



# Governor's Workforce Investment Board

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## 2011 ANNUAL REPORT

Martin O'Malley, Governor  
Anthony G. Brown, Lt. Governor

Alexander M. Sanchez, Secretary  
Department of Labor, Licensing and Regulation

William G. Robertson, Chair

Lynn M. Reed, Executive Director  
Governor's Workforce Investment Board



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April 2012

Dear Governor O'Malley, Lieutenant Governor Brown, President Miller, Speaker Busch, Secretary Sanchez, Maryland General Assembly, and the businesses and citizens of Maryland:

The Governor's Workforce Investment Board (GWIB) is pleased to share with you the 2011 Annual Report highlighting events and accomplishments from January 1, 2011 through December 31, 2011. We are proud of our accomplishments and ongoing efforts to support your vision for a highly skilled workforce in Maryland. The GWIB continues its work to address emerging workforce skill gaps, increase post-secondary education and training opportunities, and develop innovative solutions to meet business and industry's demands for a skilled workforce.

This report details much of the GWIB's work of the past year, including most notably the release of the report "Preparing Maryland's Workforce for Health Reform: Health Care 2020," detailing four broad strategies to grow Maryland's health care primary care workforce by up to 25 percent by 2020. The report serves as a blueprint for helping Maryland reach the goal of developing a national model for expanding its primary care workforce pipeline in preparation for full implementation of the Affordable Care Act (ACA).

The GWIB also continues to promote the Governor's Skills2Compete (S2C) initiative, for which the State receives national recognition, as evidenced by the National Skills Coalition report, "Beyond Degrees: Lessons Learned from Skills2Compete Maryland." An additional highlight of S2C Maryland initiative was the launch of the "Discover Your Skills" partnership with Discovery Communications and Montgomery College.

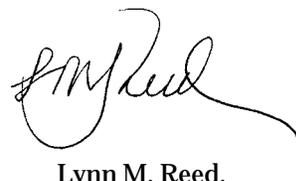
Under the Center for Industry Initiatives, the GWIB performed significant work related to convening business, the workforce system, economic development, the educational community and other state agency partners to identify the skills needed by Marylanders to prepare for jobs in Maryland's growth and knowledge industries. The Center's efforts focused on aerospace, construction, cybersecurity, healthcare, and the greener economy through the Maryland Energy Sector Partnership grant.

The Board would like to recognize the efforts of our private and public sector partners and express our gratitude for their continued cooperation and collaboration from all levels of business, government and education, as well as the citizens of Maryland. We look forward to continuing our collaborative efforts in the months and years to come.

Sincerely,



William G. "Bill" Robertson, GWIB Chair,  
President/CEO Adventist HealthCare, Inc.



Lynn M. Reed,  
GWIB Executive Director

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**MARTIN O'MALLEY**  
*Governor*



**ANTHONY G. BROWN**  
*Lt. Governor*



**ALEXANDER M. SANCHEZ**  
*Secretary*

# Overview of the Governor's Workforce Investment Board

The Governor's Workforce Investment Board (GWIB) is the Governor's chief policy-making body for workforce development. The GWIB is a business-led board of 45 members, a majority of whom represent the business community, as mandated by the Workforce Investment Act of 1998 (WIA). Other members include the Governor and the Lieutenant Governor, cabinet secretaries, college presidents, the State Superintendent of Schools, elected officials, labor, and representatives of non-profit organizations. The GWIB is responsible for developing policies and strategies to form a coordinated workforce system from a variety of educational, and employment and training programs. It brings together and focuses various workforce development partners and stakeholders on two key outcomes — a properly prepared workforce that meets the current and future demands of Maryland employers, as well as providing opportunities for all Marylanders to succeed in the 21st century workforce.

*Governor O'Malley gives remarks at the December 2011 GWIB Quarterly Board Meeting.* Pictured (L to R: Christian Johansson, Secretary, Department of Business and Economic Development; Alexander M. Sanchez, Secretary, Department of Labor, Licensing and Regulation; Governor Martin O'Malley; William "Bill" Robertson, President and CEO Adventist HealthCare, Inc. and GWIB Board Chair; Lynn M. Reed, Executive Director, GWIB; and Ronald R. Peterson, President and CEO Johns Hopkins Hospital and Health System and GWIB Vice Board Chair



## GWIB Welcomes New Board Members

During 2011, the following individuals were appointed to the Board:

- Sam J. Abed, *Secretary, Department of Juvenile Services*
- Adrian Chapman, *President and COO, Washington Gas*
- Theodore "Ted" Dallas, *Secretary, Department of Human Resources*
- Danette G. Howard, *Interim Secretary, Maryland Higher Education Commission*
- Katherine Klausmeier, *Senator, Baltimore County*

During 2011, the following individuals vacated their positions on the Board:

- Robert L. Caret, Ph.D., *President, Towson University*
- Nancy Grasmick, Ph.D., *Superintendent, Maryland State Department of Education*
- Manny Hildago, *Executive Director, Latino Economic Development Corporation*
- Brian Wilbon, *Interim Secretary, Department of Human Resources*

The GWIB welcomes the new members and thanks those members who stepped down from the Board for their commitment and service to Maryland's workforce system.

## GWIB Leadership Transition

In January 2011, GWIB Interim Executive Director and Department of Labor, Licensing and Regulation (DLLR) Director of Policy Elisabeth Sachs, was replaced by Lynn M. Reed as Executive Director. Lynn previously served as Deputy Director since 2008.

The GWIB thanks Elisabeth Sachs for her leadership and service as GWIB Interim Executive Director.

# Highlights of 2011 Activities

## **JANUARY 2011**

- The GWIB hosted the first in a series of five Regional Listening Tours at Anne Arundel Community College, in support of the work being performed under the U.S. Health and Human Services-Human Resource Services Administration (HHS-HRSA) Health Care Workforce Planning Grant.

## **FEBRUARY 2011**

- The GWIB hosted the second in a series of five Regional Listening Tours at Adventist HealthCare, Inc., in support of the work being performed under the HHS-HRSA Health Care Workforce Planning Grant.

