



# 2015

## INVESTING IN MARYLAND'S FUTURE



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

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

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

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

April 1, 2016

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, and Speaker Busch and the Citizens of Maryland:

The Governor's Workforce Investment Board is proud to present our 2015 Annual Report.

With this report, we celebrate some significant changes to the strategy of workforce development in Maryland, and start on a path toward changing Maryland for the better. We are confident the strides the State's workforce system is making in implementing the federal Workforce Innovation and Opportunity Act (WIOA), as outlined in the Combined State Workforce Plan, will ensure that key investments are made to bolster job opportunities and economic development in Maryland, for years to come.

Here are a few highlights:

- In keeping with the implementation of WIOA and the Executive Order issued by Governor Hogan in June, Maryland reconstituted the GWIB Board and included two significant populations previously not represented formally on prior Boards: veterans and Maryland citizens with disabilities. This year's report also highlights the Board's new members and their perspectives on the importance of workforce development as an investment in their communities and to their businesses.
- For the first time in Maryland's history, our Combined State Workforce Plan sets a comprehensive strategic path for workforce development delivery services that extends beyond the doors of GWIB and the Department of Labor, Licensing and Regulation and into the halls of departments such as the Department of Human Resources and the Maryland State Department of Education's Division of Rehabilitation Services.
- Led by our new Executive Director, who joined GWIB in June 2015, our Board is taking a fresh and innovative look at business engagement and the private sector's role in anticipating, planning for, and meeting the needs of Maryland employers with a skilled and ready-to-work workforce that will be second to none in the country.

2015 has been the year for exploring innovations and creating partnerships to ensure a strong future for Maryland's working families and employers. We strongly believe these partnerships and this innovation will set the stage for cutting edge workforce policies and programs that enhance the quality of life in Maryland and improve Maryland's competitiveness regionally, nationally, and globally. We thank you for the opportunity to lead this effort.

Sincerely yours,



Francis "Hall" Chaney, III  
Chairman, GWIB



Michael R. DiGiacomo  
Executive Director, GWIB

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## OVERVIEW OF THE GOVERNOR'S WORKFORCE INVESTMENT BOARD

The Governor's Workforce Investment Board advises Governor Hogan on strengthening Maryland's investment in the development of a collaborative workforce system. On June 26, 2015, Governor Hogan, through Executive Order 01.01.2015.19, reconstituted the Board as required under federal law giving 51 percent of Board membership to the Maryland business community. This shift heightens the private sector's role and responsibility regarding Maryland's future workforce needs.

For the first time, the Board officially includes the secretaries of Veterans Affairs and Disabilities. This effort is inextricably linked to Maryland's implementation of the federal Workforce Innovation and Opportunity Act (WIOA). Maryland's Combined State Workforce Plan, as Maryland's implementation of the federal Act, aligns the workforce services provided by the Maryland Department of Labor, the Maryland State Department of Education's Division of Rehabilitative Services, and the Department of Human Resources' Family Investment Administration. In all, it demonstrates Maryland's renewed commitment to a business-led system that serves *all* of Maryland's jobseekers and businesses.

“Let's reach across the aisle, and continue to do everything we can to help our state compete in the region and throughout the nation. Maryland's business community can and will be strong again.”

-Governor Larry Hogan,  
2016 State of the State Address

## MEET OUR NEW CHAIRMAN

### GOVERNOR HOGAN APPOINTS FRANCIS H. (HALL) CHANEY, III



Francis H. (Hall) Chaney, III was appointed by Governor Hogan to serve as Chairman of the Governor's Workforce Board in October 2015. After excelling through various positions, Hall was named

Executive Vice President of Chaney Enterprises in 2013, overseeing day-to-day operations of the family business.

Chaney Enterprises has been a proud, family-owned Maryland aggregates business since its creation in 1962. While being engaged in the company his entire life, Hall's official responsibilities with Chaney

Enterprises began during summer breaks from school. It was during that time that he worked in a variety of areas within the company.

Hall credits his exceptional professional career to the invaluable education he received not only from the University of Maryland's Robert H. Smith School of Business and Colvin Institute, but also the education he received through family conversations, gatherings and traveling with his father, chairman of Chaney Enterprise's Board. In fact, Hall's father, Francis H Chaney, II, previously served on the Governor's Workforce Investment Board. As Chairman, Hall's focus is to lead the Board's efforts and to provide meaningful insight to the workforce system.

“The availability of jobs and the desire for a trained, ready-to-work workforce are two critical elements of

a competitive business environment. The GWIB is committed to ensuring both,” he said.

Hall has remained active in the community and industry associations. He is proud to serve on the Chesapeake Shores Board of the Associated Builders and Contractors where he maintains an integral role with their apprenticeship programs. He also serves on the Chaney Foundation Board, where the philanthropic funds of Chaney Enterprises are managed and directed specifically in the areas of workforce development concerning the construction industry and substance abuse.

Hall is the co-founder of the Next Generation of Anne Arundel County, a nonprofit organization

concentrated on supporting other local non-profits, while introducing community members to the purpose and function of philanthropic work.

Hall is also honored to serve as a board member for the Maryland Motor Truck Association, and is involved with the education committee for the Maryland Transportation Building Materials Association.

Hall and his wife Chelsea are the proud parents of Liam and London. They are raising their family in Anne Arundel County and both are proud life-long Marylanders. Hall’s family has long been committed to both Anne Arundel County and the State of Maryland.

“The GWIB has a unique opportunity to improve one of the most frustrating occurrences within our community. We can bridge the gap between businesses and job-seekers, using business driven ideas, while improving our economy and people's lives. What better impact can we, as business leaders, have?”

-Hall Chaney  
Chair, GWIB

## MICHAEL “MIKE” DIGIACOMO APPOINTED EXECUTIVE DIRECTOR

Under the leadership of Governor Larry Hogan, Secretary Kelly M. Schulz announced Michael DiGiacomo as the new Executive Director of the Governor's Workforce Investment Board in June 2015.

