

MARYLAND

GOVERNOR'S WORKFORCE INVESTMENT BOARD

2006 ANNUAL REPORT

MARYLAND

GOVERNOR'S WORKFORCE INVESTMENT BOARD

1100 North Eutaw Street, Room 108
Baltimore, Maryland 21201
Telephone: 410-767-2408
Toll Free: 1-866-408-5487
Fax: 410-383-6732
www.mdworkforce.com

2006 Annual Report



MARTIN O'MALLEY, GOVERNOR
ANTHONY G. BROWN, LT. GOVERNOR
THOMAS E. PEREZ, SECRETARY

DEPARTMENT OF LABOR, LICENSING
AND REGULATION





MARTIN O'MALLEY, Governor
ANTHONY G. BROWN, Lt. Governor
THOMAS E. PEREZ, Secretary

**GOVERNOR'S WORKFORCE
INVESTMENT BOARD**

GWIB Home Page • <http://www.mdworkforce.com>
GWIB Email Address • gwib@gwib.state.md.us

March 1, 2007

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

The Governor's Workforce Investment Board (GWIB) is pleased to share with you its 2006 annual report highlighting recent events and accomplishments that occurred during the period January 1, 2006 through December 31, 2006. Here are some of the highlights of the past year.

- The Aerospace Summit was held at the Johns Hopkins University Applied Physics Lab and attended by 260 attendees, primarily business. The Aerospace Implementation Committee published its post-summit report and began working on its plan of action.
- The Center for Industry Initiatives published its *Building Your Industry's Workforce: A Demand-Driven Approach to Workforce Development*, a guide for industry executives on the industry initiative process.
- The GWIB held an "advance" in June to develop goals and strategies for guiding the state's workforce development system now and in the future. The implementation of the goals and strategies is being coordinated by the GWIB Subcabinet.
- A Governor's Workforce Conference was held in May 2006, attended by more than 500 people, leaders from government, education and business.
- The Board partnered with the higher education community in a series of "listening tours." Business representatives were invited to present their needs and issues to the panel.
- GWIB added staff to the Center for Industry Initiatives to ensure that all of the initiatives move forward in a timely manner. A total of ten industry initiatives are now operating in various phases.
- Six new industry leaders were appointed to the board.

The board would like to recognize the continued efforts put forth over the past year by each of our private and public sector partners and express our gratitude for the cooperation and collaboration we received from all levels of business, government and education as well as the citizens of Maryland. We look forward to the continued support in the months and years to come.

Sincerely,

Gino J. Gemignani, Jr.
GWIB Chair

Robert W. Seurkamp
GWIB Executive Director

1100 NORTH EUTAW STREET, ROOM 108
BALTIMORE, MARYLAND 21201



410-767-2408 • FAX 410-383-6732
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Keeping Maryland Working and Safe

Introduction

The quality of Maryland's current and future workforce is vital to the economic future of the state. Maryland's continued economic strength is directly linked to its ability to produce and continuously develop a highly skilled workforce. Not long ago, it did not take a college education or advanced training beyond high school to make a decent living and to meet the demands of the labor market. Today, education and training beyond high school means the difference between subsistence living and family-sustaining careers. A workforce with a higher level of preparation also means the difference between a Maryland economy that lags behind the nation, and one that leads it. One of the greatest challenges for Maryland businesses today is recruiting and retaining good, properly qualified and highly skilled workers to ensure that the state's robust growth continues. Failure to produce the higher skills demanded by growth industries results in less of an ability to attract and maintain industries that will propel Maryland's economy forward.

Prior to 2003, tools for predicting future workforce needs and issues were inadequate at best. To better address this deficiency, the Governor's Workforce Investment Board (GWIB) focused on its primary role. As a starting point, it revised its vision and mission.

The GWIB's Vision and Mission Today

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.

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

In 2003, the Governor charged the state agency secretaries with working more closely together on workforce development issues. In 2004, the scope of the board was expanded beyond the Federal Workforce Investment Act (WIA) by Executive Order to encompass all partners and components of the