## **MARCH 2011**

- The GWIB hosted the third in a series of five Regional Listening Tours at the Eastern Shore Area Health Education Center (AHEC), in support of the work being performed under the HHS-HRSA Health Care Workforce Planning Grant.
- The GWIB business representative board members, led by Chair, William G. Robertson, President and CEO of Adventist HealthCare, Inc. and Vice Chair, Ronald Peterson, President and CEO of Johns Hopkins Health Systems, submitted a letter to Senate leadership in Washington, D.C., opposing nearly \$2B in cuts to job training programs, and advocating for sustained funding for the Workforce Investment Act of 1998 (WIA) programs.

- The GWIB approved changes to its governing documents, the Executive Order and By-Laws, to better align with the provisions of WIA related to state workforce boards and the O'Malley-Brown Administration's workforce priorities.
- The GWIB hosted U.S. Department of Labor Employment and Training Administration (Region 2 — Philadelphia) leadership, Lenita Jacobs-Simmons, Regional Administrator, at its quarterly board meeting.

## **APRIL 2011**

- The GWIB hosted the fourth in a series of five Regional Listening Tours at the Southern Maryland Medical Center, in support of the work being performed under the HHS-HRSA Health Care Workforce Planning Grant.
- The GWIB hosted the last in a series of five Regional Listening Tours at the Western Maryland AHEC, in support of the work being performed under the HHS-HRSA Health Care Workforce Planning Grant.
- The GWIB partnered with the Pittsburgh Institute of Aeronautics (PIA) to celebrate the ribbon cutting and grand opening of the Aviation Maintenance Technician Program at Hagerstown Regional Airport. Governor Martin O'Malley was on hand to perform the ribbon cutting.

- The GWIB celebrated the graduation of the first Maryland Energy Sector Partnership Go Solar! training program class, a partnership between the GWIB, Prince Georges County Economic Development Workforce Services Division, and the Joint Apprenticeship and Training Committee (JATC) Local Union 26 of the International Brotherhood of Electrical Workers (IBEW).

## **MAY 2011**

- The GWIB released the final version of the 2010 Workforce Indicators Report reflecting data provided for the entirety of 2010.

## **JUNE 2011**

- The GWIB completed its Biannual Local Workforce Investment Board (LWIBs) Recertification Process on behalf of Governor O'Malley, as mandated by WIA. The Board recommended recertification of 11 of the 12 LWIBs.

## **AUGUST 2011**

- The GWIB, as a part of the Skills2Compete (S2C) Maryland initiative, participated in the launch of Discovery Communications' "Discover Your Skills" event.
- The GWIB is cited in the National Skills Coalition's publication, "Beyond Degrees: Lessons Learned from Skills2Compete — Maryland," for its role in coordinating state agency efforts in support of the S2C goal.

## SEPTEMBER 2011

- The GWIB hosted a healthcare workforce summit, Preparing for Health Reform: HealthCare 2020, to support work being performed under the HHS-HRSA workforce planning grant.
- The GWIB participated in the Career Pathways Summit held in Anne Arundel County on September 23, 2011.
- The GWIB attended “The Future of Nursing in Maryland” Summit hosted by the Maryland Action Coalition: Campaign for Action at the University Of Maryland School Of Nursing in Baltimore. GWIB Executive Director, Lynn M. Reed, co-chairs the Maryland Action Coalition with Neil Meltzer, M.D., President and CEO of Sinai Hospital and Sr. Vice President of LifeBridge Health.

## NOVEMBER 2011

- The GWIB partnered with Lt. Governor Anthony G. Brown at the Silver Spring campus of Montgomery College for a press conference announcing the release of the newly published “Preparing Maryland’s Workforce for Health Reform: HealthCare 2020” report.

## DECEMBER 2011

- The GWIB hosted Governor Martin O’Malley at its quarterly board meeting.



*GWIB Chair William G. “Bill” Robertson speaking about the importance of growing Maryland’s healthcare workforce pipeline.*



GOVERNOR’S WORKFORCE  
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# GWIB Policy Initiatives



## Skills2Compete (S2C) Maryland

During 2011, the GWIB continued to promote Skill2Compete Maryland (S2C) as the State's signature skills attainment priority. Launched in 2010, S2C is Governor Martin

O'Malley's vision for increasing the number of Marylanders who receive at least two years post-secondary education and training leading to a degree of certificate by 20% by 2012.

### Skills2Compete MARYLAND: What We've Achieved



“If we want to compete, win, and prosper in the global economy, then we must be leaders in the ways we advance and strengthen the skills and education of our people. Growing our economy takes more than just attracting businesses and creating jobs, it also requires equipping those businesses and filling those jobs with a world-class Maryland workforce. We are pleased to partner with Discovery Communications to help provide more people with education and skills to be successful.”

- GOVERNOR MARTIN O'MALLEY

S2C Maryland now serves as a national model for states moving beyond traditional data and policy approaches to achieve a more integrated, training-focused, labor market driven, and accountable workforce and education system.

Highlighting the relevance of Maryland's S2C initiative, Discovery Communications CEO, David Zaskav, asked Governor O'Malley to join him in announcing the launch of the network's "Discover Your Skills" education campaign at the Silver Spring Campus of Montgomery County. Closely aligned with the goal of S2C, "Discover Your Skills" is a multimedia public affairs campaign designed to provide unemployed Americans with access to critical resources for obtaining marketable job skills and expertise, and to raise awareness of career opportunities. It includes [www.discoveryyourskills.com](http://www.discoveryyourskills.com), an online resource providing links and information to help educate, prepare and advance entry into the workforce.

Additionally, Discovery Communications will air a series of eight public service announcements (PSAs) across its U.S. networks highlighting career opportunities in the skill trades and importance of training workers to fill critical jobs in manufacturing, and health care.

Key nationally-recognized workforce system publications and advocacy organizations also recognized the innovative nature of Maryland's S2C initiative during this past year. In August 2011, the National Skills Coalition published, "Beyond Degrees: Lessons Learned from Skills2Compete — Maryland," highlighting how the State made specific policy shifts to assist in raising the skills of its residents. Maryland measured outcomes of, and investment in non-traditional and non-degree pathways. Please visit <http://www.nationalskillscoalition.org/assets/reports/-/beyond-degrees.pdf> to view the full report.



