



MARYLAND

GOVERNOR'S WORKFORCE
DEVELOPMENT BOARD

Developing Maryland's Future

Annual Report 2016



LARRY HOGAN, GOVERNOR
BOYD K. RUTHERFORD, LT. GOVERNOR

KELLY M. SCHULZ, SECRETARY
DEPARTMENT OF LABOR, LICENSING AND REGULATION

FRANCIS "HALL" CHANEY, III, CHAIR
GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

MICHAEL R. DIGIACOMO, EXECUTIVE DIRECTOR
GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

February 1, 2017

The Honorable Larry Hogan, Governor
The Honorable Thomas V. "Mike" Miller, Jr., President of the Senate
The Honorable Michael Busch, Speaker of the House

Dear Governor Hogan, President Miller, Speaker Busch and the Citizens of Maryland:

The Governor's Workforce Development Board is proud to present our 2016 Annual Report.

Under the leadership of Governor Larry Hogan, the Governor's Workforce Development Board created an entirely new board in the fall of 2016. Now, the Board is full of newly involved members who are engaged, willing and determined to continue the work of bringing as many Marylanders into our top-notch workforce as possible.

The new Governor's Workforce Development Board includes experts and stakeholders from workforce development and Maryland businesses to best amplify our effectiveness and timely impact. Our Board, with leaders in numerous fields, has created specific task forces, ranging from Marketing to Health Service. These new task forces set out to determine best practices for putting more Marylanders back to work. Our task force members researched, studied existing programs, and brought together the appropriate parties from all sides to determine where and how we can most effectively connect potential workers with Maryland employers.

In addition, our Board worked closely with the twelve Local Workforce Development Boards. The Governor's Workforce Development Board met with local boards, studied how they function and participated in reviewing the Local Boards' Plans. This process was truly inspiring. Our State Board Members are now applying the invaluable lessons, strategies and practices into the work of the Governor's Workforce Development Board.

The first 18 months of this newly formed Board have been transformational. The Governor's Workforce Development Board is now engaging with business leaders from across the State and tapping in to their desire to impact the system. The Workforce Innovation and Opportunity Act called for engaging business, and it is our belief that, while there is much to be done, we have accomplished this extremely important goal as we continue to develop Maryland's future.

Sincerely yours,



Francis Hall Chaney, III
Chairman, GWDB



Michael R. DiGiacomo
Executive Director, GWDB

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OVERVIEW OF THE GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

The Governor's Workforce Development Board (GWDB) is comprised of 53 members representing business, workforce and partner State agencies. We serve as ambassadors for Maryland's business community and further advise Governor Larry Hogan and the workforce system on the workforce development and training needs of Maryland's businesses.

On June 26, 2015, Governor Hogan, through Executive Order 01.01.2015.19, reconstituted the Board as required by federal law giving 51% of the Board membership to the Maryland business community. This shift heightened the private's sector's role and responsibility regarding Maryland's future workforce needs. A name change to the Governor's Workforce Development Board became official on July 1, 2016, as constituted by the federal Workforce Innovation and Opportunity Act of 2014.

Mission

To guide a nationally-recognized workforce development system that aligns with the economic and educational goals of the State of Maryland and that will result in a qualified workforce available to employers across the State.

Vision

A Maryland where every person maximizes his or her career potential and employers have access to the human resources they need to be successful. The vision includes: alignment of the business, workforce system, and economic development interests in Maryland; a well-integrated, coordinated and collaborative system across agencies, institutions and local areas; preservation and the expansion of Maryland's highly-educated workforce; and the creation of opportunities for all Maryland residents to succeed in the workforce.

Course

To accomplish its Mission, the Board is endorsing the following guiding principles to realize the shared Vision.

- Maintain a business-driven but customer focused approach.
- Be innovative in the approach; include integrating technology and refresh how business is done.
- Move beyond compliance and embrace a culture of continuous and measurable improvement.
- Continue to deepen relationships between business, education and workforce system stakeholders.

Video

To familiarize Marylanders with the Governor's Workforce Development Board and highlight the valuable work its members do, the Board put together a four minute video sharing the mission, the vision, and what we do, along with the Task Force sectors. Secretary Kelly Schulz, Chair Hall Chaney, Vice-Chair Ron Peterson, Board Member Marty Schwartz and Board Member P.C. Price are all featured in the video providing explanation of the Board's role in the community.

The video can be located on the website <http://www.gwdb.maryland.gov>

MEET THE GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

Governor Hogan's Executive Order 01.01.2015.19 established the new Governor's Workforce Development Board, pursuant to Section 101 of WIOA. It is comprised of three key pillars: Government, Business, and Community and Workforce Leaders. Two members of the Maryland General Assembly and two local government representatives are also appointed to the Board.

Government

In 2015, Governor Larry Hogan formally included representation from agencies focused on the needs of Maryland's veterans and disabilities communities.

Representatives from State Agencies

Sam J. Abed

Secretary

Department of Juvenile Services

Carol Beatty

Secretary

Maryland Department of Disabilities

James D. Fielder

Secretary

Maryland Higher Education Commission

R. Michael Gill

Secretary

Department of Commerce

Rona E. Kramer

Secretary

Maryland Department of Aging

Samir Malhotra

Secretary

Department of Human Resources

Stephen T. Moyer

Secretary

Department of Public Safety and Correctional Services

George W. Owings, III

Secretary

Maryland Department of Veterans Affairs

Karen B. Salmon

Superintendent of Schools

Maryland Department of Education

Kelly M. Schulz

Secretary

Department of Labor, Licensing and Regulations

Representatives from the Maryland General Assembly

The Honorable Vanessa Atterbeary

Maryland State Delegate
District 13, Howard County
House Judiciary Committee

The Honorable Douglas J.J. Peters

Maryland State Senator
District 23, Prince George's County
Senate Budget & Taxation Committee

Representatives from Local Government

The Honorable Allan H. Kittleman

County Executive
Howard County

Recommended by the Maryland Association of Counties (MACO)

The Honorable Michael J. Pantelides

Mayor
City of Annapolis

Recommended by the Maryland Municipal League (MML)

Business and Community Leaders

The Board's Chairman and majority membership represent the business community in Maryland. These hand-picked business leaders are established advocates for Maryland's workforce challenges. In establishing the State Board of workforce advisors, Governor Hogan emphasized the need to ensure that a diverse group of business, community and government leaders were selected, ensuring that public policy recommendations from the Board represented Maryland's diverse population and growth industries.

Francis 'Hall' Chaney, III

Board Chair
Executive Vice President
Chaney Enterprises

Ronald R. Peterson

Board Vice-Chair
President
The Johns Hopkins Health System

Gary Batey

Retired Plan Manager
Holcim US

Michelle A. Bell

President & CEO
1st Choice, LLC

Gary E. Bockrath

Consultant – Operational & Financial
Tatum

Timothy R. Campbell

President/CEO
Callas Contractors, Inc.