For more than 20 years, Mike DiGiacomo worked as a business development and sales executive. With a focus on business expansion, Mike specialized in building sales teams, channel programs, and implementation teams.

Transitioning into the commodities market, Mike built and managed the Matworks' sales team, establishing relationships across the country within the flooring industry. Throughout these 20 years, Mike developed the skills necessary to successfully and sustainably grow a business. As a result, he possesses an excellent understanding of the sales and

implementation aspects of business within both the goods and the services markets.

In 2012, Mike began a term as Regional President of Accelerent's Baltimore and

Washington, DC markets. In this capacity, Mike networked and managed an Association of senior level executives and executives at some of Maryland’s most renowned companies. Under his leadership, Accelerent increased new member business by \$20 million and maintained 90 percent partner retention. It is this focus on excellence and partnerships that Mike brings to the GWIB.



## MEET THE GOVERNOR'S WORKFORCE INVESTMENT BOARD

Governor Hogan's Executive Order 01.01.2015.19 established the new Governor's Workforce Investment Board, pursuant to Section 101 of WIOA, that was comprised of three key pillars: Government; Business; and, Community and Workforce Leaders. Two members of the Maryland General Assembly and two local government representatives were 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 for the first time ever.

#### *Representatives from State Agencies*



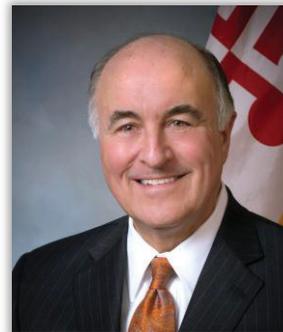
**Sam J. Abed**  
Secretary  
Department of Juvenile Services



**Carol Beatty**  
Secretary  
Department of Disabilities



**James D. Fielder**  
Secretary  
MD Higher Education Commission



**R. Michael Gill**  
Secretary  
Department of Commerce



**Rona E. Kramer**  
Secretary  
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  
Department of Veterans Affairs



**Kelly M. Schulz**  
Secretary  
Department of Labor, Licensing and Regulation



**Jack Smith**  
Interim Superintendent of Schools  
Department of Education

*Representatives from the Maryland General Assembly*



**Honorable Vanessa Atterbeary**  
Maryland State Delegate  
District 13, Howard County  
House Judiciary Committee



**Honorable Douglas J.J. Peters**  
Maryland State Senator  
District 23, Prince George's County  
Senate Budget & Taxation Committee

*Representatives from Local Government*



**Allan H. Kittleman**  
County Executive  
Howard County  
*Recommended by the Maryland  
Association of Counties (MACO)*



**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 in their varying areas of expertise. In establishing his Board of workforce advisors, Governor Hogan emphasized the need to ensure that a diverse group of business, community and government leaders were selected to ensure 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

### **Preterald "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

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 and took effect on July 1, 2015. WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act of 1933, and the Rehabilitation Act of 1973. To help both businesses and jobseekers with their needs, the workforce system established under WIOA is integrated by design, with meaningful partnerships between business, job seekers, and workforce, education, human services, and economic development experts. These collaborations will better ensure top results by more easily leveraging State resources. WIOA addresses the needs of job seekers through establishing a workforce system that helps them access employment, education, training and support services to succeed in the labor market. WIOA also works to address employer needs by matching them to the skilled workers they need to compete in the global economy through the State's American Job Centers and Maryland Workforce Exchange and targeted business outreach.

“Our focus will be on jobs, struggling Maryland families, and restoring our economy.”

Governor Larry Hogan,  
2016 State of the State Address

WIOA ensures that the workforce system operates as a comprehensive, integrated, and streamlined system that provides pathways to prosperity for those it serves. Though WIOA, our system aims to be flexible enough to continuously improve the quality and performance of our services. To ensure the spirit and intent of WIOA is met, Governor Hogan commissioned the drafting of the Maryland State Combined Workforce Plan to outline his vision.

### **Governor Larry Hogan's Strategic Vision for Maryland's Workforce System**

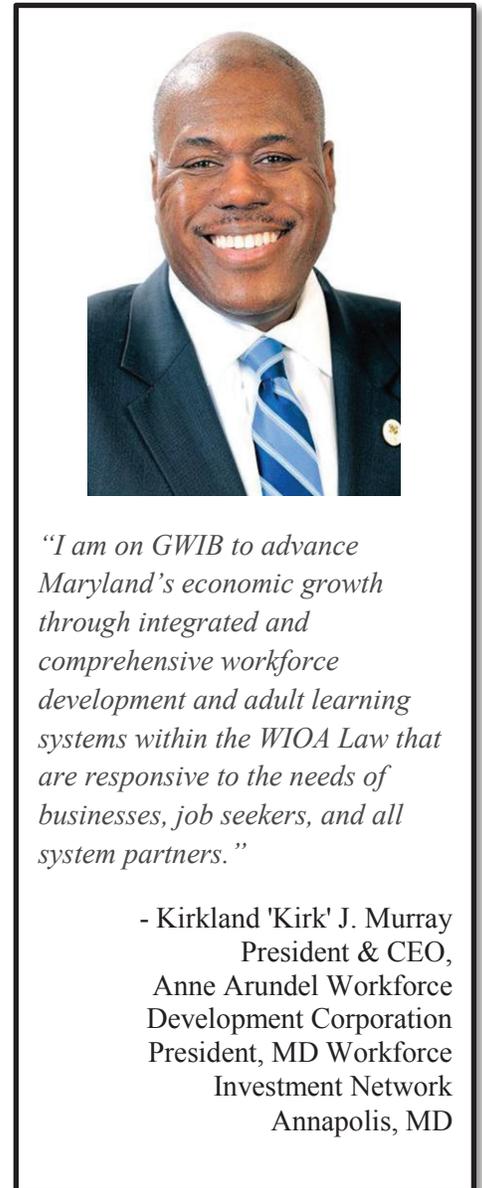
Providing businesses with the skilled workforce they need to compete is central to Governor Hogan's vision and to his charge to make Maryland "open for business." Maryland's workforce system provides for that talent pipeline through a partnership of State and local partners, businesses, economic development, education, and community stakeholders.