The October 24, 2011, edition of the Employment and Training Reporter also highlighted Maryland's S2C initiative in the article, "MD Push to Increase Training Yields Gains, Compliments" and called attention to how Maryland has utilized diverse measures to encourage its citizens to look to community colleges, apprenticeships, and other programs to increase their skills. Please visit [http://www.nationalskillscoalition.org/press-room/nsc-in-the-press/2011-articles/etr\\_2011-10-24.pdf](http://www.nationalskillscoalition.org/press-room/nsc-in-the-press/2011-articles/etr_2011-10-24.pdf) to read the full article.

## Biannual Local Workforce Investment Board Recertification

In accordance with the Workforce Investment Act of 1998 (WIA), and on behalf of Governor O'Malley, the GWIB performed the biannual recertification process of Maryland's 12 Local Workforce Investment Boards (LWIBs). In June 2011, the GWIB completed the process and recommended to the Governor that 11 of the 12 areas be granted Level I Recertification for a two-year period, effective July 1, 2011. The 12th area, Montgomery County, received a one-year Level II or provision certification, based on performance deficiencies.

Under the oversight of the Department of Labor, Licensing and Regulation — Division of Workforce Development and Adult Learning (DLLR-DWDAL), the Montgomery County LWIB began receiving immediate technical assistance and developed an aggressive corrective action plan to mitigate the deficiency areas. By the end of 2011, the Montgomery County LWIB was successfully meeting its performance goals; it is anticipated that the GWIB will approve the reinstatement of its full certification at the June 2012 quarterly meeting.

## Board Advocacy and Outreach

In early 2011, the federal workforce investment system faced significant cuts to funding resulting from the House Appropriation Committee's passage of a Continuing Resolution — H.R. 1; representing the single largest discretionary spending reduction in Congressional history.

Specifically, H.R. 1 proposed nearly \$2B in cuts to job training; and if passed by the Senate, would have represented an elimination of nearly all funding for Workforce Investment Act/job training programs in Maryland.

In response, GWIB's business leaders signed on to a letter to Senate leadership highlighting the impact the proposed on Maryland and stridently opposing H.R. 1. H.R. 1 was successfully defeated.

The Board recognizes that WIA programs continue to play a vitally important role in Marylanders finding new jobs or securing the training necessary to make career changes in

a recovering economy; therefore, board members are committed to continuing to weigh in on policies that protect and advance the job training interests of Maryland, most importantly sustained funding.

“We are Maryland employers and business representatives from the aerospace, construction, cybersecurity, finance, health care, information technology, retail, and transportation industries that will drive U.S. job growth and rebuild our nation's economy in the months and years ahead. We write today to ask for your leadership in ensuring that federal policy continues to support investments in the skills of the American workforce. While we are keenly aware of the deep constraints and difficult choices facing lawmakers in today's fiscal climate, reducing federal investments in workforce education and training will have a further impact on our ability to find qualified workers, and will do lasting damage to our nation's competitiveness in the 21st century economy.

We are also writing to oppose in the strongest possible terms, the drastic cuts to employment and training funding that were included in H.R. 1, the House-passed FY 2011 Continuing Resolution (CR).”

– GWIB BOARD MEMBERS

## What is the Career Pathways Model?

The Career Pathways Model is a systems approach to providing integrated education, occupational training, and employment opportunities to adults. The model is based on articulated strategies that include the public workforce system, educational institutions, human service agencies, community-based organizations and employers. Successful programs make extensive use of wrap-around services, including subsidies for transportation, childcare, income supports and other needs-related payments.

## Career Pathways

The GWIB continued to promote the Career Pathways Local Implementation Planning Grant administered by the Department of Labor, Licensing and Regulation-Division of Workforce Development and Adult Learning (DLLR-DWDAL), in partnership with the Upper Shore Workforce Investment Board (WIB) and Chesapeake College. The purpose of the grant is to design a plan and implement a pilot program that will enable individuals to secure a job or advance in a demand industry or occupation.

The pilot project focused on recruitment of English Language Learners into a Certified Nursing Assistant (CNA) Program. The Upper Shore WIB, in close coordination with Chesapeake College, completed the implementation plan in 2011, which included the following key components:

- Development of an enhanced partnership between adult education, workforce and the community college to fully address all issues related to implementation of the Career Pathways Implementation Planning Grant;
- Use of labor shed information to identify industry needs and career pathway options and ensure a real pathway out of poverty;

- Engagement of key industry leaders in the design of programs of study, identification of industry certifications, and assistance in work experience placement, work study, and/or placement into employment; and
- Infusion of career development and financial literacy into the existing curriculum.

Seven of the nine students enrolled in the pilot are scheduled to complete the program; with a graduation being held on November 29, 2012.

DWDAL also hosted a Career Pathways Summit on September 23, 2011. The purpose of the Summit was to create statewide awareness of the national career pathways movement; an understanding of the six key elements central to development of the career pathway programs in Maryland; the critical components and required partnership of successful models; and best practices, challenges and benefits of implementing a career pathways program.

Two hundred and fifty attendees from the adult education and workforce communities, community college representatives, local Workforce Investment Areas Chairs and Directors, local Departments of Social Services Directors, and others received a Career Pathways Implementation Toolkit provided by the U.S. Department of Labor.



# GWIB Center for Industry Initiatives

## Preparing for Reform: Health Care 2020

**Committee Chair: William “Bill” Robertson, President & CEO Adventist HealthCare, Inc.; Chair, GWIB**

In January 2011, the GWIB began the important work of the one-year \$150,000 health care workforce planning grant awarded by the U.S. Department of Health and Human Services, Health Resources Services Administration (HHS-HRSA) in October 2010. As charged by the grant, the GWIB served as the State’s lead entity for developing a health care workforce expansion blueprint “Preparing Maryland’s Workforce for Reform: Health Care 2020,” designed to increase the primary care workforce by 10 to 25 percent over a 10-year period.

Recognizing that each of Maryland’s regions is unique, and therefore have concerns that do not necessarily have statewide implications, the GWIB convened five regional listening tours between January and April, in the following strategically selected areas — the Baltimore Metropolitan Area (Anne Arundel Community College), the Washington, D.C. Metropolitan Area (Adventist HealthCare, Inc.), the Eastern Shore in Cambridge (Eastern Shore Area Health Education Center (AHEC), Southern Maryland in Clinton (Southern Maryland Medical Center, and in Cumberland, in Western Maryland (Western Maryland AHEC).

