

Annual Report to the Governor
The Governor's Commission on Small Business
(June 30, 2011 – June 30, 2012)



Governor’s Commission on Small Business Annual Report
June 2011 through June 2012

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MEMORANDUM ON SMALL BUSINESS

To: The Honorable Martin O'Malley
From: Ackneil M. Muldrow, II, Chair, Governor's Commission on Small Business
Karen Barbour, Co-Chair, Governor's Commission on Small Business
Christian Johansson, Secretary, Maryland Department of Business and Economic
Development
Date: August 10, 2012
Re: Governor's Commission on Small Business Annual Report, 2012

On behalf of the Governor's Commission on Small Business (Commission) we are pleased to submit the 2011-2012 Annual Report for the Commission highlighting our efforts in support of the small business community in accordance with Executive Order 01.01.2010.13. Over the past year, the Commission has been committed to the charge of engaging small business owners and identifying those issues and concerns of most importance to them.

This report summarizes the Commission's interactions with the small business community and represents business concerns related to access to capital; workforce development and training; market access; regulatory issues; and State agency customer service.

Each Commissioner is committed to working on behalf of small business owners to address their concerns, remove barriers, and create opportunities for business expansion. The Commission is dedicated to finding solutions to enhance the State's economic development effort and continue to position Maryland as a great place to do business. We are grateful for the opportunity to serve and represent the interests of Maryland's small businesses and look forward to seeing the progression of our work and the growth of the small business community in the years ahead.

Executive Summary

During the past year, the Governor's Commission on Small Business (Commission) has obtained first-hand knowledge of the challenges currently facing small businesses through various outreach efforts - small business presentations, company visits, networking events, a survey, town hall meetings, and collaboration with other Department of Business and Economic Development (DBED) boards and commissions, as well as other State agencies. These interactions have empowered the Commission to better understand the most critical burdens impacting small business operations.

The Commission realizes the importance of input from the business community and acknowledges and supports the State's effort to address small business concerns as part of the State's economic development and regulatory reform agendas. In an effort to advocate for the continual needs of the business community and to assist DBED in developing economic development policies to address some of the most pressing concerns of the small business community, we have actively worked to identify three priority concepts for short-term consideration. These priority concepts will formulate the basis for the Commission's development of a Small Business Strategic Plan due for submission in 2013.

Priority Concepts

▪ Create State Government Customer Service Initiative

The Commission advocates for the development of a customer service initiative that calls for the creation of Customer Service Performance Plans for each agency in an effort to promote a customer-oriented culture throughout the State. The Performance Plan would establish guidelines for quality service delivery with metrics that are specific, measurable, and reportable.

▪ Fund Workforce Training Programs

The Commission supports the legislative action necessary to secure funding for depleted and under-funded State workforce training programs - the Maryland Industrial Training Program (MITP) and the Partnership for Workforce Quality (PWQ). These initiatives are used to help companies train a skilled workforce in order to compete in an increasingly technical marketplace. Although funding is currently scarce, MITP and PWQ have proven to be very popular and effective therefore making re-funding efforts well-supported throughout the small business community.

▪ Expand Job Creation Incentives to Small Businesses

The Commission supports efforts to establish a tax and/or other economic development incentive program designed specifically for small businesses that cannot meet the current

qualifications for the Job Creation Tax Credit (JCTC). The JCTC, as currently structured, often fails to effectively incentivize small businesses to hire.

Priority Concept #1- Create State Government Customer Service Initiative

Over the past year, the Commission has repeatedly heard from the small business community about a desire to see improved customer service at Maryland State agencies. The Commission believes there is an opportunity to establish a mechanism for measuring and improving the delivery of helpful, professional, and knowledgeable assistance to constituents using State services. The Commission therefore recommends the creation of Customer Service Performance Plans (Plans) at each State agency in order to train staff, improve performance and measure results. This recommendation has been developed in coordination with the Maryland Economic Development Commission, which is also concerned about this issue.

Using new or enhanced customer service mechanisms at DBED as a model for the program, the Customer Services Plans should serve as a framework for the delivery of improved customer service and establish measurable benchmarks that would be established in concert with constituents and stakeholders. The Plans should look to identify best practices and establish outcomes that are in line with agency missions and should seek to improve relationships among staff, constituents, and the small business community. The Plans should also seek to increase staff knowledge, training and professionalism while measuring performance based on customer feedback.