To ensure that the workforce system efficiently meets the needs of both the businesses and the jobseekers it serves, Governor Hogan has directed Maryland's workforce agencies to jointly develop the State's workforce plan. For the first time, Maryland's Department of Labor, the Department of Human Resources, the Maryland State Department of Education, the Governor's Workforce Investment Board, and local workforce partners joined to develop the operational components of Maryland's plan. The Governor's charge to these State agencies was to develop a plan that leverages state resources to deliver outstanding customer service to workers and businesses. This is vital to Maryland's economic growth and prosperity. The agencies were further encouraged to collaborate and innovate to ensure that Maryland's citizens have access to quality demand-driven workforce training and employment opportunities.

### **ECONOMIC DEVELOPMENT AND JOBS**

A sound and thriving economy creates quality careers, provides financial stability for Maryland's families and communities, and reduces dependency on government programs. In short, business must play a key role in Maryland's workforce system.

Businesses serve as partners to the workforce system by providing guidance on in-demand training needs, and policy guidance for the system so that initiatives are driven by industry demands. As businesses change and adapt to labor markets, a workforce development system that successfully partners with business also evolves so that jobseekers continue to receive proper training and opportunities for in-demand careers.





*“I’m looking forward to the impact that GWIB will have on the Hispanic and minority workers of the state-this population provides an untapped and underutilized talent pool. And when we connect them to the employers of the region, we all win.”*

-Veronica A. Cool  
Founder & Managing Director  
Cool & Associates, LLC

The Governor’s Workforce Investment Board serves to advise Governor Hogan on Maryland’s future workforce development and training needs. Maryland’s workforce system must proactively engage with businesses so that workforce training funds are used effectively and efficiently.

### **IMPROVING THE QUALITY OF LIFE FOR MARYLANDERS**

Jobseekers must also be the focus of Maryland’s workforce development system. Whether a jobseeker is entering an American Job Center, submitting a resume to apply for jobs on the Maryland Workforce Exchange, receiving training through one of Maryland’s twelve local partners, the services received must be tailored to the individual’s needs.

Collaboration on both the State and local levels is key to ensuring that customers who enter any American Job Center, local social services office, or any other entry point into the Maryland workforce system are provided with specific, customized services. As Maryland’s workforce system focuses its attentions and efforts on the system’s customers, we change the lives of the people we serve and grow our State and local economies. Under this new customer-centric workforce system, the agencies together, with their respective local partners, will identify the services that are needed for the customer, not by shuffling the customer from one referring agency to another, but through collaboration and increased communication. In doing so, the system

focuses on the person before performance measures set by federal agencies.

When the focus is on meeting the customer’s needs, Maryland’s workforce system’s efforts will be on meeting the needs of the individual, not on meeting the goals written on a page. Maryland’s workforce system will recognize that the jobseekers who enter Maryland’s American Job Centers, or visit local Department of Social Services locations are our neighbors, friends, and fellow Marylanders who are in need of the critical services we deliver together. **This change is what Maryland’s jobseekers and businesses not only deserve, but require.**

### **MARYLAND’S PATH TO IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT**

As the State’s workforce development board, the GWIB is charged with making recommendations to the Governor in the development of public policy that coordinates workforce development services. Businesses must play a central role in the formation of Maryland’s WIOA-compliant workforce system. Businesses create jobs and employ Marylanders. They directly benefit from the creation of a pipeline of a skilled and knowledgeable workforce. Business is the key customer of the workforce system. As Governor Hogan’s chief policy-making body on workforce development, innovation and opportunity, the Board is dedicated to promoting comprehensive planning and coordination of employment and training programs in the State. Business must play an important role in developing training criteria and identifying emerging jobs.

The workforce system must proactively engage business in its processes early and often in the development of processes and services to ensure that the services that will be provided to Maryland’s jobseekers are in line with business needs. The workforce system must also introduce businesses to our existing staff and processes. There is a wide array of professional development, social assistance, and incumbent worker resources offered to businesses looking to hire and expand in Maryland. Maryland’s workforce system will thrive through the relationships it builds with the business community.

To that end, the GWIB will dedicate efforts to establish a business engagement taskforce to ensure that business is engaged in the delivery of workforce services. The taskforce will provide strategies regarding outreach to Maryland’s businesses, U.S. labor market information, and the development of cutting-edge practices in workforce development training programs.

**MARYLAND’S WIOA WORKGROUPS**

During 2015, WIOA workgroups led by the Department of Labor’s Division of Workforce Development and Adult Learning, in consultation with the GWIB, were established to address key WIOA components. Each work group was led by GWIB and Department of Labor, Licensing and Regulation staff and local workforce directors. State and local partners, stakeholders and key subject matter experts developed partners, stakeholders and key subject matter experts developed recommendations for the formulation of the State’s workforce plan.