Adrian P. Chapman

President and COO
Washington Gas

Veronica A. Cool

Founder & Managing Director
Cool & Associates, LLC

Chris Desautels

Plant Manager
General Motors Corporation

Louis Myerberg Dubin

Managing Partner
Redbrick LMD

E. Katarina Ennerfelt

President/CEO
Torid Corp. / ARCON Welding
Equipment, LLC

Christopher M. Ensey

Chief Operating Officer
Dunbar Security Solutions

Steve W. Groenke

Chief Executive Officer
Curtis Bay Energy

Tony Hill

Managing Partner
Edwards & Hill Office Furniture

Francis X. Kelly, III

Chief Executive Officer
Kelly & Associates Insurance Group,
Inc.

Larry Letow

President & CEO
Convergence Technology Consulting

Brian A. Mattingly

President
Goldin & Stafford, LLC

Roya Mohadjer

Senior Technology Strategist
Lockheed Martin

Stephen W. Neal

President/CEO
K. Neal International Trucks, Inc.
K. Neal Idealease, Inc.

Alexander G. Núñez

Vice President, Governmental and
External Affairs, BGE
BGE Exelon Corporation

Prenterlad "P.C." Price

President/CEO
Legal Services Associates, Inc.

Charles A. Ramos

CEO/President
CR Dynamics & Associates, Inc.

Edward C. Rothstein (COL Ret.)

ERA Advisory LLC

Gerald "Jerry" M. Shapiro

President
Shapiro & Duncan, Inc.

Karen Tomasello

Owner
Sello's, Inc.

Matt Turpin

President and CEO
ZenTech Manufacturing, Inc.

Michelle J. Wright

SVP, Human Resources
CareFirst BlueCross BlueShield

Community and Workforce Leaders

Maryland's workforce system is dependent on a network of community and workforce leaders to provide innovative services, education and training resources and services that support the needs of jobseekers. Governor Hogan has selected community and workforce leaders with a proven track record of delivering quality services to Maryland's jobseekers and businesses alike.

Bernie Fowler

Founder and President
Farming 4 Hunger, Inc.

Alvin C. Hathaway, Sr.

Senior Pastor
Historical Union Baptist Church of Baltimore

Charles W. Ketner

Director
National Automatic Sprinkler Industry
Local Union 669, MD

Sandra Kurtinitis

President
Community College of Baltimore County
Representing the Maryland Association of Community
Colleges (MACC)

Andrew B. Larson

National Project Coordinator
Job Corp Pre-Apprenticeship Program
International Union of Painters and Allied Trade

Dawn Lindsay, Ed.D.

President
Anne Arundel Community College

Fred D. Mason, Jr.

President
MD State & D.C. AFL-CIO

Kirkland 'Kirk' J. Murray

President & CEO,
Anne Arundel Workforce Development Corporation
President, MD Workforce Investment Network

Michael Posko

CEO
Habitat for Humanity of the Chesapeake

Lisa Rusyniak

President & CEO
Goodwill Industries of the
Chesapeake, Inc.

Martin 'Marty' Schwartz

President
Vehicles for Change



THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Signed into law by President Barack Obama on July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) is designed to provide opportunities for high-quality careers to individuals with significant barriers to employment. These opportunities help to strengthen Maryland's workforce system and connect skilled workers to employers.

The WIOA compels outreach to employers by necessitating strategies and services to more fully engage employers and meet their needs. Engagement with employers provides valuable, current information needed to assess active opportunities in the present employment environment. Engagement with employers also creates better opportunities for potential employees, allowing Maryland to provide opportunities to receive skills that are in demand.

The WIOA requires the State Board to assist Governor Hogan by developing policies and programs that support a comprehensive statewide workforce development system, and convening industry partnerships, which lead to collaborative planning. Alignment of resources and training through collaborative efforts is essential to provide a system that connects employers to applicably skilled employees.

Acting within a constantly evolving workforce, providing opportunities for potential employees to obtain skills that are currently desired by employers is critical to success under the WIOA. To achieve this success, the WIOA compels Maryland to take action in fostering communication, coordination, and partnerships with non-profit organizations which provide employment-related training. By coordinating under the WIOA, Maryland is working to become a State which provides employees with necessary skills, and employers with suitably skilled employees.

State Plan Overview

Acting in accordance with Governor Hogan's directive, Maryland's workforce agencies jointly developed the 2016 State's workforce plan, covering 2016 to 2020. The Governor's Workforce Development Board acted in concert with Maryland's Department of Labor, Licensing and Regulations, the Department of Human Resources, the Maryland State Department of Education and local workforce partners to develop the operational components of Maryland's plan.

Two comment periods commenced resulting in hundreds of comments being submitted for review by subject matter experts from the above mentioned agencies. Subsequently, every comment was thoroughly analyzed during the creation period. The State plan was then presented to the Executive Committee of the Governor's Workforce Development Board, where it was approved for presentation to the full Board for final approval. On September 14, 2016, after a thorough review, the plan was unanimously approved by the Board for 2016.

The 2016 State Plan outlines a strategy to "place people before performance." This strategy highlights the main purpose of the State plan, helping Maryland



residents succeed economically. By engaging businesses and building an efficient workforce system, Maryland plans to offer high quality opportunities to residents with barriers to employment. These high quality opportunities will be achieved through utilization of technology to ensure a collaborative workforce system, and developing clear standards, policies and procedures to establish and maintain best practice efforts.

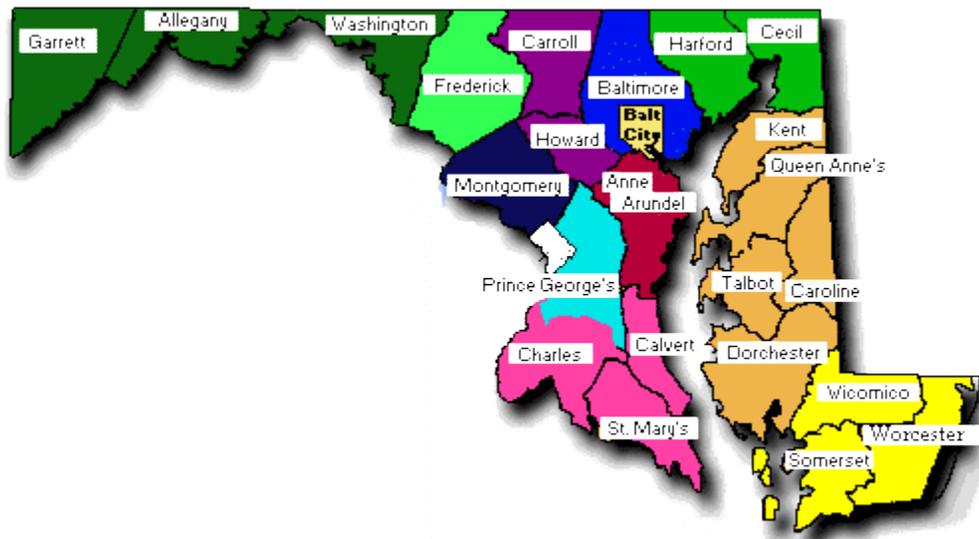
The Governor’s Workforce Development Board is motivated to engage state, private, and non-profit partners to better Maryland for its residents. By using the State Plan to align local plans and map employer needs, the Board seeks to provide better opportunities to individuals seeking employment. Through engagement of private businesses within the State, the Board will possess the ability to keep local One-Stop Career Centers acutely aware of necessary employee skillsets.