The delivery of customer service within government is a topic of heightened concern among the small business community not just in Maryland, but nationwide. It is those states that gain a reputation for being friendly to business that will be seen as good destinations for companies. Providing excellent customer service is a simple, cost-effective way to enhance the State's reputation and will help companies to better access the information and services that they need to grow. It will also address one of the most pressing concerns heard within the small business community and show that the State is being responsive to business concerns.

For a description of a variety of customer service initiatives at the federal, state, and local levels, please see Appendix A.

Priority Concept #2 – Fund Workforce Training Programs

Today's labor market is adversely affected by a significant gap between the existing skills of the labor force and the increasingly technical skills required by employers. This lack of skilled labor directly impacts the competitiveness of Maryland businesses. Maryland's high-tech businesses and

manufacturers in particular, are facing difficulty in finding the skilled technicians and production workers needed to operate the sophisticated equipment found in today's hi-tech facilities.

To ensure that Maryland remains competitive and has the labor pool needed for the jobs of tomorrow, a strong commitment must be made to invest in workforce training programs that upgrade the skills of our workforce. This would not only bolster the labor force needed to keep current companies productive, but would be an effective business attraction tool. This step is also needed to compete with the aggressive efforts of other states to recruit companies via their own workforce solutions.

Maryland's Partnership for Workforce Quality (PWQ) program was established in 1989 to help companies upgrade the skills of existing employees. The program reimburses industrial businesses for up to 50% of the cost of training, helping companies to remain competitive and employees to remain up-to-date on their skills and employable. Since the program's inception, PWQ has invested \$37 million to train over 97,000 employees. However, the program funding has been depleted over time; appropriations for PWQ stood at \$165K in FY 2012, compared to full appropriations that had historically ranged from \$7-9 million.

According to a study completed in 2003 by the Governor's Workforce Investment Board, during the first full year following completion of PWQ training, annual inflation adjusted earnings of the trainees who were working in Maryland had increased between 16% and 200% over annual earnings in a pre-training year. PWQ companies are also able to sustain substantial payroll growth over an extended period of time. In fact, in a two year period, the report found that the annual payroll growth of PWQ companies was about 1.3 times higher than a non-PWQ comparison group.

The Maryland Industrial Training Program (MITP) was developed to assist companies that were having trouble finding the necessary skilled labor, by recruiting, assessing, and placing employees with participating companies. The MITP began in 1969 and has been vital for matching skilled workers with Maryland businesses. MITP has received annual funding up to \$6.5 million over the past decade with current funding now totally depleted for 2012.

Re-funding the PWQ and MITP programs is imperative for Maryland businesses to retain and create jobs, upgrade employee skills and hiring, expand, and maintain competitiveness in a growing, innovative, technologically advancing economy. DBED and the Commission routinely hear from the business community regarding the importance of these programs.

Priority Concept #3 – Expand Job Creation Incentives to Small Businesses

Created in 1996, the Job Creation Tax Credit (JCTC) provides income tax credits to businesses that meet specific job creation targets and provides incentives to companies that are located in priority funding areas and revitalization areas. However, the JCTC program has largely not benefited small businesses due to the minimum job creation requirement of 60 new full-time jobs (25 in priority funding areas). Many small businesses would be willing to hire with the assistance of this incentive, yet might only be able to create 2, 3 or 5 jobs. Additionally, many small businesses have insufficient tax liability to make the JCTC effective as a tool to spur hiring.

In order to stimulate small business growth, the small business community would like to see an incentive program tailored to microenterprises. Such a program may only resemble the benefits of the JCTC, and rather than providing a tax credit, the program might instead seek to provide real dollars or supplement other business related costs for small businesses.

Mission

The mission of the Governor’s Commission on Small Business is to provide a forum for small businesses to articulate and address barriers to business growth, implement and oversee the recommendations of the Governor’s Task Force on Small Business, and recommend to the Governor ways to promote, improve, and encourage the viability of Maryland’s small businesses.