Each workgroup performed in-depth analysis of all relevant WIOA provisions, worked closely with other workgroups, identified key policy issues and made recommendations on strategic and



*“As a small business owner in Baltimore City and proud member of the GWIB Board, I know that improving Maryland's competitiveness means being workforce-ready for tomorrow's employers. GWIB is leading the way in forging the partnerships between the private sector, government agencies and community-based organizations. We're making sure that Maryland's workforce remains among the best prepared in the country”*

-Preterald “P.C.” Price  
President/CEO  
Legal Services Associates, Inc.  
Baltimore City

| WIOA State Plan Program                         | Core WIOA Program as determined by law | Additional WIOA Program determined by Governor | MD State Agency Responsible for Oversight |
|---|--|--|---|
| Adult Program                                   | •                                      |  | DLLR                                      |
| Dislocated Workforce Program                    | •                                      |  | DLLR                                      |
| Youth Program                                   | •                                      |  | DLLR                                      |
| Wagner-Peyser Act Program                       | •                                      |  | DLLR                                      |
| Adult Education & Family Literacy Act Program   | •                                      |  | DLLR                                      |
| Vocational Rehabilitation Program               | •                                      |  | MSDE                                      |
| Temporary Assistance for Needy Families Program |  | •  | DHR                                       |
| Trade Adjustment Assistance for Workers Program |  | •  | DLLR                                      |
| Jobs for Veterans State Grant Program           |  | •  | DLLR                                      |
| Reintegration of Ex-Offenders Program           |  | •  | N/A                                       |

operational implementation issues. The workgroups will continue to meet throughout 2016 and beyond.

## FORMULATION OF THE MARYLAND STATE COMBINED WORKFORCE PLAN

Governor Hogan has directed the Department of Labor, the Department of Human Resources (DHR), and the Maryland State Department of Education (MSDE) to work collaboratively to develop a strategic and operational plan including:

The inclusion of these key programs ensures that Maryland effectively leverages its existing resources to deliver outstanding customer service to workers and businesses driving Maryland's economic growth and prosperity. Key partners from these State agencies and representatives from the GWIB and representatives from local workforce development areas, worked together to ensure that Maryland is poised to deliver a WIOA compliant workforce system.

For more information on WIOA, visit the Maryland Department of Labor, Licensing and Regulation's website dedicated to WIOA resources at <http://www.dllr.maryland.gov/employment/wioa.shtml> or the United States Department of Labor's WIOA website at: <https://www.doleta.gov/WIOA/>



*"My goal is to help build a transportation system that provides access to jobs for Maryland families faced with the daily dilemma of "how do I provide for my family when I cannot get to a job, doctor or grocery store" in addition identify and fill those positions that do not require a college degree with qualified individuals from the hard to serve populations."*

-Martin "Marty" Schwartz  
President, Vehicles for Change  
Baltimore County

## INITIAL DESIGNATION OF MARYLAND'S LOCAL AREAS

Governor Hogan approved a request for initial designation for all (12) Local Workforce Areas that performed successfully; and sustained fiscal integrity for the two-year period preceding July 22, 2014. The Governor's Workforce Investment Board (GWIB) then reviewed the performance and fiscal integrity for Local Boards submitting requests for initial designation.

In accordance with WIOA, and on behalf of Governor Hogan, the GWIB made recommendations regarding the designation of the local workforce areas which is required to receive funding and administer activities under WIOA Title I following the Governor's approval in the summer of 2015.

## MAKING MARYLAND'S WORKFORCE INNOVATIVE

The GWIB, as the State's workforce board, is charged with ensuring innovative delivery of services benefiting jobseekers and businesses alike. Specifically, the GWIB is required to identify best practices regarding the way workforce services are delivered. These programs are considered model programs for determining best practices. GWIB is proud to partner with them to meet Maryland's workforce needs. Youth Apprenticeships, Apprenticeship Maryland and EARN Maryland initiatives have been developed to expand education and workforce training systems aligned with economic development needs of Maryland's businesses and jobseekers.



### Youth Apprenticeships

For a new generation of workers and employers, apprenticeships offer a way of succeeding in the 21st century economy. Engaging a new

||

generation of workers and employers through youth apprenticeships ensures that Maryland remains open for business. The Maryland Department of Labor is leading efforts to invest in the future of Maryland's workforce system by investing in the State's youth. For more information regarding the pilot program, visit <http://www.dllr.state.md.us/aboutdllr/youthappr.shtml>.

## Apprenticeship Maryland

The Department of Labor was proud to establish a partnership in 2015 with the Maryland State Department of Education and the Department of Commerce in developing a pilot apprenticeship program in two local Maryland school systems. The collaboration is a part of the Augustine Commission's report released in February 2015. The Augustine Commission is a blue-ribbon panel commissioned to examine Maryland's competitiveness. The Commission specifically identified the creation of apprenticeship opportunities as a way Maryland could become more competitive. As a direct result of the Commission's recommendations, Apprenticeship Maryland was established.

**Apprenticeship Maryland** is a new State program that gives Maryland businesses the unique opportunity to train, influence and shape high school students into top-performing employees by providing opportunities for Maryland's high school juniors and seniors. Participants will "learn while they earn" by tying classroom experiences to on-the-job training leading to both a high school diploma and a State Skill Certificate.

The program requires eligible employers to hire Apprenticeship Maryland participants who will enter into high-skill, high-growth STEM related industries, such as healthcare, biotechnology, information technology, construction and design, banking and finance, and advanced manufacturing.

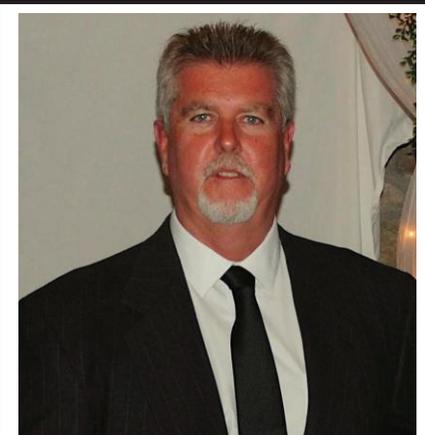
Eligible employers must be located in close proximity to the local school systems selected to participate in Apprenticeship Maryland and must have expected future entry level job openings in the Eligible Career Track occupations.

In 2015, Frederick County and Washington County Public School systems were awarded grants from the Maryland State Department of Education (MSDE) to launch the new Apprenticeship Maryland program. Each county will be recruiting up to 60 students for participation in the program over the next two years.

## Youth Apprenticeship Advisory Committee

Twenty-first century businesses face complex workforce challenges. These complex challenges demand a new way of thinking about meeting them effectively. The GWIB members serve as key members of local Youth Apprenticeship Advisory Committees formed to implement the Apprenticeship Maryland program.