Local Plan Overview

Section 108 of the Workforce Innovation and Opportunity Act (WIOA) requires that each Local Board develop and submit to the Governor, a four year Local Plan. In 2016, plans from each Local Area were submitted to the Governor’s Workforce Development Board for assessment and review.

The Local Plans were comprehensive; they included an analysis of the existing economic conditions within each Local District, identified emerging business sectors with potential growth, and identified local business priorities within the respective Local Areas. In accordance with the Governor’s Workforce Development Board’s initiative, Local Areas were encouraged to reach out to private businesses to improve the assessment of their respective economic climate.

In pursuit of a comprehensive and responsive plan for both employers and jobseekers, and in accordance with WIOA, the Governor’s Workforce Development Board helped align the twelve Local Plans with the State Plan. The process was intensive, including submissions of the Local Plans, review and comments from State officials and Board Members, and conference calls for each Local Area to provide feedback directly. More than thirty Board Members helped to review the Local Plans and provide constructive comments. Fourteen Board Members participated on the Local Area conference calls, providing direct input and feedback to the Local Areas.



APPRENTICESHIP INITIATIVES

Apprenticeship Week

Following a proclamation from President Barack Obama, Governor Larry Hogan proclaimed November 14 -18, 2016 as Apprenticeship Week in Maryland to highlight the importance of training our workforce. Apprenticeship Week recognized the commitment of employers, programs, and workshops invested in growing apprenticeship opportunities in Maryland.

“Our administration is committed to providing job creators with the skilled workforce they need to succeed in today’s competitive economy,” said Governor Hogan. “Not only do

apprenticeships partner Maryland businesses with qualified workers, these programs also play an important role in restoring our economy and fostering long-term private sector growth.”



Currently, the Governor’s Workforce Development Board is developing partnerships between governmental organizations and stakeholder associations, expanding programs already working throughout the State. One such collaboration is between the Baltimore Alliance for Careers in Healthcare (BACH) and community colleges. This particular partnership seeks to align career pathways for individuals in the healthcare industry beyond entry level positions by providing training and resources.

“Apprenticeship programs have evolved from plumbing, electrical, and construction to include fields like cyber security, biotechnology, and health care. This broader approach, with a focus on STEM, gives employers the opportunity to create a pipeline of world-class talent in in-demand industries,” said Maryland Labor Secretary Kelly M. Schulz.

Throughout Apprenticeship Week, the Maryland Department of Labor, Licensing and Regulations highlighted apprenticeship programs to educate businesses and leaders on the importance of apprenticeship opportunities. Apprenticeships are successful businesses and workforce development tools that are proven to be positively impacting our economy.

Youth Apprenticeship Pilot Program

The pilot program was established through legislation signed by Governor Hogan in the 2015 Legislative Session of the Maryland General Assembly and is a partnership between the Maryland Department of Labor, Licensing and Regulation, the Maryland State Department of Education (MSDE), and the Department of Commerce. Twelve Maryland businesses were approved as eligible employers and designated to provide apprenticeship opportunities to high school students in Frederick and Washington counties.

The program requires that eligible employers hire Maryland Apprenticeship participants to enter into high-skill, high-growth STEM related industries such as healthcare, biotechnology, information technology, construction and design, banking and finance, and advanced manufacturing. Frederick and Washington counties were selected to administer this pilot program which provides high school juniors and seniors with academic and occupational skills leading to both a high school diploma and a State Skill Certificate.

“Our administration is committed to creating a stronger economy by building a workforce that meets and exceeds the needs of Maryland’s businesses,” said Governor Hogan.

“This unique program is a great opportunity for Maryland businesses to directly train, influence, and shape high school students into top-performing employees.”



Student Suzanne Harkins tells a group at Frederick Memorial Hospital what participation in the Youth Apprenticeship Maryland program has meant to her.

IMPROVING QUALITY OF LIFE FOR MARYLANDERS

The Vision of the GWDB is to, “Ensure every Marylander maximizes his or her career potential and that Maryland employers have access to the top-notch workforce they need to succeed.”

All Board members work to see that vision to fruition. Two programs, Vehicle for Change and Farming 4 Hunger, Inc., were highlighted at full board meetings in 2016. GWDB Member Marty Schwartz, President, Vehicles for Change and GWDB Member Bernie Fowler, Founder and President, Farming 4 Hunger, Inc. shared their organizations successes.

Employing Returning Offenders as Auto Technicians

Vehicles for Change Full Circle Training Center

The Vehicle for Change program trains men with criminal backgrounds to become certified auto mechanics. It encompasses 6 months of training, which includes 90 minutes of classroom instruction, five days a week using Automotive Society for Excellence (ASE) training curriculum, on-site ASE certification testing and six hours a day of hands on work at the Center working on customers’ vehicles and cars to be awarded to low-income families.



Governor Larry Hogan, Mayor Catherine Pugh, MTA Administrator Paul Comfort with GWDB member Martin Schwartz at Vehicles for Change

Photo Credit: Steve Kwak with the Governor's Office

The program has served 39 trainees of which 95% were through collaboration with the Maryland Department of Corrections and the Department of Labor, Licensing and Regulation’s Division of Correctional Education. 26 trainees have been placed in employment with an average starting pay of \$35,360 plus benefits. 10 are currently in programs as paid interns. Funding comes from various source, grants and foundations. Mr. Schwartz hopes to expand this program into other counties utilizing prospective State Partners.

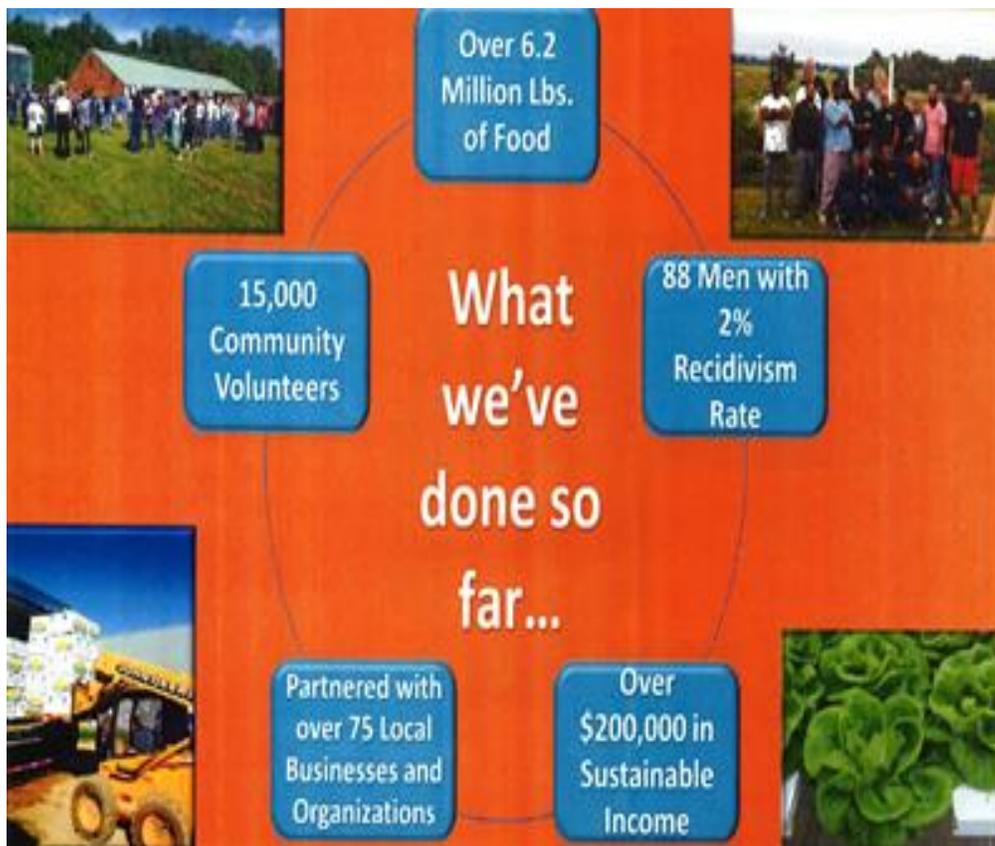
2017 AND BEYOND.....