The tours brought together regional stakeholders from the schools of medicine, nursing, pharmacy, statewide associations, county health departments, federally

qualified health centers (FQHCs), health systems, as well as private practitioners, behavioral health providers, and insurers actively engaged in health care education and workforce activities. Participants engaged in a dialogue around addressing the critical workforce issues impacting the healthcare industry, as well as creating and strengthening responses to those workforce development needs. The ultimate outcome of the listening tours was the creation of an action agenda that informed development of the 10-year health care workforce expansion plan.

All five regions expressed varying concerns; however, several overarching themes emerged:

- the need for pre-practice training opportunities
- loan repayment assistance
- an increase in clinical practice sites, and
- unequal reimbursements for comparable tasks.

Simultaneously, the GWIB and its partner, Hilltop Institute, conducted in-depth interviews with key informants throughout the State, who are deeply involved with the issues surrounding primary care provision, yet did not participate in the regional listening tours.

On September 19, 2011, the GWIB hosted a Health Care Workforce Planning Summit where the final plan was presented, and the discussion focused on the importance of growing Maryland’s



“ This event serves as not only the culmination of a year’s worth of work on behalf of the GWIB and its many partners, but also as the launching point for very significant work that is about to begin. The GWIB will continue its efforts and partnerships to ensure that the strategies outlined by Lt. Governor Brown are fully implemented and that the State of Maryland has a fully prepared primary care workforce prepared to meet the demands of the approximately 400,000 additional Marylanders who will acquire health care coverage under the recently enacted Affordable Care Act. ”

— WILLIAM “BILL” ROBERTSON, CHAIR, GWIB AND HEALTH CARE WORKFORCE STEERING COMMITTEE; PRESIDENT AND CEO, ADVENTIST HEALTHCARE, INC.

## GWIB CENTER FOR INDUSTRY INITIATIVES

health care primary care workforce in preparation for full implementation of the Affordable Care Act.

The final plan was submitted

to HRSA, as well as to Maryland's Health Care Reform Coordinating Council (HCRCC). The plan sets four broad goals to provide com-

prehensive primary care workforce planning and analysis, strengthen primary care workforce capacity, address primary care workforce

*Lt. Governor Anthony G. Brown at press event on the Silver Spring Campus of Montgomery College announcing the newly published GWIB report, "Preparing Maryland's Workforce for Health Reform: Health Care 2020." Pictured L to R: Alexander M. Sanchez, Secretary, Department of Labor, Licensing and Regulation; William G. "Bill" Robertson, President and CEO Adventist HealthCare, Inc. and GWIB Board Chair; Lt. Governor Anthony G. Brown; Joshua M. Sharfstein, Secretary, Department of Health and Mental Hygiene; and DeRionne P. Pollard, Ed.D., President, Montgomery College.*



“ Health care reform provides an opportunity to reduce costs and improve the quality of care while expanding access to health insurance to thousands of Marylanders. We must be sure our primary care providers are prepared to handle the influx of new patients, and the Health Care 2020 plan will serve as a blueprint to help dramatically increase the ranks of Maryland's primary care workforce. To successfully implement reform and make good on our promise to expand coverage, lower costs and improve the quality of care for all Marylanders, we need a robust health care workforce. I applaud the Governor's Workforce Investment Board and the leadership of its chair, Bill Robertson, and look forward to working closely with the GWIB to monitor our progress in building a health care workforce for 2020. ”

— LIEUTENANT GOVERNOR ANTHONY G. BROWN

distribution, and reduce service shortage areas and reexamine practitioner compensation for high-quality care. The plan specifically recommends that the state establish a primary care workforce website that includes data, maps and job opportunities, as well as, support educational and training mechanisms to expand Maryland's health care workforce pipeline and expand

the state's patient-centered medical home program.

Lt. Governor Anthony G. Brown released the plan during a press conference in one of Montgomery College's state-of-the-art health sciences classrooms. Immediately before the press conference, Lt. Governor Brown, Maryland Labor Secretary Alexander M. Sanchez, Maryland Health Secretary Dr.

Joshua Sharfstein and GWIB Chairman Bill Robertson received a tour of the College's Health Sciences Center.

The GWIB is now working with the Governor's Health Care Reform Coordinating Council on implementing the strategic goals and objectives of the report in order to prepare Maryland for the expected increase in primary care utilization.

## Maryland Energy Sector Partnership (MESP): Smart, Green and Growing

**Committee Chairs: Gino Gemignani, Senior Vice President, Whiting-Turner Contracting Company; I. Katherine Macgruder, Executive Director, Maryland Clean Energy Center**

During 2011, the GWIB, in partnership with the Department of Labor, Licensing and Regulation-Division of Workforce Development and Adult Learning (DLLR-DWDAL), continued to administer the Maryland Energy Sector Partnership (MESP) Training Grant, a \$5.8 million grant awarded from the U. S. Department of Labor Employment and Training Administration in January 2010.

The MESP is comprised of four regional consortia — Green Training for Energy Efficiency Achievement (Green TEEA); Go Solar!; Baltimore Regional Green Tech Workers Program (Green TECH); and CACHE Institute for Environmental Careers (CACHE). The MESP creates an integrated system of education, training, and supportive services that promote skill attainment and career

pathway development for more than 2,000 Marylanders for green jobs in manufacturing, construction, environment technology and solar energy. To date, 686 individuals have completed MESP training.



### Go Solar! Program Celebrates First Class of Graduates

On April 28, 2011, Maryland Labor Secretary, Alexander M. Sanchez, celebrated the success of the first class of 30 graduates from the Prince George's County MESP Go Solar! training program.

The Prince George's County MESP Solar Generation and Electric Construction Training — Go Solar! — program is a partnership between the GWIB, the Prince George's County Economic Development Corporation Workforce Services Division (PGCEDC-WSD), and the Joint Apprenticeship and Training Committee (JATC) Local Union 26 of the International Brotherhood of Electrical Workers (IBEW).

The Go Solar! training program is specifically designed to jumpstart participating jobseekers' careers by equipping them with skills hiring contractors demand, including electrical theory, photovoltaic installation techniques and basic tool recognition. Participants are led on a path toward registered apprenticeships. Upon graduation, participants are connected with employers who provide full-time, non-subsidized employment with full benefits and clearly defined paths for advancement.