The local committees are patterned after the State's Youth Apprenticeship Advisory Committee. That group is comprised of business, labor and other stakeholders commissioned to explore the expansion of youth apprenticeships in Maryland. The Committee's first report, which was released December 2015, serves as a blueprint for a Maryland youth apprenticeship system.



*"I joined GWIB to help reentry individuals gain employment. We don't want to just open doors for jobseekers, but rather ensure that the right employer on the other side. Understanding the individual is just as important as the opportunity."*

-Bernie Fowler  
Founder and President  
Farming 4 Hunger, Inc.  
Charles County

## EARN Maryland

EARN Maryland is a state-funded, competitive workforce and economic development grant program that is industry-led and regional in focus. It is flexible and innovative, designed to ensure that Maryland's businesses have the talent they need to compete and grow while providing targeted education and skills training to Maryland jobseekers. GWIB's members, as Maryland's business leaders, recognize the need for both career advancement strategies for incumbent workers and support for individuals with specific barriers to employment. The EARN Maryland program was developed to provide opportunities for increased credentials for incumbent workers, and opportunities for those with barriers to employment.



*“As the leader of one of Maryland’s largest community colleges, I am proud that everything we do in our sector is workforce development, whether we are preparing graphic designers, engineers, auto mechanics and everything in between. We stand in partnership with the business sector, working hand in hand, ensuring that our students receive the education and training required to meet today’s workforce needs.”*

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

Specifically, EARN Maryland is designed to:

- Address business workforce needs by focusing on industry sector strategies that seek long-term solutions to sustained skills gaps and personnel shortages;
- Address the needs of workers by creating formal career paths to good jobs, and sustaining or growing middle class jobs;
- Encourage mobility for Maryland's most hard-to-serve jobseekers through targeted job readiness training; and,
- Foster better coordination between the public, private, and non-profit sectors and the workforce, economic development, and education partners around the State.

EARN Maryland has created many quality relationships with Maryland's business community. More than 500 business and industry partners are committed to EARN Maryland, and have been involved in the design and implementation of the current 40 training programs. A number of the business and community leaders on GWIB are also a part of these strategic business partnerships.

EARN Maryland addresses business and workforce needs, while truly strengthening the business climate across the State. This is done by providing employment for jobseekers and by strengthening credentials of those who want to advance in their careers. As of October of this year, 78 percent of participants, many of whom have multiple barriers to employment, obtained employment as a result of EARN Maryland, and 93 percent of incumbent workers obtained a new credential, certification or skill as a result of their participation.

## PARTNERSHIPS AND INITIATIVES

### GWIB Interagency Workforce Committee

The GWIB Interagency Workforce Committee is a standing committee of the full GWIB board. The Committee includes State agency partner senior

officials. The Committee provides a nexus between government agencies engaged in workforce development programming and the businesses. The Interagency Workforce Committee works to ensure coordination and communication across all State agencies that 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
- Department of Labor, Licensing and Regulation
- 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 of Rehabilitation Services
- Maryland Department of Veterans Affairs

### **Cybersecurity Industry Initiative**

Montgomery College, a public community college located just outside Washington, D.C., opened its new Cybersecurity Lab at its campus in Germantown, Maryland in October 2015. Montgomery College's Cybersecurity Lab was funded by the College and a Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant. The College received a federal grant from the U.S. Department of Labor Employment and Training Administration job-training program.

On October 26, 2015, the GWIB staff joined distinguished representatives from federal agencies, and cybersecurity organizations in celebrating the success of the cybersecurity lab opening with a tour, and a panel discussion about careers in cybersecurity

### **Reentry Initiative**

On March 31, 2015, the GWIB staff participated in Judge Alexander Williams, Jr. Center for Education, Justice and Ethics conference held at the University of Baltimore- School of Law. This one day conference convened an audience of national, regional, and local business leaders, policymakers, criminal justice experts and workforce development professionals in the area of re-entry and employment. These professionals met to engage in rich dialogue that will lead to the development of a model that can be used to tackle the problems of re-entry and employment around the country.

The panelists and conference attendees surveyed the series of stages of incarceration, from pre-release to job retention analyzing the challenges and best practice solutions that stop the revolving door of recidivism. For more information on Judge Alexander Williams, Jr., Center for Education, Justice, and Ethics presents "Project ReStart" please visit: <http://www.judgeawcenter.org/project-restart/>



*"Highlighting our veterans' value in what they bring to the workplace is critical to ensure not exclusivity but inclusiveness into opportunities. The GWIB provides a great conduit between our workplace and the workforce that is looking at the specific challenges within the community to include our veteran population."*

-Ed Rothstein (COL Ret.)  
ERA Advisory, LLC  
Anne Arundel County

## P-20 Leadership Council of Maryland

In September 2015, Governor Larry Hogan reconstituted the P-20 Leadership Council of Maryland. The Council's focus is to improve education in Maryland, and to ensure more students graduate from high school, succeed in college and are ready for the modern workforce. The Council is chaired by Maryland Department of Labor Secretary Kelly M. Schulz. The GWIB's Chairman and Executive Director both serve on the Council in an effort to promote collaboration and coordination between education and workforce development efforts.

During its November 2015 meeting, the Council agreed to concentrate efforts around seven workgroups, to develop their mission statement, identify goals and priorities. Here are P-20s established workgroups:

- Workforce Development
- At-Risk Student
- High School Equivalency (GED)
- Teacher
- Common Core/PARCC
- Maryland Longitudinal Data System
- College and Career Readiness Implementation

The Council is expected to continue to work through 2016 in developing recommendations to be presented to the Governor and the General Assembly. The GWIB looks forward to developing this partnership.