- Partner with the Maryland Department of Labor, the Department of Correctional Education, the Department of Corrections and Vehicles for Change to expand the program in Prince George’s County.
- Secure funding to replicate Full Service Automotive Training Center throughout State.
- Employ 45 technicians per year, per center.

Feed the Hungry and Help Feed the Soul

Farming 4 Hunger

Farming 4 Hunger has four core initiatives: **Food** Provision for the Hunger Community, **Youth** Outreach, **Community** Building, and **2nd Chances**. All four of these initiatives flow into one another and are essential to the success of the overall mission. Thus far they have been able to provide over 6.5 million pounds of food to the hunger community, engage over 15,000 volunteers, work directly with 88 felons from the department of corrections with only 1 returning offender, increase sustainable revenue each year by at least 20%, and have partnered with over 75 businesses, schools, and organizations. Mr. Fowler's organization has a desire to develop a 2nd Chances initiative pilot program called **The STAR Citizens program** (Skilled Trained Acclimated, and Returning Citizens). The number one priority with the STAR Citizen's pilot is to engage and successfully equip men in corrections as sustainable problem solvers who work together with their communities. This will ultimately allow all to live well, reduce recidivism, increase valued assets in our workforce, and break through the wall of addiction in our community.



NEXT STEPS....

- Initiate STAR Citizens Program in Southern Maryland to include Anne Arundel & Prince George's counties.
- Continue to partner with more than 75 businesses and organizations to reach sustainable income levels.
- Impact lives of 25 incarcerated individuals, 30 drug court participants and thousands of students and community volunteers each year.

TASK FORCE GROUPS

The GWDB Taskforce Groups are essential catalysts to Maryland’s job creation and economic recovery at the local, regional, and state levels. The Taskforce Groups are comprised of stakeholders from business, workforce, education, non-profit, and union leadership representing: Advanced Manufacturing, Changing Demographics, Cybersecurity, Information Technology, Healthcare and Life Sciences, Marketing and Branding, and Skilled Trades.

We are bringing these important leaders together in order to better understand what skills employers need today and how they predict their future workforce needs in Maryland. The goal is to develop strategies and investments that are targeted to the specific recommendations of our in-demand industries in the state.

The GWDB Taskforce Groups review and recommend workforce development programs and long term impactful goals to the Hogan Administration. The GWDB staff supports the Taskforce Groups by providing administrative guidance, technical assistance and conducting research.



Not Just Manufacturing!

The Advanced Manufacturing Task Force works to align the needs of industry with the current and future workforce. Under the leadership of Chair Matt Turpin, President and CEO of Zentech Manufacturing, Inc., the goal is to, “Put as many Marylanders to work as possible.”

The definition of Advanced Manufacturing includes the rapid transfer of science and technology into products and processes. This integration of technology based systems and processes in the production allows for greater diversity in the skill set of the workforce.

Processes associated with Advanced Manufacturing include:

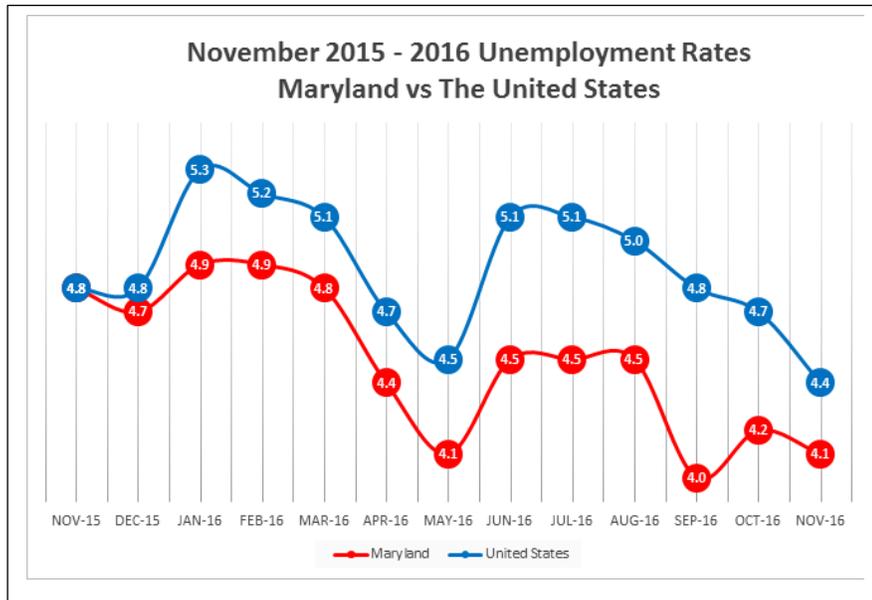
- Computer Technologies (CAD, CAM and CAE)
- High Performance Computing for Modeling Simulation and Analysis
- Rapid Prototyping
- High Precision Technologies
- Advanced Robotics and Automation
- Control Systems to Monitor Processes
- New Industrial Platform Technologies (Composite Materials)
- Ability to Manufacture Low and High Volume
- Fusion of Precision and Additive Manufacturing

Because there is such a wide range of skills and competencies needed in the industry, the Task Force set out to coordinate needs with existing Workforce Development Centers. The Advanced Manufacturing committee identified resources already in place in Maryland State Department of Education Career Technology Centers and Technical High Schools.

The Task Force continues to work toward creating a marketing and awareness campaign to highlight programs currently in place that will leverage opportunities between the job seeker and employer.

Changing Demographics

The Changing Demographics’ Task Force is charged with developing a targeted strategy to meet employer demands while also giving priority to individuals with barriers to employment. Today’s workforce is ever changing. Marylanders from demographics including disadvantaged workers, Hispanics, immigrants, individuals with disabilities, older individuals and young adults, must be included in all of Maryland’s multi-pronged, strategic workforce development plans. The Board is investigating ways to leverage these Marylanders’ skills and experience to best contribute to Maryland’s dynamic economy.



The Task Force acknowledges transportation difficulties, lack of time management skills, communication barriers and low technology skills. Members of the Taskforce continue to work with partners from industry, education and government to work to ensure economic growth for the Maryland and working families.