Members work to identify, review, analyze, recommend, and implement ideas that promote small business sustainability and growth, serving as advocates for small businesses. The Commission is also responsible for providing a regular review of the *Maryland Made Easy* initiative, which seeks to further improve Maryland’s business environment by streamlining processes, simplifying regulations, and improving communications where business and government intersect.

Membership

The Commission currently consists of 26 members: 16 are appointed by the Governor, two are members of the Maryland Senate, two are members of the Maryland House of Delegates, and seven are non-voting ex-officio members, representing State and federal agencies. Commission members are appointed by the Governor to serve up to two consecutive three year terms. Taken together, this roster brings together a diverse group of entrepreneurs and other leaders that regularly interact with Maryland’s small business community. (See Appendix B for Membership Roster)

The Commission is chaired by Ackneil M. Muldrow II, CEO of ParkerMuldrow & Associates and former President and CEO of the Development Credit Fund. He is Chairman, Past President, and CEO of the Baltimore Marketing Association and President of the Baltimore Efficiency and Economy Foundation. Mr. Muldrow is a graduate of North Carolina A&T State University and a resident of Baltimore City.

The Commission is co-chaired by Karen Barbour, President of The Barbour Group LLC, an independent insurance agency focusing on surety bonding and commercial insurance for the construction industry, both nationally and internationally. Ms. Barbour earned a B.A. from Loyola College and an M.B.A. from the University of Baltimore. Ms. Barbour is a resident of Carroll County.

Structure

Sub-Committees

The Commission is organized into five sub-committees each tasked with identifying needs and major issues of importance to small businesses. Each sub-committee focus is outlined below (See Appendix B for sub-committee assignments)

- ***Executive***

Comprised of the chairs of each sub-committee, the Executive sub-committee focuses on improving the perception of the State's business climate as well as the quality of customer service provided by State agencies. It works to promote effective communication between State agencies and small businesses and oversees the implementation of Small Business Task Force recommendations and the overall work of each sub-committee.

- ***Capital Needs***

This sub-committee seeks to improve the ability of small businesses to access capital.

- ***Regional & Global Market Access***

This sub-committee focuses on increasing market access for Maryland's small businesses both domestically and globally, including in the arena of procurement for products and services within local, State, and federal markets.

- ***Business Competitiveness***

This sub-committee examines the factors impacting the competitiveness of Maryland small businesses and recommends ways to address challenges, capitalize on Maryland's competitive advantage and focus on issues related to labor, licensing, regulation, compliance, taxes, and transportation.

- ***Workforce Development & Training***

This sub-committee focuses on the availability of workforce training programs to assist employers with hiring well-qualified staff. It also works to recommend partnerships with government, academia, vocational training providers and employers to generate a revolving pool of skilled staff for new and existing small businesses, and provide innovative training.

The Year in Review

Commission Activities

The Commission conducted a total of seven meetings during the past year. All regularly-scheduled meetings were held on a bi-monthly basis at DBED's Headquarters located at the World Trade Center, 401 East Pratt Street, Baltimore, Maryland with Town Hall meetings taking place throughout the State.

Regular Meetings

The Commission has convened five regular meetings to gather knowledge and share information. The Commission invited small businesses to meetings as an opportunity for them to present their companies, share success stories, discuss concerns, and offer suggestions as to how the Commission and the State might better assist them. DBED and other State agencies also provided departmental updates at the regular meetings. Such information included new initiatives, agency changes, legislative reports and other pertinent news impacting the small business community.

Agency Meetings

Commissioners met with various State agencies to include: The Department of Labor, Licensing, and Regulation (DLLR), the Governor's Office of Minority Affairs (GOMA), Maryland Occupational Safety and Health (MOSH), and the State Department of Assessment and Taxation (SDAT). These meetings forged relationships, and provided information and an opportunity for Commissioners to learn about specific agency policies, practices, and initiatives related to small businesses. Through these meetings, the Commission seeks to promote cooperative and constructive relationships between State agencies and the small business community to ensure communication, coordination, and implementation of statewide strategies that benefit Maryland small businesses.