“In order to compete for tomorrow’s jobs, workers need to invest in themselves today. The new economy will demand a more highly-skilled workforce. Go Solar! is building a workforce that will compete for green, American jobs. I applaud the partnerships with Local 26 and the Prince Georges County Economic Development Corporation that made this possible and congratulate the first 30 graduates who are in a more competitive position than they were yesterday.”

— ALEXANDER M. SANCHEZ, SECRETARY,  
DEPARTMENT OF LABOR,  
LICENSING AND REGULATION



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### **MESP Green TEEA Training Program Reaps Benefits for Maryland Employer**

Matthew Stewart, Owner of the American Home Energy Corporation (AHEC) in Cecil County, decided to take advantage of a series of MESP Green TEEA/Construction & Building Trades courses offered through the Susquehanna Workforce Network. At the completion of a series of ten courses ranging from BPI Analyst & Envelope Training to Certified Energy Auditor Preparatory Training, Mr. Stewart received Business Energy and Professional (BEP) and BPI Certified Energy Analyst (CEA) certifications.

Mr. Stewart says, "I am still in training. I will take another exam in several weeks for the Certified Energy Manager. This will go along with my Business Energy Professional Certification and the Certified Energy Auditor Certification (all from the Association of Energy Engineers). I have also completed the Advanced Photovoltaic Design certification with (Solar Energy International) and received the certificate of knowledge from the North American Board of Certified Energy Practitioners.

There was one course that I successfully completed under the program I had to get special permission for. I feel it was the most beneficial investment of all. This was the ENPM 808W Advanced Topics in Mechanical Engineering: Advanced Energy Audit and Conservation (3 credits) class at the University of Maryland in the Professional Master's Sustainable Energy Engineering program. Ultimately, I took the courses to maximize the potential for success in the growing EE/RE (Energy Efficiency/Renewable Energy) industry."

AHEC has begun to branch more into the commercial sector and will be branding this work with American Energy Corporation logo. This is especially exciting as we have many partners at the University of Maryland who are currently submitting as part of the team for providing technical services throughout a wide spectrum of programs (utility, state, and federal)."

The training not only represented a professional development opportunity, but also enabled AHEC to be awarded a \$1m contract with Delmarva Power to perform quick home energy checkups for Cecil, Kent and Queen Anne's counties. The contract also resulted in the company recruiting three Home Energy Audit Specialists; they are currently working with the Susquehanna Workforce Network to recruit several more new employees. Technical Assistants at AHEC make \$12/hr., and Residential Analyst/Envelope Professionals make \$35/hr.

## Aerospace Industry Initiative

**Committee Chair: Harry T. Solomon, Director of Engineering Support Programs, SGT, Inc.**

During 2011, the GWIB reestablished the Aerospace Industry Initiative Steering Committee, and in April joined Governor O'Malley for the ribbon cutting and launch of the Pittsburgh Institute of Aeronautics' (PIA) Aviation Maintenance Technician (AMT) Program at the Hagerstown Regional Airport (HGR), in Hagerstown, Maryland.

The GWIB's involvement in the project dates back to 2006 when the project was conceived in response to a GWIB survey which evaluated training programs available to fill the needs of three federal contrac-

tors operating at the Hagerstown Regional Airport. The GWIB convened a business-led task force and provided direction to the Committee as it sought guidance on proposed next steps. Additionally, the GWIB and SGT, Inc. provided technical assistance during a Familiarization Tour of HGR in November, 2009, when four out-of-state training providers met to assess the facilities and the program requirements given by the employers involved.

After several years of continued collaboration, the project was funded. On December 21, 2010,

Senators Benjamin L. Cardin and Barbara A. Mikulski announced that the Appalachian Regional Commission (ARC) awarded \$272,975 in grant funding to establish the program. Additionally, PIA provided \$427,075, bringing the total project funding to \$700,050.

The School, operated and administered by the PIA, trains students to become entry-level aircraft technicians. Graduates of the AMT program are eligible to sit for the FAA's Airframe & Powerplant (A&P) certification examinations. The program

*Governor Martin O'Malley and Alexander M. Sanchez, Secretary, Department of Labor, Licensing and Regulation* (2nd from the left) participating in the ribbon cutting of the Pittsburgh Institute of Aeronautics (PIA) Hagerstown Campus, Aviation Maintenance Technician Program.





*Governor Martin O'Malley and Alexander M. Sanchez* at the opening of the Pittsburgh Institute of Aeronautics (PIA) Hagerstown Campus, Aviation Maintenance Technician Program.

for aviation mechanics will develop a skilled workforce to fill high-paying aviation maintenance positions and allow Hagerstown Regional Airport to expand services.

The first class of 22 full-time students began on May 2, 2011, and will graduate in August, 2012. Two additional classes have begun coursework since May 2011; 18 students in September 2011, and 25 students in January 2012.

“ In the new economy, the states and regions that win will be those states and regions that make the difficult choices to invest in their human capital. I am pleased to join the people of Hagerstown to open the doors of the Aviation Maintenance Technology School and the doors to a brighter future for all of Western Maryland.”

— GOVERNOR MARTIN O'MALLEY

It is anticipated that the average starting salary for program graduates will be \$17.25/hour. Companies such as Pratt & Whitney Eagle Engine Services, USAirways Express, Piedmont Airlines, Air Wisconsin, Commutair, Nextant Aerospace, Micron Technology

and Bombardier Aerospace/West Virginia Air Center have already begun contacting the school regarding recruitment of graduates. Additionally, PIA projects the need for 324,600 Aviation Technicians in North America by 2030.

## Cybersecurity Industry Initiative

**Committee Chairs: Bel Leong Hong, President and CEO, Knowledge Advantage, Inc.; Larry Letow, President, Convergence Technology Consulting**

The GWIB CyberSecurity Industry Initiative Steering Committee, comprised of 30 members representing the government, education, economic development, and the business community, continued to meet during 2011. Meetings were focused on further defining the supply and demand of CyberSecurity talent within the State, and aligning education and training opportunities where gaps exist.

The CyberSecurity initiative broadened in 2011 as the GWIB partnered with SAIC around the development of a CyberSecurity web portal that will be an extension of Skills2Compete web site — [www.skills.maryland.gov/cyber](http://www.skills.maryland.gov/cyber). Recognizing the significant and meaningful work already occurring in the State the website will serve as a repository for existing education



and training opportunities. Additionally, the site will be linked to the Department of Labor, Licensing and Regulation's Maryland Workforce Exchange (MWE), allowing for job seeking opportunities; as well as the Department of Business and Economic Development's (DBED) Cyber Maryland site.