Through pilot programs, marketing campaigns and outreach, barriers will continue to be broken down as the Board develops new, specific, targeted policies for a well-rounded workforce. Two such pilot programs were introduced at Board meetings during 2016: *Vehicles for Change*

and *Farming 4 Hunger*. A third area this Task Force is addressing is the positive impact that Marylanders who are 50 years of age and older can have on the workforce. Currently 46% of the MD State workforce is older than fifty. 33%-50% of Maryland’s workforce is eligible to retire in the next three years. With such a large number of the Maryland population contributing to the tax base and economy, it is critical to maintain their economic activity in the State. The Changing Demographics Task Force is working to determine a strategy to attract, develop and retain nearly half the State’s workforce and how do we assist individuals with recidivism. The focus is also on strong funding and implantation.

2017 GOALS....

- Secure State start-up funding for pilot programs – *Vehicles for Change* and *Farming 4 Hunger*.
- Develop program to make positive impact of 50+ workforce.

Getting the Word Out!

The Marketing and Branding Task Force was formed to develop promotional strategies resulting in a significantly greater awareness, understanding, and utilization of the Statewide Workforce Development System in Maryland.

The Task Force identified and began work on three short term goals:

1. Create a menu of services for two audiences – businesses and job seekers
2. Examine current infrastructure
3. Execute market research

Task Force Chair Lisa Rusyniak, President & CEO Goodwill Industries of the Chesapeake, Inc., notes that an emphasis on infrastructure must be a primary task. This creates a central point of contact and coordination for a seamless delivery of information to targeted, meaningful, Maryland businesses and industry. The Taskforce is focusing on the use of web-based service tools and resources, and is quickly redeveloping a comprehensive website to serve as a single point of entry and contact for employers and job seekers alike.

A main key to providing information throughout Maryland to understand what Maryland business and industry needs. When armed with the detailed data, this system will offer new, faster support to businesses and jobseekers throughout Maryland.

Each of the short term goals is critical to the success of long term goals that, in today's dynamic economy, encompass establishing Task Forces with other organizations. Outreaches include numerous industry associations, staffing services, local chambers of commerce and outlying workforce development organizations.

Overall, the Marketing and Branding Taskforce seeks to increase accessibility and utilization of the existing Maryland Workforce Exchange (MWE), and the MWE app for Androids and iPhones, to increase the awareness and subscription to MWE. By increasing the number of businesses engaged in the workforce system and by creating a common language for dialogue about skills gaps, Maryland's workforce will grow, evolve and flourish.

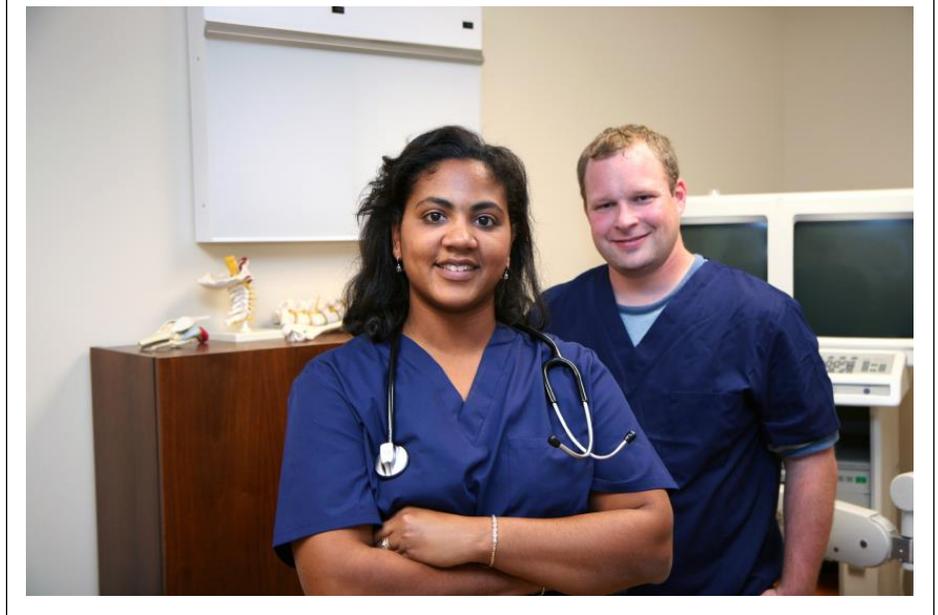
FORWARD THINKING.....

- Enhance business service teams to include private employers, economic development and State agencies.
- Develop comprehensive website to serve as single point of entry and contact for employers and job seekers.
- Provide relative data around industry needs.

Healthcare & Life Sciences - Expanding the Career Paths...

The Governor's Workforce Development Board recognizes Marylanders are employed in healthcare and the life sciences industry, yet for as many who enter the field, just as many exit. The GWDB established a **Healthcare & Life Science Taskforce** to identify why so many leave the profession. The overarching conclusion was lack of upward mobility. The workforce struggles to see a career path beyond their entry.

Under the leadership of Task Force Chair Carol Beatty, Secretary of Maryland Department of Disabilities, the Taskforce identified working with incumbent workers who may have barriers to jobs that promote self-sufficiency as a priority. Avenues to make this happen will include providing a career pathway to high-demand, high opportunity jobs in the healthcare environment via partnering with the community colleges and with the Baltimore Alliance for Careers in Healthcare (BACH).



BACH is a local non-profit launched in 2005 with the goal of helping Baltimore hospitals “Grow Their Own” direct-care workforce. BACH's Allied Health Career coaching model has evolved into a highly successful effort that boasts programs in six local hospitals and two long-term care facilities, and the advancement of more than 400 front-line and middle-skill workers.

Successful training would enable healthcare supervisory staff to work more closely with entry level workers to develop individual career plans, provide intense mentoring opportunities, and identify needed skills for upward mobility and then provide opportunities for acquisition of those skills in a supervised setting.

The Taskforce is excited to continue its collaboration in the coming year with BACH to expand the already successful incumbent worker and apprenticeship programs. Generating career pathways and providing staff with a rewarding employment is a win for the individual and the employer!

2017 CONTINUANCE AND EXPANSION.....

- Work in collaboration with BACH and community colleges to expand apprenticeship programs in healthcare
- Generate career pathways
- Provide incumbent workers with rewarding employment

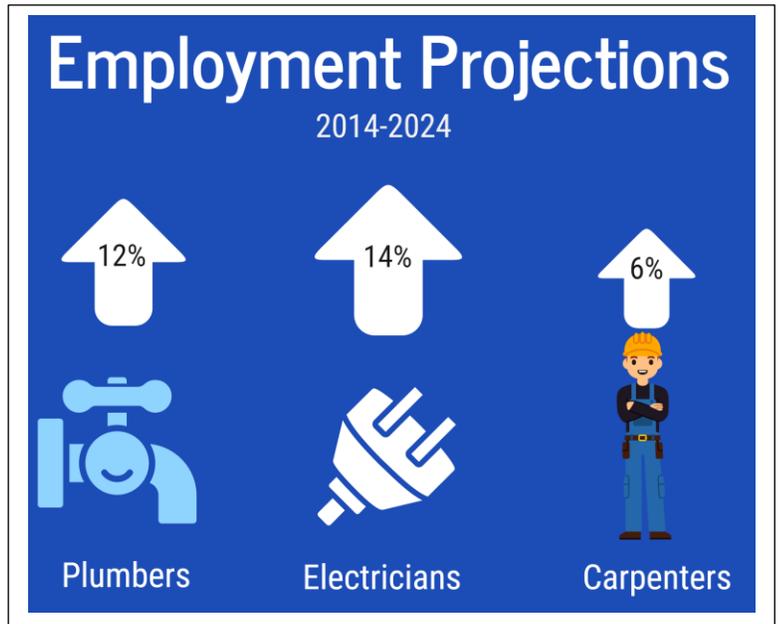
Who's Got Skills?