Town Hall Meetings

In addition to its regularly-scheduled meetings, the Commission also conducted town hall meetings throughout the State for small businesses to articulate and address barriers to growth. The Commission's first town hall meeting was held at Chesapeake College in October 2011 in Wye Mills, Maryland in Talbot County. Approximately 50 attendees participated. The second town hall meeting took place in the City of Frederick at the Weinberg Center for the Arts on April 23, 2012. This event had over 100 small businesses in attendance from Frederick, Washington, Allegany,

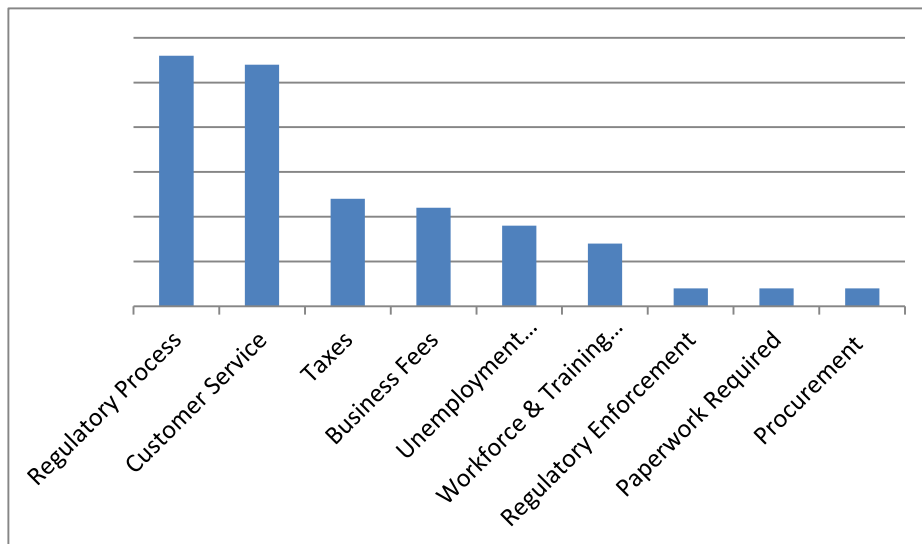
Garrett counties and Virginia. The event also had the support and participation of 20 public and private agency/organization panelists to address questions and concerns from the small business community. The Commission will continue conducting town hall meetings in each region of the State to increase their visibility as small business advocates and broaden opportunities for businesses to express their concerns. Town hall meetings are an invaluable exchange for direct communication with the small business community and an opportunity for disseminating information about State and local programs and initiatives. The next town hall is scheduled to take place in Southern Maryland.

Small Business Survey Results

In another effort to vary and broaden small business communication, the Commission created and distributed (with the help of economic development partners, chambers of commerce, and associations) a Small Business Survey to gather specific data from small businesses regarding their concerns. The survey was distributed to a cross section of businesses industries resulting in over 200 responses.

Survey responses were tabulated and analyzed with the results then reported to the Commission. Survey findings consistently echoed prevailing issues from small businesses. The survey revealed that the most pressing issues affecting Maryland small businesses weighed most heavily in the areas of regulatory burdens and customer service, with other concerns being related to taxes, business fees, the unemployment insurance tax rate, and a desire to encounter less red tape. The Chart below shows small business survey responses in the order of priority.

Major Small Business Issues



The survey concluded the following prioritized small business issues:

- ❖ The regulatory process contains complicated codes, difficult, restrictive regulations.
- ❖ Customer Service interaction with government staff was described as unprofessional, unknowledgeable, unhelpful, and discourteous.
- ❖ Taxes are superfluous for small businesses (sales tax, vending, alcohol sales, business property, etc.)
- ❖ Fees are exorbitant for operating a business, i.e. (scrap tire, licensing costs, renewals, and certifications)
- ❖ Unemployment insurance tax rate is excessively high causing small businesses to work with smaller staffs.
- ❖ Workforce and training programs no longer exist to help employers train or hire additional qualified staff.
- ❖ Employers are unable to find technical and skilled labor to fill positions.
- ❖ Regulatory enforcement is equally as costly as maintaining regulations when fined for non-compliance penalties. In some areas over-regulation for specific industries exists, i.e. Maryland Home Improvement; while in other industries- there is little to no regulation, i.e. tree cutting.
- ❖ Excessive paperwork is duplicative from agency to agency, time-consuming, and burdensome. Electronic processing options are unavailable.
- ❖ The procurement process requires the lowest bid to capture contracts as a prime contractor limiting opportunities for minorities to obtain substantial procurements.

