASEC](#) (Holland Codes) framework among students, school staff, and families to support a common language around strengths, interests, and career interests.
- c. Ensuring every middle and high school becomes a more career-curious environment by embedding career awareness into classroom instruction, school activities, and student interactions, supported by Career Advising Coaches, educator engagement, and employer connections. This allows students the opportunity to regularly explore careers, ask questions, and connect their learning to future opportunities.
- d. Expanding opportunities for students to engage in career exploration experiences through exposure to industry professionals, enabling them to connect academic pathways to real career opportunities.

6. Measurable Impact

Measurable Impact uses both internal and external data to determine return on investment, assess the efficacy of services, and guide decision-making. Specifically, this priority focuses on:

- a. Aligning performance tracking with WIOA primary indicators—including employment rates (2nd and 4th quarter), median earnings, credential attainment, and measurable skill gains.
- b. Tracking and analyzing wage outcomes, ensuring workforce investments are increasing wages above the [ALICE](#) threshold.
- c. Implementing ROI methodologies that assess the economic impact of workforce development services.

C. Execution

The FY 2027 Work Plan is carried out through a coordinated set of programs, initiatives, and service delivery approaches that operationalize the organization's vision and strategic priorities. These efforts are designed to translate strategy into action by connecting individuals to opportunities,

supporting employers and aligning resources with the evolving needs of Montgomery County. Through collaboration with partners and a focus on measurable outcomes, these initiatives are the primary vehicles to ensure effective and responsive implementation. Below is a non-exhaustive list of programs and initiatives by priority.

- a. **Community Workforce Network** (System Building): This initiative prioritizes collaboration among local community-based organizations (CBOs) and workforce system partners to foster a more cohesive and coordinated workforce system for local job seekers and businesses.
- b. **Community Asset Map** (System Building & Community Engagement): Interactive tool that identifies and organizes workforce, education, and supportive service providers across Montgomery County.
- c. **Mobile Job Center** (Community Engagement): WSM's Mobile Job Center is a traveling unit equipped with technology and staff support. It provides access to job search assistance, career counseling, training information, and employer connections—reducing barriers such as transportation and increasing access for residents in underserved and high-need areas.
- d. **Business Solutions** (Business Engagement): Supports employers by providing workforce solutions such as recruitment assistance, job matching, and access to training resources that address current and future skill needs. These services also include work-based learning opportunities, labor market information, and support for incumbent worker training to help businesses grow, retain talent, and remain competitive.
- e. **Sector Connectors** (Talent Pipelines): Connects job seekers with local training opportunities that lead to high-growth employment opportunities within the Hospitality, Healthcare, I.T., Life Sciences, Construction, and Transportation sectors.
- f. **Youth & Young Adult** (Talent Pipelines): Helps young people ages 16–24 who are not enrolled in school gain the skills, education, and work experience needed to successfully enter the workforce. Services include career exploration, education completion support, occupational training, work-based learning, and supportive services designed to overcome barriers and promote long-term economic self-sufficiency.

- g. **Dual Track Re-Entry** (Talent Pipelines): Track I's focus is on providing support to participants who are currently housed at the American Job Center within the Montgomery County Correctional Facility (MCCF). Track II extends our commitment beyond the confines of the correctional facility, reaching out to justice-impacted individuals residing in the community.
- h. **MoCo CAP** (Youth Career Education): This program addresses the College & Career Readiness (CCR) pillar of the Blueprint for Maryland's Future. MoCo CAP guides students to explore their strengths, interests, and values; set goals; and discover a wide range of post-secondary options. Students learn to advocate for themselves and connect learning to real-world opportunities, such as internships, apprenticeships, industry chats, and career labs.

D. Metrics

1. Workforce System Building

- a. Number of grants and value of funding awards across (CWN) partners
- b. Participants served through CWN grant-funded initiatives and grant outcomes
- c. Total number of active CWN partners engaged in aligned initiatives
- d. Number of shared initiatives or co-delivered programs
- e. Percentage of partners using shared referral and data system
- f. Funds secured across the CWN through grant development partnership
- g. Percentage growth in funds received over the prior year

2. Community Engagement

- a. Number of community events participated in
- b. Number of residents engaged through outreach and community events
- c. Percentage of participants from priority populations, disaggregated by race, income, geography, and other factors
- d. Number of community-based organizations engaged

- e. Conversion rate from outreach → enrollment in services.
- f. Social/digital engagement metrics (reach, engagement, service conversion).

3. Business Engagement

- a. Number of employers served (new & total)
- b. Number of job placements supported through employer partnerships
- c. Total funding deployed to businesses through business grants
- d. Employer repeat engagement rate (returning employers)
- e. Number of employers engaged in sector partnership programs, such as bootcamps
- f. Number of employers engaged in sector partnerships programs i.e., bootcamps

4. Talent Pipelines

- a. Number of participants enrolled in sector-based training pathways
- b. Completion rate of training programs
- c. Number and % of participants achieving industry-recognized credentials
- d. Job placement rate within 90 days of completion
- e. Percentage placed into priority/high-wage industries
- f. Median starting wage of pipeline participants

5. Youth Career Education

- a. Number of student interactions by middle and high school
- b. Total (distinct) students served
- c. Number of students engaged 1:1
- d. Number of students engaged in small groups
- e. Number of students engaged in large groups
- f. Student feedback: RIASEC theme selections
- g. Student feedback: Career Clarity
- h. Student feedback: Career Confidence

6. Measurable Impact

- a. Employment Rate, 2nd Quarter After Exit
- b. Employment Rate, 4th Quarter After Exit
- c. Median Earnings
- d. Credential Attainment Rate
- e. Measurable Skill Gains
- f. ROI: Total Annual Wages for all employment placements
- g. ROI: Average wage per employment placement

Key Terms

- a. **AJC – American Job Center** – Physical job center location
- b. **BP – Blueprint for Maryland’s Future** – Education legislation mandating career counseling
- c. **CWN – Community Workforce Network** – Network of community workforce providers
- d. **DOCR – Department of Correction & Rehabilitation** – Montgomery County agency overseeing local correctional facility
- e. **IWT – Incumbent Worker Training** – Business grant to subsidize the costs of training current employees
- f. **ITA – Individual Training Account** – Tuition assistance program for job seekers attending training
- g. **LWDB – Local Workforce Development Board** – Industry led body overseeing WSM and the public workforce system
- h. **MWE – Maryland Workforce Exchange** – Management information system and job board for state and federal programs
- i. **MOU – Memorandum of Understanding** – Partner agreement
- j. **MoCo CAP – Montgomery County Career Advising Program** – Career Counseling program as mandated by state legislation
- k. **MCCF – Montgomery County Correctional Facility** – County jail which houses a WSM affiliate job center
- l. **OST – Occupational Skills Training** – Vocational training
- m. **OJT – On-the-Job Training** – Business subsidy for training new workers
- n. **PWE – Paid Work Experience** – Paid internship sponsored by WSM
- o. **RIASEC – Realistic, Investigative, Artistic, Social, Enterprising, & Conventional — RIASEC** – Career themes for United States Department of Labor
- p. **WIOA – Workforce Innovation & Opportunity Act** – Federal workforce legislation
- q. **WSM – WorkSource Montgomery** – Fiscal and staff agent to the Local Workforce Development Board
- r. **WBL – Work-Based Learning** – Internship and youth apprenticeships for public school students