Employers throughout the state have identified the skilled trade industry – plumbers, electricians, carpenters, pipefitters, steamfitters, etc. as an area in vital need of attention. The employment projection for electricians is expected to grow by 14% from 2014 to 2024. Employment of carpenters is projected to grow by 6% over the same time period and the employment for plumbers will grow by 12%.

The **Skilled Trade Task Force** of the Governor's Workforce Development Board has begun to work on tackling impending workforce issues. Task Force Chair Katarina Ennerfelt, President/CEO ARCON Welding Equipment, LLC, and other members of the Taskforce are reviewing current programs available through Career Technology Schools, High Schools and Apprenticeships.

In partnership with the Maryland State Department of Education, Board members seek to improve the marketing of the much needed career pathways. Targeting students as early as middle school would be highly beneficial in identifying skills sets for the future workforce. These students would be able to design their studies around their interests and use technical schools as an add-on or alternative to college.

Business owners and training programs can work together to obtain the highest quality of training. Aligning apprenticeships with Career Technology Education and college programs will reduce repetition of classroom and get people moving forward quicker and easier.



The Skills Trade Task Force is also working on using existing resources, including American Job Centers and websites to better connect the Maryland businesses with job seekers. Communication between business owners and the job market, supplemented with communication between business owners and schools is imperative. According to Labor Market Statistics, the demand for jobs in plumbing, electrical and carpentry fields is growing, however the number of jobs listed is lacking.

The Task Force has also determined this potential workforce crisis is compounded due to the existing workforce ageing out. Resources are now being developed to increase workers' awareness of the opportunities and benefits that come with learning a skilled trade.

2017 ALIGNMENTS

- Work with Career Technology Centers, High Schools and Community Colleges to develop relative industry programs for workforce areas.
- Align Career Technology Education and college programs to Apprenticeship, eliminating repetitive training.
- Target students of middle school age who are beginning their course work planning.
- Use existing resources to provide business to job seeker connections.

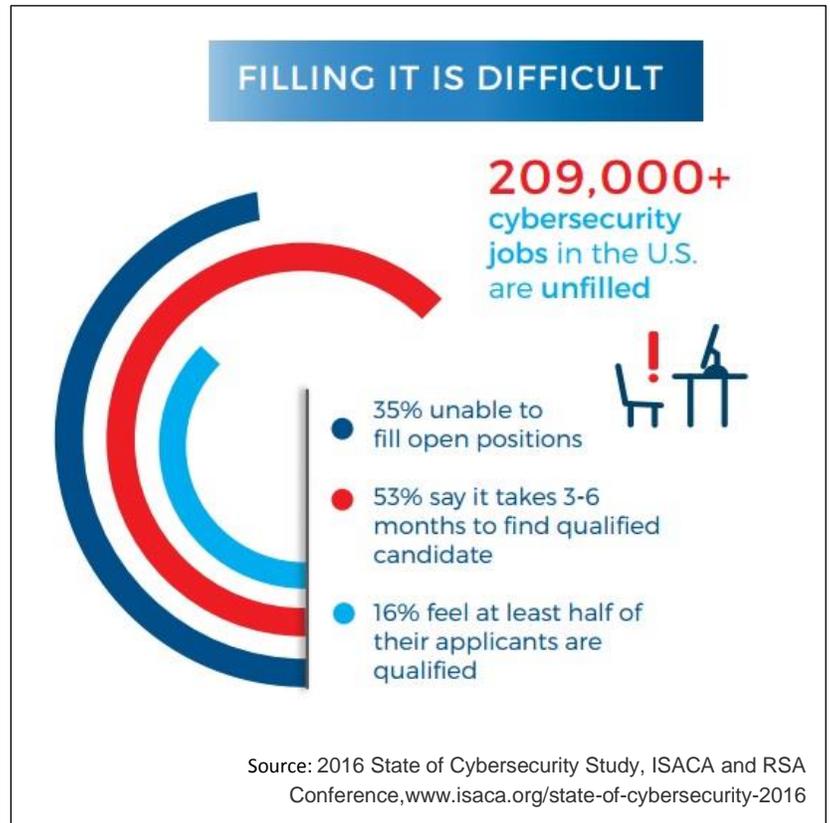
Being Safe in “Tech Space”

According to Labor Market Statistics, the demand for cybersecurity professionals continues to soar. Each year, more and more companies in every industry face the reality that their data and private information is not adequately protected from fraud and hackers. According to a 2016 State of Cybersecurity Study, more than 400 million records of personal information are stolen each year and the cost of cyber-attacks on American companies reaches \$400 billion each year.

In response, the Governors’ Workforce Development Board has formed a **Cybersecurity and Information Technology Task Force** to directly focus on business cyber security needs under the current and future direction of Chair Louis Dubin, Managing Partner Redbrick LMD.

This GWDB Task Force has enlisted experts in the fields of education, industry and the public sector who specialize in cybersecurity to review various possibilities and address the security concerns of Maryland business owners. These discussions recently led to a significant collaboration between Community College of Baltimore County Cybersecurity Institute and the NSA Office of Recruitment.

The GWDB continues to research ways to bring employers and educational institutions together to build our nation’s cybersecurity infrastructure with qualified professionals from Maryland.



NEXT STEPS....

- Coordinate Maryland Cyber Day Event.
- Develop “soft skills” template to assist potential workforce candidates.
- Identify cyber needs of the Maryland business community.
- Replicate and share successful practices with colleges, universities and businesses.

PARTNERSHIPS AND COLLABORATION

The Governor's Workforce Development Board (GWDB) works closely with the Division of Workforce Development and Adult Learning (DWDAL). This is a vital and meaningful partnership, designed to successfully ensure that as many Marylanders as possible get back to work. The GWDB provides the insight for policy and strategy from the business perspective via experience and expertise of our members, which consists of business owners, non-profit organizations, educators and workforce stakeholders and experts.

DWDAL works to find solutions for jobseekers and businesses via the Maryland Workforce Exchange, Apprenticeships, Veteran Services, the EARN Program, Youth Services, Adult Education and American Job Centers. The two agencies regularly participate in shared joint ventures, hosting and facilitating forums to benefit Marylanders. The essential partnership is highlighted throughout each division and among all members of each division when developing strategy, writing policy or implementing programs.

Interagency Workforce Committee

The GWDB Interagency Workforce Committee, which includes State agency partner senior officials, come together quarterly to ensure coordination and communication across all State agencies which have an investment in developing Maryland's workforce. The Committee includes assistant secretaries, deputy secretaries or senior staff from the following agencies:

- Maryland Department of Aging
- Department of Commerce
- Department of Human Resources
- Department of Juvenile Services
- Maryland Department of Labor
- Maryland Department of Disabilities
- Maryland Higher Education Commission
- Department of Public Safety and Correctional Services
- Maryland State Department of Education's Division of College and Career Readiness and the Division on Rehabilitation Services
- Maryland Department of Veterans Affairs



Mike DiGiacomo (Right), Executive Director of GWDB with Mike Korbey (Left) of the Maryland Dept. of Human Resources at Maryland's first WIOA Convening

BUSINESS ENGAGEMENT

The Governor’s Workforce Development Board (GWDB) members and staff act as ambassadors to educate, assist and inspire all workforce system partners. They are responsible for building the foundation for trust that underlies relationships that endure and succeed.