*"I would like to help my community by addressing the workforce issues in a resort area such as Ocean City."*

-Karen Tomasello  
Owner  
Sello's, Inc.  
Worcester County

## Temporary Assistance for Needy Families Policy Academy

In June 2015, GWIB staff, representatives from the Maryland Department of Labor, and other key partners participated in the "Systems to Family Stability" National Policy Academy, in Washington, DC.

The Policy Academy conference brought together seven teams of diverse stakeholders from the education, workforce, economic development, and social service communities, as well as state and federal program administrators, advocacy groups, and industry representatives to brainstorm solutions toward, "Rethinking TANF Programs." The Academy is a response to demonstrated interest of states and counties to redesign and re-energize TANF programs to ensure that families receive needed services and supports for successful transition to employment and economic stability.

The policy academy strategic action plan is to promote stable employment and self-sufficiency by aligning education and training programs for unemployed or underemployed Maryland residents to assist in the development of skills that lead to reducing dependency on benefits, transition to the workplace and increase earnings.

All participating teams will benefit from a wide array of technical assistance activities over the 18-month academy period. The Academy will assist in developing and implementing TANF redesign strategies to improve employment

and economic stability outcomes for families and facilitate more effective and efficient use of resources. A second solicitation will be issued that will provide funding to evaluate the pilot projects to be announced in 2016. GWIB will continue to actively participate in this effort.

### Partnership with Education

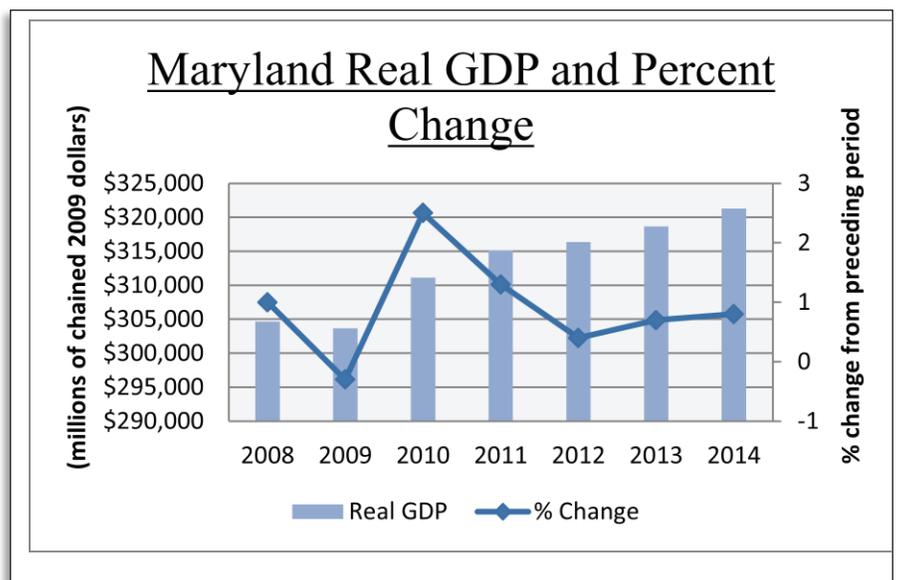
GWIB staff continues to collaborate with the State Department of Education (MSDE) to ensure continued expansion of high quality Career Technical Education (CTE) programs throughout Maryland. The workforce system has a strong, enduring relationship with CTE schools across the State.

Many CTE administrators sit on Local Workforce Boards and are actively engaged in conversations with businesses and workforce providers to understand how high school programs can be improved to meet industry needs. In 2015, GWIB staff participated in CTE monitoring teams by visiting local school districts.

### Maryland's Growth, Emerging and Targeted Industries

Here is an excerpt from the State Combined Workforce Plan. To access the full plan, visit [www.gwib.maryland.gov](http://www.gwib.maryland.gov).

Comparatively, Maryland is home to a diverse, well-educated, and affluent population. Industry diversity is relatively high in Maryland, with government, professional and business services, and education and health services dominating in terms of employment. These industries have recovered since employment lows of 2010, have exhibited positive growth exceeding pre-recession levels, and are projected to continue to grow. Even industries showing declines, such as manufacturing, are experiencing increases in specialized areas such as pharmaceutical and medicine manufacturing. Skilled occupations related to health care or computers are in high demanded by employers and offer high-paying careers for Marylanders.



To examine industries providing employment opportunities in Maryland, data from Maryland's Quarterly Census of Employment Wages (QCEW) Program was analyzed; however, it is important to note that the data only covers workers covered by the

| Industry                                     | Establishments | Avg. Emp. Level | LQ   | OTY Emp. % Chg. |
|--|----------------|-----------------|------|-----------------|
| Construction                                 | 16,120         | 149,555         | 1.31 | 2.4             |
| Real estate and rental and leasing           | 6,490          | 43,624          | 1.14 | 1.4             |
| Professional and technical services          | 27,802         | 239,651         | 1.54 | 1.6             |
| Educational services                         | 2,683          | 62,281          | 1.25 | 1.6             |
| Health care and social assistance            | 16,552         | 346,379         | 1.04 | 1.3             |
| Arts, entertainment, and recreation          | 2,536          | 43,925          | 1.12 | 5.5             |
| Other services, except public administration | 19,479         | 89,117          | 1.13 | 0.6             |

Table 1: Maryland's Growth Industries

Unemployment Insurance law of Maryland and the unemployment compensation for federal employees (UCFE) program.

### Growth Industries

Using the growth in private employment from 2013 to 2014 in combination with Location Quotients (LQ) greater than one, seven growth industries were identified for the state of Maryland. Health care and social assistance and professional and technical services are large components of Maryland’s economy, and from 2013 to 2014 they experienced a growth of 1.3 percent and 1.6 percent respectively. Arts, entertainment, and recreation experienced the largest growth of 5.5 percent from 2013 to 2014 with Construction coming in second with a growth of 2.4 percent (See Table 1).