LINK NOT WORKING

University of Maryland QUEST Interns are providing technical assistance related to development of the CyberSecurity web portal.

Additionally, the University System of Maryland (USM) released its report of the CyberSecurity Taskforce. The report examined the assets of USM in the area of CyberSecurity and evaluated the workforce needs of government agencies and private industry in this area. The Taskforce made five actionable and achievable recommendations, the first of which is "working with the Governor's Workforce Investment Board to conduct a comprehensive and strategic workforce demand study of employers' needs within the industry." The survey will be used to assess the type of skills needed for the CyberSecurity workforce, as well as anticipate the number of CyberSecurity employees needed in the short and long terms (demand). Further, without a more comprehensive and scientific survey, insufficient data is available to set specific and quantifiable goals on how USM degree production should be increased. It is anticipated that the survey will be completed in early 2012.

### What is the QUEST Program?

Quality Enhancement Systems Teams (QUEST) is a multidisciplinary program for University of Maryland undergraduates from three participating schools. Students participate in a challenging course of study that focuses on innovation, quality systems, management and teamwork and co-curricular programming aimed at bringing diverse knowledge, skills and perspective to enhance their professional and personal development.



# GWIB Committee Updates

## Interagency Workforce Committee

The GWIB's Interagency Workforce Committee works to ensure coordination and communication across all state agencies that have an investment in developing the State's workforce. In addition to their defined role to expand cooperation, collaboration, and communication among the departments, the Committee is actively engaged in promoting strategies within their respective agencies to help meet the Governor's Skills2Compete goal of increasing the number of Marylanders who receive at least two years post-secondary education and training leading to a degree or certificate by 20

percent by 2012.

The Committee includes Assistant Secretaries, Deputy Secretaries or senior staff from the following agencies:

- Maryland Department of Aging (MDoA)
- Department of Business & Economic Development (DBED)
- Department of Housing & Community Development (DHCD)
- Department of Human Resources (DHR)
- Department of Juvenile Services (DJS)
- Department of Labor, Licensing and Regulation (DLLR)

- Maryland Department of Disabilities (MDoD)
- Maryland Higher Education Commission (MHEC)
- Department of Public Safety and Correctional Services (DPSCS)
- Maryland State Department of Education (MSDE), (including both the Division of College and Career Readiness and Adult Learning and the Division of Rehabilitation Services)

In addition, staff from the Governor's Policy Office frequently attend the Interagency Workforce Committee meetings.

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## GWIB Partnerships

### Workforce Investment Network for Maryland (WIN)

The Workforce Investment Network for Maryland (WIN) is a coalition of Maryland's 12 local workforce investment agencies. Together they help create a strong workforce by connecting skilled workers with businesses that need qualified employees. WIN works closely with the GWIB and DLLR

to support a locally-driven yet comprehensive workforce investment system.

WIN's FY 2011 accomplishments include working with partner organizations to connect 64,920 Maryland residents to employment and creating workforce solutions for 8,224 Maryland businesses.



### Maryland State Department of Education (MSDE)

The GWIB has actively worked with Maryland State Department of Education (MSDE) to continue its ongoing efforts to ensure full implementation and expansion of high-quality Career and Technical Education (CTE) programs throughout Maryland that lead to high-paying, skilled jobs reflective of economic and workforce

development needs. GWIB staff participates on CTE monitoring teams visiting local school districts to assist in strengthening their CTE programs. The GWIB also serves on the CTE Biosciences Advisory Board and selection committee for the CTE Annual Awards presented by MSDE to exemplary local programs.

## Maryland Center for Construction Education and Innovation (MCCEI)

**Board Chairs:** Martin G. Knott, Jr., President, Knott Mechanical, Inc.; Gino Gemignani, Senior Vice President, The Whiting-Turner Company

The GWIB continued to provide support to the Maryland Center for Construction, Education and Innovation (MCCEI). MCCEI is a public-private partnership driven by the industry to expand relevant career pathways, collaborate with education to advocate for construction as a profession of choice, and connect the industry to transformative technologies. MCCEI works to meet the demands of the construction industry, which is rapidly changing with technology and the innovative work environment.

Bob Aydukovic began his tenure as Executive Director of MCCEI in early 2011 and immediately set out to interview 80-100 construction

business executives statewide for a comprehensive and unique study on how construction business executives anticipate the business changing from the standpoint of technology, workforce-readiness, and business planning. The results of this study will clearly define the future educational needs and outlook of Maryland's construction industry, delineating the future direction to be taken by MCCEI.

MCCEI also began development of an online mapping application, <http://link.mccei.org/map>, that will allow Marylanders wishing to pursue construction and related training to easily locate programs



MARYLAND CENTER *for*  
**CONSTRUCTION**  
EDUCATION & INNOVATION

that match their interests.

Every program offering construction-related instruction in the State will be identified. Additionally, these organizations will provide information on degree and ancillary training programs, as well contact information and direct links to the training facilities.

For more information on MCCEI, please visit <http://link.mccei.resiusa.org/mccei>.

## Maryland Business Roundtable for Education

The GWIB is a proud partner of the Maryland Business Roundtable for Education (MBRT). Founded in 1992, the Maryland Business Roundtable for Education (MBRT) is a coalition of more than 100 leading employers that have made a

long-term commitment to support education reform and improve student achievement in Maryland. GWIB and MBRT collaboratively engage in activities that support a well-educated and well-trained Maryland workforce.



LINK NOT WORKING

## P-20 Leadership Council of Maryland

Seven members of the GWIB also serve on the P-20 Leadership Council of Maryland. Established by Governor O'Malley in fall 2007, the P-20 Leadership Council works to coordinate efforts in education, workforce creation, and business to ensure Maryland offers excellence in teaching and

learning and prepares all of its citizens to be productive, innovative, and engaged members of its workforce and communities. "P-20" refers to a system of education that encompasses preschool through graduate studies and ensures that students from an early age are learning the necessary skills

for a competitive workplace. To make the State more competitive in securing and maintaining business and economic development, the Council investigates ways to improve education and advance workforce creation. GWIB members actively participated on the Council and various workgroups.