Maryland business leaders deserve real human interaction, significant services, and serious opportunities to collaborate with likeminded experts, creating long lasting, productive relationships.

Creating a sense of productive community in the workforce arena creates opportunities for Marylanders to form bonds and connect over common interests.

Aligning the GWDB mission to the needs of Maryland businesses and job seekers requires a collaborative approach involving critical stakeholders coming together, learning from each other, and creating lasting solutions.



Councils, Committees and Forums

The Governor’s Workforce Development Board (GWDB) is bridging the gap between economic development and business development. The GWDB staff members are active participants providing business perspective in numerous committees, workgroups and boards surrounding education. The Board insists that training and education is vital to providing the skills needed to build a vibrant Maryland workforce. The Board is working to set policy that will remove barriers of employment for all individuals. Maryland councils and committees are instrumental to ensuring that Maryland’s various agencies, groups and organizations are working together toward the same goals.

Maryland Adult Learning Advisory Council

The mission of the Maryland Adult Learning Advisory Council (MALAC) is to advise the Maryland Department of Labor and its Division of Workforce Development and Adult Learning (DWDAL) in promoting and supporting a flexible and integrated education and training system for adult learners – supporting literacy, self-sufficiency, life-long learning, parental involvement in children’s education, business growth, a globally competitive workforce, and economic prosperity for the state and its residents. The membership includes a broad geographic and demographic representation of the community to promote essential collaboration and coordination between adult education and other agencies and programs. GWDB staff regularly attends meetings of MALAC providing input on business needs and prospective.

Governor’s P-20 Leadership Council of Maryland

In 2010, the P-20 Council membership was expanded by the Maryland General Assembly in Senate Bill 286 and House Bill 466 to include members of the Senate, House and additional representatives of the educational system beyond the original 35 member appointments. The Council is a partnership between State educators and the business community to better prepare Maryland students for the jobs of the new economy while enhancing the state’s economic competitiveness by developing a workforce with 21st Century skills. The Council also ensures that college and career readiness and college completion strategies for Maryland students being implemented. The GWDB staff works to add value to the council by representing the business owners of the GWDB and the community to ensure the basic, critical thinking and technical skills necessary to succeed in the modern workplace are delivered to the workforce.



Left to Right: Louis Dubin (Left), Chairman of the GWDB, Judith Emmel, Associate Director with NSA, and Mike DiGiacomo, Executive Director, GWDB

Task Force to Study Adult High School Concept

In July 2016, the Task Force formed to Study Adult High School Concept was formed to recommend, establish and regulate adult high schools. The Task Force is charged with considering eligibility requirements, financial stability and capacity standards for adult high school operators. Consideration will also be given to accreditation, reporting requirements, curriculum content, funding options and other relevant issues. Membership on the Task Force includes 17 educators, agency and Council representatives. Executive Director Mike DiGiacomo is the Task Force representative for GWDB. A report of findings will be delivered to Maryland Senate by June 30, 2017.

Interagency Transition Council for Youth with Disabilities

The Interagency Transition Council (IATC) for Youth with Disabilities was created in 2000 to improve the postsecondary outcomes of youth with disabilities in Maryland, and reconstituted in 2007. In 2007, it was given the

primary responsibility to annually review, revise and update the Interagency State Plan for secondary students with disabilities and to review the partnerships and results among participating agencies. GWDB is an active agency participant in the quarterly meetings ensuring improvement in employment outcomes, particularly as it relates to the Federal Workforce Innovation and Opportunity Act (WIOA). WIOA places a priority on providing services to youth with disabilities and GWDB provides assistance through strategy and policy for local and State workforce investment boards.

Correctional Education Council

The Correctional Education Council (CEC) advocates and promotes the interest of correctional education programs to ensure a quality education and workforce skills training are available to all inmates. Over 9,000 inmates are provided opportunities at each of the Division of Public Safety and Correctional Service State institutions and the pre-release units. The goal is to re-integrate transitioning inmates successfully into society by assisting them to become productive, stable and self-sufficient. The Governor’s Workforce Development Board, through staff and board member participation, provides input and collaborates with Council members and agencies to ensure those who seek opportunities are afforded them.

Career and Technology Education Monitoring

Maryland Career and Technology Education (CTE) programs of study are recognized statewide model programs designed to prepare high school students for the 21st Century’s global economy and it’s rapidly changing workforce needs. The Maryland State Department of Education (MSDE) works closely with the Governor’s Workforce Development Board to identify new programs in response to Maryland’s workforce needs and ensure all CTE programs keep pace with industry expectations. Current fields of study include Business Management and Finance; Arts, Media and Communication; Construction and Development; Consumer Services; Environmental, Agriculture and Natural Resources; Health and Biosciences; Information Technology; Human Resources; Manufacturing, Engineering and Technology; and Transportation Technologies. The fields line up with the task force initiatives put forth by GWDB as areas in need of growth and emphasis. The GWDB staff, along with MSDE, participates in regular monitoring visits to schools and centers around the State to ensure programs are aligning with local needs and opportunities that will benefit both the student and employer.

Towson Forum

In May 2016, the Governor’s Workforce Development Board worked in partnership with the Regional Economic Studies of Institute of Towson University to host the Maryland Workforce Outlook Forum.

Nearly 200 business leaders from workforce and education fields gathered to collaborate and discuss solutions for the economic challenges facing our institutions and our State, regarding workforce preparedness.

Participants provided insight into areas including, “How can the workforce system and higher education address the structural issues faced by Maryland businesses?” Including, “What is the role of businesses in supporting statewide efforts to train/educate our workforce?” Topics were discussed in-depth to develop action plans and form partnerships among the business leaders, policy makers and educators.



Kim Schatzel, President of Towson University

Hispanic Chamber of Commerce Forum

The Maryland Hispanic Business Conference was held in October of 2016, the 15th year of the conference. At the event, Governor Larry Hogan pledged to transform Maryland into a State where entrepreneur and businesses can flourish, grow and create more jobs for Marylanders. The conference provided Maryland's Hispanic businesses with the unique opportunity to interact with industry leaders and other workforce development stakeholders. Currently, Latino businesses are being established at 15 times the national average, with 54,000 businesses in Maryland. GWDB Member Veronica Cool, is the Founder of Latino Innovators' Pitch who, along with the Hispanic Chamber of Commerce hosts the annual event.

Industry Sector Partnership Workshop

Members of the Governor's Workforce Development Board, along with citizens and workforce and State agencies, attended an Industry Sector Workshop in September, 2016. Led by Beth Brinly and Todd Cohen from Maher and Maher, the group discussed the vision and structure of a high impact workforce board. The discussions centered on ownership, integration of initiatives and leveraging key investments.