### Emerging Industries

Using the growth in private employment from 2013 to 2014 in combination with Location Quotients (LQ)<sup>1</sup> less than or equal to one, five emerging industries were identified for the state of Maryland. Agriculture, forestry, fishing and hunting experienced the largest growth in employment from 2013 to 2014 of 3.5 percent, and was closely followed by transportation and warehousing with a growth of 3.4 percent (See Table 2).

| Industry                                   | Establishments | Avg. Emp. Level | LQ   | OTY Emp. % Chg. |
|--|----------------|-----------------|------|-----------------|
| Accommodation and food services            | 11,777         | 216,313         | 0.92 | 1.8             |
| Administrative and waste services          | 11,379         | 158,827         | 0.99 | 2.1             |
| Agriculture, forestry, fishing and hunting | 583            | 5,150           | 0.22 | 3.5             |
| Retail trade                               | 18,610         | 286,938         | 1    | 0.9             |
| Transportation and warehousing             | 3,719          | 67,509          | 0.82 | 3.4             |

Table 2: Maryland’s Emerging Industries

### Target Industries

The Department of Labor is also required, under Maryland statute, to consult with the Maryland Economic Development Commission in evaluation of potential employment and economic growth of Maryland’s industry sectors; and, to make recommendations regarding eligible industry sectors to the Maryland Economic Development Assistance Authority and Fund (MEDAAF). The Authority has established the following industry sectors as those deemed to be eligible to receive financial assistance through MEDAAF. Those industries include:

| MEDAAF Eligible Industry Sectors                        |  |
|---|--|
| Agriculture and Resource Based Industries               | Aerospace, Aeronautics, Unmanned Aerial Systems                  |
| Distribution, Warehousing, Transportation, Logistics    | Environmental Technology, Renewable Energy and Energy Production |
| Businesses with U.S. or regional operations in Maryland | Information Technology, Telecommunications, Cyber Security       |
| Manufacturing   | Biotechnology, Health Care Technology, Pharmaceuticals           |
| Financial Services                                      |  |

Table 3: MEDAAF Eligible Industry Sectors

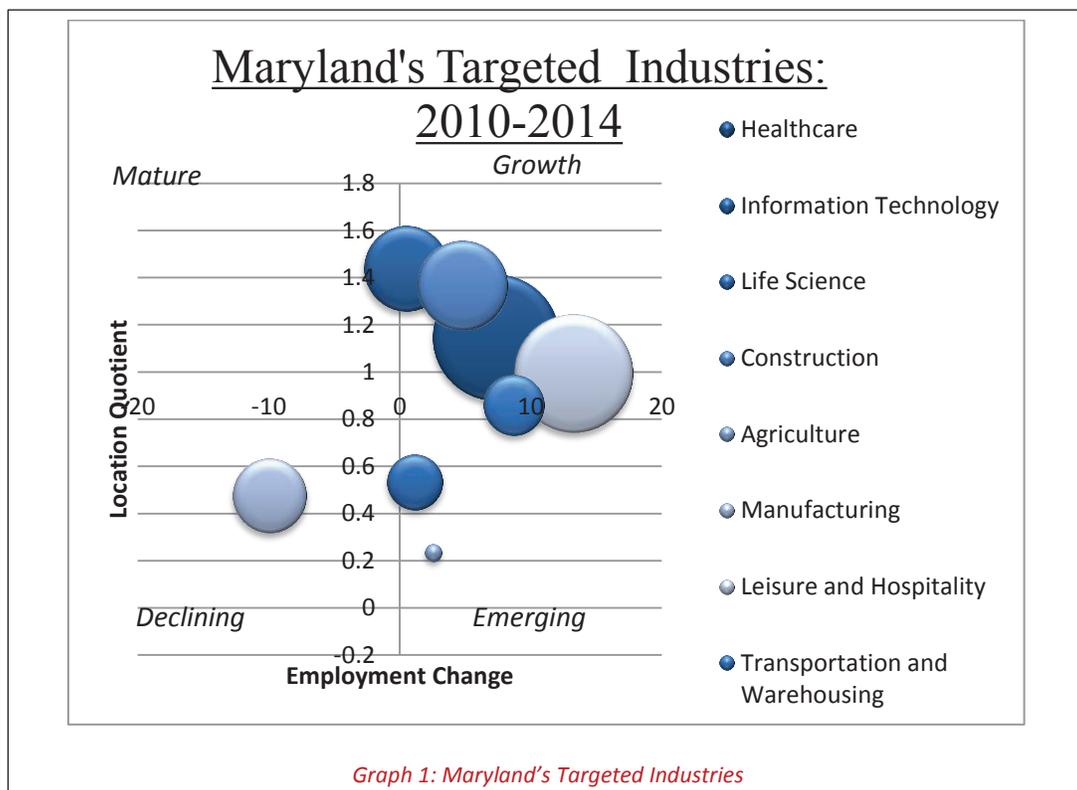
<sup>1</sup> Location Quotient =  $(e_i/e)/(E_i/E)$  where  $e_i$  = state or county employment in industry “i”,  $e$  = state or county employment,  $E_i$  = national employment in industry “i”,  $E$  = total national employment

In an attempt to coordinate workforce development and economic development efforts, and to further integrate the services provided by WIOA Partners and economic development agencies within the State, the following demand-driven industry clusters have been identified:

| <b>Maryland Workforce Targeted Industry Sectors</b> |
|---|
| Healthcare  |
| Information Technology / Cybersecurity              |
| Biotechnology (Life Science)                        |
| Distribution, Warehousing and Transportation        |
| Construction  |
| Agriculture and Forestry                            |
| Manufacturing                                       |
| Hospitality and Tourism                             |

*Table 4: Maryland Workforce Targeted Industry Sectors*

All of the above listed industry sectors or clusters are continuing to grow in Maryland. Agriculture and biotechnology were emerging industries in Maryland between 2010 and 2014 (See Graph 1). With the exception of hospitality and tourism and construction, all of the above referenced industries may be eligible for funding under the Maryland Economic Development Assistance Authority and Fund.