## Maryland Action Coalition

In 2011, GWIB Executive Director, Lynn M. Reed, and Neil Meltzer, M.D., President and CEO of Sinai Hospital and Sr. Vice President of LifeBridge Health, were asked to co-chair the University Of Maryland School Of Nursing - Maryland Action Coalition. The Maryland Action Coalition is one of 36 state-based coalitions named by the Future of Nursing: Campaign for Change. Maryland's designation was announced September 26, 2011, by the Center to Champion Nursing in America, an initiative of the Robert Wood Johnson Foundation (RWJF), the American Association of Retired Persons (AARP), and the AARP Foundation. The Coalition is dedicated to advancing the health of the State of Maryland by fully utilizing the expertise and experience of all health providers, specifically nurses.

Under the Coalition, eight workgroups were formed to address

and implement the following recommended changes needed in the health care delivery system and nursing workforce to meet the needs of the 21<sup>st</sup> century and beyond: (1) Eliminating practice barriers; (2) Expanding nurse leadership and collaborative opportunities; (3) Implement nurse residency programs; (4) Increase the number of

nurses with a BSN degree by 80 percent by 2020; (5) Increase the number of nurses with a doctorate by 2020; (6) Ensure that nurses engage in lifelong learning; (7) Prepare and enable nurses to lead change to advance health; and (8) Build an infrastructure for collection and analysis of interprofessional health care workforce data.

### A Call to Action for the Future of Nursing

On September 23, 2011, the Maryland Action Coalition hosted "The Future of Nursing in Maryland" Summit at the University Of Maryland School Of Nursing in Baltimore.

The purpose of the summit was to develop a strategic plan for implementing the recommendation in the Institute of Medicine's (IOM) report, "The Future of Nursing: Leading Change, Advancing Health."

Dr. Janet Allan, a founding member of the Maryland Action Coalition Executive Committee, welcomed 200-plus participants to the all-day working conference.

"This is a call to action for the country. The vision of the IOM report of that all Americans have access to high-quality patient-centered health care in a system where nurses contribute as essential partners in transforming the health delivery system."— Dr. Janet Allan



**Members of the Maryland Action Coalition Executive Committee.** Pictured L to R, Kelly Nevins Petz, CRNA, President, Maryland Association of Nurse Anesthetists; Pat Travis, Ph.D., CCRP, RN, Immediate Past President, Maryland Nurses Association; Larry Strasser, Ph.D., RN, NEA-BC, Vice President of Patient Care and CEO, Franklin Square Hospital, and President, Maryland Organization of Nurse Executives; Lynn M. Reed, Executive Director, Governor's Workforce Investment Board; Janet D. Allan, PhD, RN, FAAN, Dean of the University of Maryland School of Nursing; Nancy Adams, MBA, RN, President, Maryland Board of Nursing; and Frank Calia, MD, Vice Dean of Clinical Affairs, University of Maryland School of Medicine. Not pictured: Neil Meltzer, President and CEO, Sinai Hospital, Senior Vice President, LifeBridge Health.

# 2011 Governor's Workforce Investment Board

(As of December 2011)

- **HON. MARTIN O'MALLEY,**  
*Governor*
- **HON. ANTHONY G. BROWN,**  
*Lt. Governor*
- **WILLIAM G. "BILL" ROBERTSON,**  
*Board Chair*  
President and CEO, Adventist HealthCare, Inc.
- **RONALD R. PETERSON,**  
*Board Vice-Chair*  
President and CEO, The Johns Hopkins Health System
- **SAM J. ABED**  
Secretary, Department of Juvenile Services
- **JOHN M. BELCHER**  
Chairman and CEO, ARINC Corporation
- **FRANK CHANEY**  
Chaney Enterprises
- **ADRIAN P. CHAPMAN**  
President and COO, Washington Gas
- **HON. ULYSSES CURRIE**  
State Senator  
State of MD
- **THEODORE "TED" DALLAS**  
Secretary, Department of Human Resources
- **B. DANIEL DEMARINIS**  
Director of Strategic Initiatives, MITRE
- **GINO J. GEMIGNANI, JR.**  
Senior Vice President, Whiting-Turner Contracting Company
- **NANCY S. GRASMICK, PH.D.**  
State Superintendent of Schools, Maryland State Department of Education
- **DONNA M. GWIN**  
Director of Human Resources, Safeway, Inc.
- **LAURIE HOLDEN**  
President, Workforce Investment Network (WIN)
- **DANETTE G. HOWARD, PH.D.**  
Secretary, MD Higher Education Commission
- **HON. SALLY Y. JAMESON**  
State Delegate, Maryland House of Delegates
- **CHRISTIAN JOHANSSON**  
Secretary, Department of Business and Economic Development
- **HON. KATHERINE KLAUSMEIER**  
State Senator, Maryland House of Delegates
- **MARTIN G. KNOTT, JR.**  
President, Knott Mechanical, Inc.
- **HON. SUSAN W. KREBS**  
State Delegate, Maryland House of Delegates
- **ANDREW B. LARSON**  
National Project Coordinator, International Union of Painters and Allied Trade, Job Corps Program
- **ELLIOT D. LASSON, PH.D.**  
Executive Director, Joblink Baltimore
- **GLORIA G. LAWLAH**  
Secretary, Maryland Department of Aging
- **ROY G. LAYNE**  
Principal, GKA, PC Accounting
- **BEL LEONG-HONG**  
President and CEO, Knowledge Advantage Inc.
- **LARRY LETOW**  
President, Convergence Technology Consulting
- **GEORGE LITTRELL, III**  
Vice President & Senior Financial Advisor, Merrill Lynch
- **FRED D. MASON, JR.**  
President, MD State and D.C. AFL-CIO
- **GARY D. MAYNARD**  
Secretary, Department of Public Safety and Correctional Services
- **LUISA MONTERO**  
Managing Director, MD Multicultural Youth Center
- **STEPHEN W. NEAL**  
President and CEO, K. Neal International Trucks, Inc., K. Neal Idealease
- **STEPHEN PANNILL**  
President, Cecil College
- **MARION W. PINES**  
Senior Fellow, The Johns Hopkins University Institute for Policy Studies
- **CATHERINE A. RAGGIO**  
Secretary, Department of Disabilities
- **BERNARD SADUSKY, ED.D.**  
Interim-State Superintendent of Schools, Maryland State Department of Education
- **ALEXANDER M. SANCHEZ**  
Secretary, Department of Labor, Licensing and Regulation
- **MARTHA A. SMITH, PH.D.**  
President, Anne Arundel Community College
- **HAROLD STINGER**  
Chairman and CEO, SGT, Inc.
- **MARGARET A. THOMAS**  
President and CEO, Goodwill Industries of the Chesapeake, Inc.
- **HON. INGRID M. TURNER**  
Council Member — District 4, Prince George's County Council