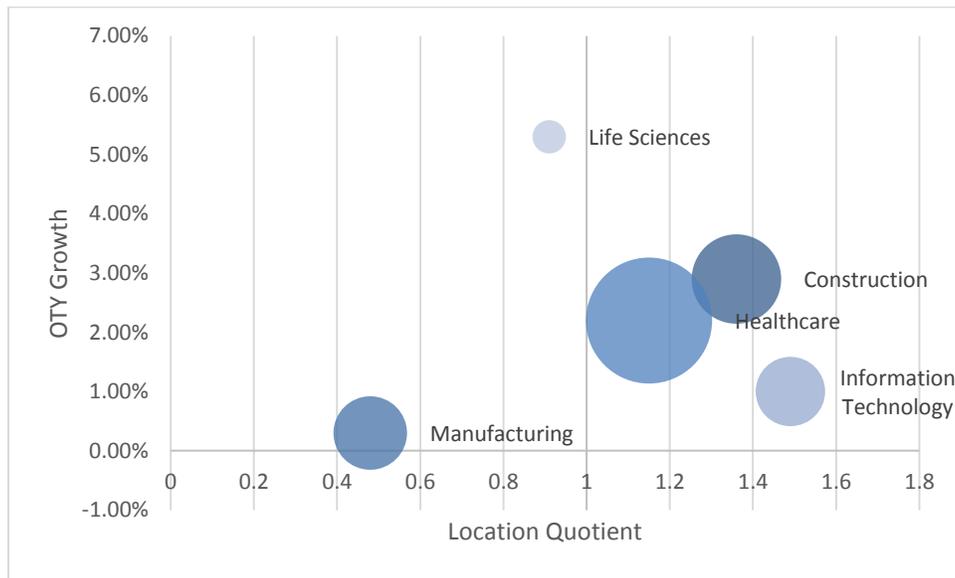
Information obtained from other State boards included the effective use of technology to manage, deliver and maximize programs. To be highly effective, our Board intends to leverage funds and increase assets of our partners and stakeholders. Budgets must align with strategic goals. Effectiveness and continuous improvement based on federal, state and local measurements will be monitored.



National Governor's Association

The GWDB is an active participant in National Governor's Association (NGA) meetings and conferences, discussing best practices, plans and priorities to position workforce systems for success. Recent changes in WIOA have led to extensive discussions and innovative workforce development solutions. Twice a year, NGA peers from across the nation gather to share best practices and examine key issues facing the states and our nation.

MARYLAND'S GROWTH, EMERGING AND TARGETED INDUSTRIES



Targeted Industries - bubble size indicates 2015 employment

GWDB targeted industry clusters showed over the year growth from 2014 to 2015. Three of the targeted clusters can be classified as **growth industry clusters** based on an analysis of over the year growth and location quotient (LQ).

LQ describes the relative concentration of an industry in a specific area as compared to that industry's concentration in a broader area, for this analysis the specific area would be Maryland and the broader area is the United States. Location quotients above 1.0 are indicative of an industry cluster more concentrated in the specific area versus the broad area.

- Construction (Skilled Trade) grew at a rate of 2.9% from 2014 – 2015 and has a location quotient of 1.36.
- Healthcare grew at a rate of 2.2% from and 2014 – 2015 and has a location quotient of 1.15.
- Information Technology (including Cyber Security) grew at a rate of 1.0% from 2014 – 2015 and has a location quotient of 1.49 making it the most concentrated industry cluster of the targeted group.
- Life Sciences grew the fastest among the targeted industry clusters at a rate of 5.3% from 2014 – 2015, however its location quotient below 1 (0.91) means that this industry cluster is classified as an **emerging industry cluster**.
- Manufacturing grew at a rate of 0.3% from 2014 – 2015 and had a location quotient of 0.48, also classifying this industry cluster as emerging.

2016 GOVERNOR'S WORKFORCE DEVELOPMENT BOARD OPERATIONS

	2016 ACTUAL	2017 BUDGET
EXPENSES		
Salary and Fringe Benefits	\$392,117	\$464,956
Communications	5,554	5,231
Travel	5,662	11,763
Contract Services	11,713	22,277
Supplies	1,052	3,340
Equipment	8,792	621
Fixed Assets	33,257	35,559
Vehicles	600	
Sub-Total	458,747	543,747
GRANTS		
Non-Government Grant	50,000	
Total	\$508,747	\$543,747

	2016 ACTUAL	2017 BUDGET
SUPPORT FUNDS		
General	\$57,156	\$66,889
Reimbursable		
DHR	66,241	69,265
DWDAL	261,173	280,657
MDOA □ DWDAL Senior	4,699	
MSDE	33,396	37,104
MHEC	52,243	54,630
DBED - DOC	25,474	26,635
DJS	8,193	8,567
Sub-Total	\$451,418	\$476,858
Total	\$508,747	\$543,747

LOCAL BOARDS

Anne Arundel Workforce Development Corporation

Workforce Investment Board for Anne Arundel County
Walter Townshend, Chair
Kirkland “Kirk” J. Murray, President & CEO
(<http://www.aawdc.org/>)

Mayor’s Office of Employment Development

Workforce Investment Board for Baltimore City
Andrew Bertamini, Chair
Jason Perkins-Cohen, Director
(<http://www.oedworks.com/>)

Baltimore County Department of Economic and Workforce Development

Workforce Investment Board for Baltimore City
Laurens “Mac” MacLure, Chair
Sharon Klots, Chief, Workforce Development
(<http://www.baltimorecountymd.gov/agencies/jobtraining/>)

Frederick County Workforce Services

Workforce Investment Board for Frederick County
Rose Davis, Chair
Michelle Day, Director
(<http://www.frederickworks.com/>)

Lower Shore Workforce Investment Board

Workforce Investment Board for Somerset, Wicomico and Worcester Counties
Joey Gardner, Chair
Milton Morris, Workforce Director
(<http://www.lswa.org/>)

Mid-Maryland

Workforce Investment Board for Carroll and Howard Counties
Wallace “Wally” Brown, Chair
Francine Trout, Director
(<http://www.mid-marylandwib.org/>)

Work Source Montgomery / Workforce Investment Board for Montgomery County

Michael J. Sullivan, Jr., Chair
Ellie Giles, CEO
(<http://worksourcemontergomery.com/>)

Prince George’s County Workforce Services Corporation

Workforce Investment Board for Prince George’s County
Charlene T. Wade, Chair
Walter Simmons, Executive Director
(<http://www.pgcedc.com/workforce-services/>)

Southern Maryland Workforce Development Network

Workforce Investment Board for Calvert, Charles and St. Mary’s Counties
Mike Benton, Chair
Ruthy Davis, Director
(<http://www.tccsmd.org/>)

Susquehanna Workforce Network

Workforce Investment Board for Cecil and Harford Counties
Terrance Lovell, President
Bruce England, Executive Director
(<http://www.swnetwork.org/>)

Upper Shore Workforce Investment Board

Workforce Investment Board for Caroline, Dorchester, Kent, Queen Anne’s and Talbot Counties
George Weeks, Chair
Dan McDermott, Executive Director
(<http://www.uswib.org/>)

Western Maryland Consortium

Workforce Investment Board for Washington, Allegany and Garrett Counties
Kristi Durst, Chair
Debora Gilbert, Interim Executive Director
(<http://www.westernmarylandconsortium.org/>)

GWDB BOARD STAFF

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