Many occupations within the manufacturing sector are projecting significant growth. Targeted work-based training efforts to support this growth are being developed.

### Growth Occupations

Using the occupational growth from 2011 to 2014 in combination with Location Quotients (LQ) greater than one, eight broad types of growth occupations were identified for the state of Maryland (See Table 5). Occupations within these broad categories, such as Radiologic Technicians and Software Developers, have above average wages. Additionally, growth occupations are available across a range of education levels providing opportunities for Marylanders at all levels.

| Occupation Title  | 2014 Employees | % Change | LQ   |
|---|----------------|----------|------|
| Business and Financial Operations Occupations             | 161,250        | 3.1%     | 1.25 |
| Computer and Mathematical Occupations                     | 117,040        | 11.9%    | 1.61 |
| Life, Physical, and Social Science Occupations            | 41,170         | 7.5%     | 1.9  |
| Community and Social Service Occupations                  | 38,810         | 0.4%     | 1.06 |
| Healthcare Practitioners and Technical Occupations        | 157,630        | 2.3%     | 1.06 |
| Protective Service Occupations                            | 73,020         | 7.3%     | 1.17 |
| Building and Grounds Cleaning and Maintenance Occupations | 85,720         | 6.3%     | 1.04 |
| Construction and Extraction Occupations                   | 109,570        | 0.5%     | 1.09 |

*Table 5: Maryland's Growth Occupations*

### Emerging Occupations

Using the occupational growth from 2011 to 2014 in combination with Location Quotients (LQ) greater less than or equal to one, seven broad types emerging occupations were identified for the state of Maryland (See Table 6).

| Occupation Title   | 2014 Employees | % Change | LQ   |
|--|----------------|----------|------|
| Arts, Design, Entertainment, Sports, and Media Occupations | 31,340         | 2.6%     | 0.92 |
| Food Preparation and Serving Related Occupations           | 211,330        | 5.7%     | 0.91 |
| Personal Care and Service Occupations                      | 76,440         | 19.4%    | 0.97 |
| Sales and Related Occupations                              | 256,510        | 4.8%     | 0.95 |
| Office and Administrative Support Occupations              | 403,680        | 0.3%     | 0.99 |
| Installation, Maintenance, and Repair Occupations          | 99,100         | 6.0%     | 1    |
| Transportation and Material Moving Occupations             | 151,840        | 12.8%    | 0.87 |

*Table 6: Maryland's Emerging Occupations*

## 2015 At-A-Glance

### March

The GWIB convened the first Interagency meeting of State and local agency partners.

### April

The GWIB staff participated in the one day conference hosted by Judge Alexander Williams, Jr. Center entitled “Stop the Revolving Door of Re-Entry: on the challenges and solutions of re-entry and employment.”

### May

The GWIB recommended that the Governor approve a request for initial designation from all 12 Local Workforce Development Areas, currently in operation under the Workforce Investment Act of 1998, effective July 1, 2015.

GWIB participated in the Family Stability National Policy Academy to develop and implement improvements to the Temporary Assistance for Needy Families (TANF) Program.

### June

The GWIB convened the second Interagency meeting.

The GWIB staff, the Maryland Hospital Association, and other specified stakeholders established a workgroup to study access to obstetric services in Maryland (Senate Bill 187), and make specific recommendations to the Maryland General Assembly.

The GWIB published the “Report to the General Assembly-Taskforce on Development of Educational Programs to Aid Unemployed State Residents.”

The Governor appointed Michael R. DiGiacomo as the new Executive Director.

Governor Hogan signed Executive Order 01.01.2015.19, an Order reconstituting the membership of GWIB pursuant to WIOA.

### July

The GWIB issued policy 2015-01: Maryland’s Local Workforce Boards Under WIOA to provide guidance to Local Areas on the development of Maryland’s Local Workforce Development Boards (LWDB).

### August

The GWIB hosted the third Interagency meeting.



### September

The GWIB, and other key Maryland stakeholders, attended the press conference announcing the opening of Amazon’s fulfillment center in Baltimore.

GWIB Executive Director Michael DiGiacomo joined Maryland Labor Secretary Kelly Schulz in hosting a delegation of workforce professionals from China, in an effort to share information regarding business engagement and policy.

### October

The GWIB staff participated in Montgomery College official opening event of the Cybersecurity Lab housed in the High Technology and Science Center on the Germantown Campus.

The GWIB hosted the fourth Interagency meeting.

The Governor appointed Francis “Hall” Chaney, III, as the new Chairman of the newly constituted GWIB. The newly constituted GWIB under WIOA was convened for the first time.

### November

Michael R. DiGiacomo was selected to serve on the Governor’s P-20 Leadership Council of Maryland.

### December

The GWIB approved changes to the Board’s By-Laws to better align with the provisions of WIOA. The GWIB hosted U.S. Department of Labor Employment and Training Administration (Region 2 — Philadelphia) leadership at the Board’s Quarterly Meeting.

## **GWIB BOARD STAFF**

Michael “Mike” DiGiacomo, Executive Director

Diane Pabich, Deputy Director

Darla Henson, Executive Administrator

## 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/>)

### **Montgomery County Division of Workforce Investment Services / Workforce Investment Board for Montgomery County**

Michael J. Sullivan, Jr., Chair

Barbara Kaufmann, Director

(<http://www.montgomeryworks.com/>)

### **Prince George’s County Workforce Services Corporation**

Workforce Investment Board for Prince George’s County

Charlene T. Wade, Chair

Elizabeth Williams, 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

Mary Ann Bogarty, 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

Tyler C. Patton, Chair

Dan McDermott, Executive Director

(<http://www.uswib.org/>)

### **Western Maryland Consortium**

Workforce Investment Board for Washington, Allegany and Garrett Counties

Kristi Durst, Chair

Dawn Hatzer, Executive Director

(<http://www.westernmarylandconsortium.org/>)

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