# 2011 Governor's Workforce Investment Board Operations

	2011 ACTUAL	2012 BUDGET
<b>EXPENSES</b>		
Salary and Fringe Benefits	\$716,343	\$880,775
Communications	\$11,462	\$12,049
Travel	\$10,759	\$8,165
Vehicle Operations	\$414	\$939
Contract Services	\$32,318	\$13,645
Supplies	\$4,835	\$5,794
Equipment	\$300	\$1,568
Dues and Subscriptions	\$4,194	\$3,743
<i>Sub-Total</i>	<i>\$777,949</i>	<i>\$1,143,558</i>
<b>Grants</b>		
HRSA	\$-	
MCCEI	\$225,000	
MESP	\$1,361,046	
<b>Total</b>	<b>\$777,949</b>	<b>\$2,729,604</b>

	2011 ACTUAL	2012 BUDGET
<b>SUPPORT FUNDS</b>		
General	\$113,327	\$314,789
Federal	\$-	\$150,646
<b>Reimbursable</b>		
Dept of Aging	\$4,913	\$4,913
DHR	\$69,265	\$69,265
MSDE	\$43,652	\$43,652
MHEC	\$54,630	\$54,630
DBED	\$26,635	\$26,635
DJS	\$8,567	\$8,567
DWDAL	\$456,960	\$2,056,507
<i>Sub-Total</i>	<i>\$664,622</i>	<i>\$2,264,169</i>
<b>Total</b>	<b>\$777,949</b>	<b>\$2,729,604</b>

# 2011 Governor's Workforce Investment Board Staff

- **LYNN M. REED**, *Executive Director*
- **ELISABETH A. SACHS**, *Interim Executive Director*
- **TIM BIBO, JR.**, *Industry Analyst*
- **TRUDY CHARA**, *Manager, Workforce Innovations Partnerships and Programs*
- **RAFAEL CUEBAS**, *Industry Initiative Coordinator*
- **DEBRA FIELDHOUSE**, *Board Liaison and Communications Manager*
- **DARLA HENSON**, *Administration*
- **MARY O'CONNOR**, *Industry Initiative Coordinator*
- **BERNARD REYNOLDS**, *Manager of Budget and Administration, Industry Initiative Coordinator*

# 2011 Local Workforce Investment Board Chairs and Directors

## **ANNE ARUNDEL COUNTY**

- **WALTER TOWNSHEND, Chair**  
Anne Arundel County Workforce Investment Board
- **KIRKLAND “KIRK” J. MURRAY, President & CEO**  
Anne Arundel Workforce Development Corporation

## **BALTIMORE CITY**

- **JOHN W. ASHWORTH, III, Chair**  
Baltimore Workforce Investment Board
- **KAREN SITNICK, Director**  
Mayor’s Office of Employment Development

## **BALTIMORE COUNTY**

- **MARK D. HABICHT, Chair**  
Baltimore County Workforce Investment Board
- **ED FANGMAN, Director**  
Baltimore County Department of Economic Development

## **FREDERICK COUNTY**

- **TERRY O’MALLEY, Chair**  
Frederick County Workforce Investment Board
- **LAURIE HOLDEN, Director**  
Frederick County Workforce Services

## **LOWER SHORE**

*(Somerset, Wicomico and Worcester Counties)*

- **ZORAIDA MALDONADO-WILLIAMS, Chair**  
Lower Shore Workforce Investment Board
- **MILTON MORRIS, Workforce Director**  
Lower Shore Workforce Alliance

## **MID-MARYLAND**

*(Carroll and Howard Counties)*

- **WALLY BROWN, Chair**  
Mid-Maryland Workforce Investment Board
- **FRANCINE TROUT, Director**  
Columbia Workforce Center

## **MONTGOMERY COUNTY**

- **LORI GOLINO, Chair**  
Montgomery County Workforce Investment Board
- **BARBARA KAUFMANN, Director**  
Montgomery County Division of Workforce Investment Services

## **PRINCE GEORGE’S COUNTY**

- **ROY LAYNE, Chair**  
Prince George’s County Workforce Investment Board
- **PATRICIA WHITE, Executive Director**  
Prince George’s County Economic Development Corporation/ Workforce Services Division

## **SOUTHERN MARYLAND**

- **JOE SLATER, Jr., Chair**  
Tri-County Council for Southern Maryland
- **DARYL ROSENBAUM, Executive Director**  
Southern Maryland Workforce Investment Board

## **SUSQUEHANNA REGION**

*(Cecil and Harford Counties)*

- **BARNEY MICHEL, President**  
Susquehanna Workforce Investment Board
- **BRUCE ENGLAND, Executive Director**  
Susquehanna Workforce Network, Inc.

## **UPPER SHORE**

*(Caroline, Dorchester, Kent, Queen Anne’s and Talbot Counties)*

- **ROYCE L. SAMPSON, Chair**  
Upper Shore Workforce Investment Board
- **DAN MCDERMOTT, Executive Director**  
Upper Shore Workforce Investment Board

## **WESTERN MARYLAND**

*(Washington, Allegany and Garrett Counties)*

- **JIM KESSELRING, Chair**  
Western Maryland Consortium Executive Council
- **PETER P. THOMAS, Executive Director**  
Western Maryland Consortium

## **Mission**

To guide a nationally-recognized workforce development system that aligns with the economic and educational goals of the State of Maryland and 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 well-integrated, coordinated and collaborative systems across agencies, institutions, local areas, and business preservation and expansion of Maryland's highly-educated workforce creation of opportunities for all Maryland residents to participate and succeed in the workforce.

“There is no such thing as  
a spare Marylander.”

— Governor Martin O'Malley

### **Governor's Workforce Investment Board**

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