Boards & Commission Collaboration

The Maryland Economic Development Commission (MEDC) is the umbrella Commission established to create economic development policy in the State and provide oversight of DBED efforts to support job creation, business attraction, and retention. DBED actively seeks economic development policy and program expertise from diverse business owners and industry

representatives. DBED currently has 12 public boards and commissions inclusive of the newly reinstated Maryland Advisory Commission on Manufacturing Competitiveness (MACMC).

While each board and commission is tasked with a specific mission and purpose, they are jointly committed to one common goal; fostering increased interaction and collaboration between the State of Maryland, private companies, federal and local government, and assisting in establishing economic policy to enhance business opportunities for Maryland businesses. This is best accomplished when boards, commissions, and State agencies collaborate.

Collaboration among boards and commissions gives greater insight to the needs and concerns of small businesses and builds alliances supportive of concerted participative efforts necessary for invoking changes, compelling improvements, and establishing the most effective small business policy.

Legislative Advocacy

The Commission's charge to oversee and advocate requires the assistance of DBED's Office of Policy and Government Affairs (OPGA). OPGA works with the Commission to educate members on legislation that affects small businesses. OPGA is instrumental in helping the Commissioners become involved in the legislative process by providing direction for recommendations requiring legislation. The Commissioners, along with other board and commission members, recently participated in a legislative meeting conducted by OPGA to discuss and prepare legislative policy recommendations for the 2013 General Assembly.

Conclusion

The Commission thanks you for the opportunity to provide input on issues of major importance to Maryland's small businesses. In the months ahead, the Commission will work to develop further recommendations in addition to those priority recommendations outlined in this report. The Commission looks forward to the years ahead as it continues to advocate for small businesses in Maryland.

Appendices

APPENDIX A Best Practices for Customer Service

Federal Focus on Customer Service

President Obama

On April 27, 2011, President Barack Obama issued an executive order, “Streamlining Service Delivery and Improving Customer Service”, a far-reaching directive making better customer service a priority for every agency in the U.S. government. The order directs agencies to develop and monitor customer service plans and measures and to solicit customer feedback to improve service. It calls for agencies to use technology to streamline customer service and to emulate practices that have worked well in the private sector.¹ The order recognizes that citizens’ experiences in the private sector create heightened levels of expectation about how they will be treated in their interactions with the public sector. The President identified “advances in technology and service delivery systems” as the forces driving the rising standards. President Obama’s executive order effectively raises the bar on customer service experiences with his commitment that “the government must keep pace with and even exceed those [rising] expectations.”²

The order came on the heels of a 2010 forum convened by the President, called the “Forum on Modernizing Government”, which was held in order to hear from private sector leaders regarding ways to improve performance and customer satisfaction with government. The goal was to solicit ideas and best practices, as well as to find ways to leverage technology to streamline federal operations.³

President Clinton

In 1993, President Bill Clinton issued an Executive Order, “Setting Customer Service Standards”, which set a goal for federal agencies to deliver customer service in a manner that equals the best private sector standards. In March 1995, the President’s second phase of his reinventing government initiative again focused attention on improving federal customer service through a memorandum

¹ Executive Order 13571--Streamlining Service Delivery and Improving Customer Service.

<http://www.whitehouse.gov/the-press-office/2011/04/27/executive-order-streamlining-service-delivery-and-improving-customer-ser>

² President Obama’s Executive Order Raises the Bar on Customer Service Experiences, Rightnow Technologies, Inc.

http://www.rightnow.com/files/RN-Obama_White_Paper.pdf

³ White House Forum on Modernizing Government: Overview and Next Steps, March 2010.

http://www.whitehouse.gov/sites/default/files/omb/assets/modernizing_government/ModernizingGovernmentOverview.pdf

which required agencies to align employee appraisal and recognition programs with a customer focus and to integrate customer service measures with other performance initiatives.⁴

State Focus on Customer Service

Pennsylvania

In January 2011, Governor Tom Corbett announced his “Reform Plan for a More Efficient and Responsible Pennsylvania Government”, which aims to create more transparency, accountability, and public trust in government through a variety of statewide customer service related measures.⁵

Georgia

In February 2010, Georgia was praised for their continued efforts in improving customer service by the White House and founder of Craigslist, Craig Newmark, as a result of Governor Sonny Perdue’s 2006 executive order creating a State Office of Customer Service (Office).⁶ The purpose of the Office has been to coordinate, manage, and guide the implementation of a plan to elevate the level of customer service experienced by Georgia citizens when working with State agencies. This effort started first with a Task Force on Customer Service and was headed by the Governor’s former Director of the Governor’s Office of Consumer Affairs. The Office required agency heads to designate customer service leads at all 42 State agencies and offices to begin implementation of a statewide customer service improvement plan. Governor Perdue also branded the effort with the small business community through a customer service campaign entitled, “Team Georgia. Ready To Serve”.⁷

Iowa

In May 2001, Iowa launched an initiative to improve and reinvent the State. The Iowa Reinvention Partnership pioneered a bureaucracy-busting path for Iowa state government. This Partnership between the State of Iowa and The Public Strategies Group aimed to prove that government can deliver better results for the money, and showed how to do it. The initiative focused on improving performance and measuring results through listening to customers, engaging employees, and by constantly learning and innovating.⁸

⁴ The Policy Perspective On: Customer Service Standards, U.S. Office of Personnel Management.

<http://www.opm.gov/perform/articles/088.asp>

⁵ Governor Corbett Announces His Reform Plan for a More Efficient and Responsible Pennsylvania Government, Pennsylvania Office of the Governor.

http://www.portal.state.pa.us/portal/server.pt/gateway/PTARGS_0_2_1097349_0_0_18/Governor%20Corbett%20Announces%20His%20Reform%20Plan%20for%20a%20More%20Efficient%20and%20Responsible%20Pennsylvania%20Government.pdf

⁶ Georgia praised for customer service, by Aaron Gould Sheinin, The Atlanta Journal-Constitution, February 22, 2010. <http://www.ajc.com/news/georgia-politics-elections/georgia-praised-for-customer-320785.html>

⁷ Team Georgia. Ready to Serve the World, November 2006.

http://www.valdosta.edu/finadmin/training/documents/November_2006_NL.pdf

⁸ A Reinventive Relationship in Iowa, The Public Strategies Group.

<http://www.psg.us/customers/iowacustomerstate.html>

Local Focus on Customer Service

Rockville, MD

In 1999, the City of Rockville began an initiative to develop citywide customer service standards. The effort began with the creation of a Customer Service Task Force comprised of 35 employees representing each City department. Over a period of six months, the Task Force worked to develop standards to be incorporated into employee training sessions. Known collectively as “The Rockville Way”, the standards sought to imbue the City government with a mantra to go above and beyond the normal call of duty to provide exceptional customer service.

This Citywide focus on customer service was institutionalized through a Customer Service Action Team, an interdepartmental committee of employee volunteers that has maintained the focus on customer service for more than a decade through the regular review and updating of the standards.⁹

⁹ City of Rockville, MD, Customer Service Standards. <http://www.rockvillemd.gov/government/custserv.htm>

APPENDIX B
GOVERNOR'S COMMISSION ON SMALL BUSINESS MEMBERS

Commissioners

Ackneil M. Muldrow II, Chair
CEO, ParkerMuldrow & Associates

Karen Barbour, Co-Chair
President, The Barbour Group, LLC

Barbara I. Berschler, Esquire
Press, Potter & Dozier, LLC

Roland O. Campbell
President/CEO, ROC Realty Group

Edward L. Dopkin
Partner/Vice President Classic Catering

James A. Dula
Chief Executive, Independent Consulting Services

Annie Geiermann
Senior Vice President, The Columbia Bank

Riche Holmes Grant, Esq.
President, Innovative Study Techniques, LLC

Manuel Hidalgo
Executive Director
Latino Economic Development Corporation

Wonro Lee
President & CEO, J.G. Merchant Sales & Service

The Honorable Randy McClement
Mayor of the City of Frederick

Jorge Restrepo
President, Eurekafacts, LLC

Deborah Stallings
President, HR Anew, Inc.

Jay Steinmetz
President, Barcoding, Incorporated

R. Wayne Strausburg
Director of Administration, Wicomico County

William Yerman
Chief Executive Officer, The Strata Group

Legislators

Senator Barry Glassman

Maryland Senate

Senator James N. Mathias, Jr.

Maryland Senate

Delegate Adrienne A. Jones

Maryland House of Delegates

Delegate Steven R. Schuh

Maryland House of Delegates

Ex-Officio Members

Alvin C. Collins

Secretary, Department of General Services (DGS)

Zenita Wickham Hurley

Special Secretary, Governor's Office of Minority Affairs (GOMA)

Christian Johansson

Secretary, Maryland Department of Business & Economic Development (DBED)

Scott R. Jensen

Acting Secretary, Maryland Department of Labor, Licensing & Regulation (DLLR)

Raymond A. Skinner

Secretary, Department of Housing & Community, Development (DHCD)

Renee Sprow

State Director, Maryland Small Business Development Center Network (SBDC)

Stephen Umberger

Director, United States Small Business Administration, Baltimore District Office

APPENDIX C

SUBCOMMITTEE ASSIGNMENTS

Subcommittee I: Business Competitiveness

Jay Steinmetz, Chair

President, Barcoding, Inc.

Barbara Berschler, Co-Chair

Press, Potter, & Dozier, LLC.

Roland O. Campbell

President/CEO, ROC Realty Group

The Honorable Randy McClement

Mayor of the City of Frederick

Scott R. Jensen

Acting Secretary, Maryland Department of Labor, Licensing & Regulation (DLLR)

Delegate Steven R. Schuh

Maryland House of Delegates

R. Wayne Strausburg

Director of Administration, Wicomico County

Subcommittee II: Capital Needs for Sustainable Growth

Annie Geiermann, Chair

Senior Vice President, The Columbia Bank

Wonro Lee, Co-Chair

President & CEO, J.G. Merchant Sales & Service

Manuel Hidalgo

Executive Director, Latino Economic Development Corporation

Dawn Medley (Representing DHCD)

Director, Department of Housing & Community Development

Raymond Skinner

Secretary, Department of Housing & Community Development

Renee Sprow

State Director, Maryland Small Business Development Center Network (SBDC)

Stephen Umberger

Director, United States Small Business Administration, Baltimore District Office

Subcommittee III: Executive

Ackneil M. Muldrow, Chair

CEO, ParkerMuldrow & Associates

Karen Barbour, Co-Chair

President, The Barbour Group, LLC

Annie Geiermann

Senior Vice President, The Columbia Bank

Jorge Restrepo

President, EurekaFacts, LLC

Jay Steinmetz

President Barcoding, Inc.

James Dula

Chief Executive, Independent Consulting Services

Subcommittee IV: Regional & Global Market Access

Jorge Restrepo, Chair
President, EurekaFacts, LLC

Alvin C. Collins
Secretary, Maryland Department of General
Services

Debra Stallings, Co-Chair
President, HR Anew, Inc.

Zenita Wickham Hurley
Special Secretary, Governor's Office of
Minority Affairs

Roland O. Campbell
President & CEO, ROC Realty Group

Renee Sprow
State Director, Maryland Small Business
Development Center Network (SBDC)

Subcommittee V: Workforce Development & Training

James A. Dula, Chair
Chief Executive, Independent Consulting
Services

Jorge Restrepo
President, EurekaFacts, LLC

Edward L. Dopkin, Co-Chair
Partner/Vice President Classic Catering

Scott R. Jensen
Acting Secretary, Maryland Department of
Labor, Licensing & Regulation (DLLR)

Riche Holmes Grant, Esquire
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Deborah Stallings
President, HR Anew, Inc.

Delegate Adrienne A. Jones
Maryland House of Delegates

William Yerman
Chief Executive Officer, The Strata Group

APPENDIX D

GOVERNOR'S COMMISSION ON SMALL BUSINESS STAFF Maryland Department of Business & Economic Development

Office of Boards & Commissions

Michelle Jackson
Director

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END OF REPORT

A Report of the Governor's Commission on Small Business 2012

MARYLAND OF OPPORTUNITY.

Department of Business & Economic Development