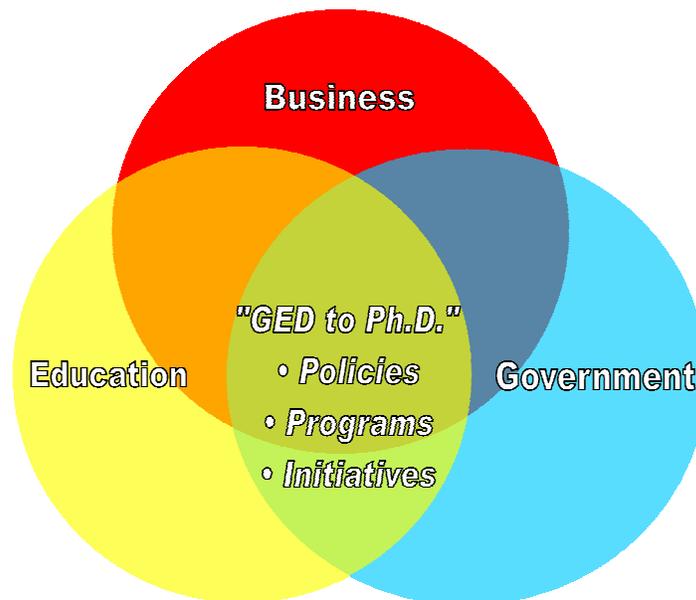


workforce development system. The GWIB's guidance of the workforce system is also reinforced in the Executive Order.

Responsibilities of the board include development of policies and dissemination of information that will contribute to a high-quality Maryland workforce development system that is demand-driven, innovative, proactive and collaborative. The system must also link with economic development and education, and offer universal access to skill development and labor market opportunities. Significant strides have been made in these important partnerships to address Maryland's industries that are vital to the state's economy.

Today, the Governor's Workforce Investment Board is Maryland's chief strategy and policy making body for workforce development. It is made up of approximately 43 members, 51% of whom are industry leaders from the private sector. In the past three years the Governor's Workforce Investment Board's plan to transition Maryland from a supply-side approach to a demand-driven approach to workforce development has come together. Two important things are required to have a demand-driven system. One is a way to assess demand. The second is a clear understanding of what makes up the workforce development system. This effort has created dynamic partnerships between business, government and education.

Maryland's Workforce System Coming Together to Make a Difference



Targeted Strategies, Innovative Solutions, Positive Results

Maryland has moved to a demand-driven workforce development process to establish the needs of the business community and respond to them. This industry-led, sector-based approach to workforce development identifies industry demand and is presented to government and education supply partners. Together, solutions and strategies are developed to meet the future workforce needs of industry sectors important to Maryland's economy. The GWIB's first industry initiative was with the healthcare industry. The success of the healthcare initiative led to the GWIB receiving a grant in 2004 from the U.S. Department of Labor (USDOL) to establish the Center for Industry Initiatives. The purpose of the grant is to replicate the five-step industry initiative process that was used for the healthcare sector with twelve other targeted Maryland industry sectors. A team, which included agency partner representatives and industry leaders, was formed to identify these additional industries and the process was completed in August 2004.

The Thirteen Industry Initiatives



The GWIB engages high level, business leaders (board members) to lead steering committees in a five-step industry initiative process to provide a forum for industry to work closely with government and education leaders. Through this process the GWIB develops policies and plans, and takes action to ensure a highly skilled workforce is available. The industry initiative process is a significant undertaking. When all thirteen industry initiative steering committees are engaged there will be approximately 800 business volunteers collaborating with the GWIB on future needs assessments.

To date, ten initiatives have been launched and are in various phases of the

process. The Center for Industry Initiatives staff guide and monitor as each industry goes through the process of assessing and addressing its workforce development demand and issues. The GWIB Subcabinet, comprised of deputy and assistant secretaries from partner agencies, works closely with the industry initiative committees in order to be able to respond to business needs and implement solutions. This information will ultimately become part of an ongoing "State of the Workforce" report that will be the guidance document for all workforce development partners. Business, education and government leaders will rely on the State of the Workforce report in their plans to address current and projected industry workforce demand. This innovative approach is viewed by the USDOL, business, state and international officials as a model for other states to implement.

The GWIB continues to develop strategic alliances with business, education, economic development, community and government organizations to connect the demand and supply sides of the workforce equation. This annual report showcases what GWIB accomplished in the past year.

Strategic Planning/Governance

Board Holds June “Advance” to Develop Goals and Strategies for the State’s Workforce Development System

In June, the GWIB convened its members for an “advance” to begin the process of creating a strategic plan. At the all-day session, board members developed four goals and the critical success factors to accompany those goals. The development of the goals and strategies is part of the effort to create a long-term strategic plan. Clarification and detail was created by GWIB staff and distributed to board members for review.



At the June advance, board meeting, members in a “breakout” session begin developing and prioritizing long-term goals and strategies

At the September board meeting members voted to support the following four goals:

Goal 1: Maryland will have a cutting edge education system (K-16) that is supportive of the changing workforce needs of businesses in the state.

Goal 2: Maryland will have a fully funded, comprehensive state workforce development system.

Goal 3: Maryland’s workforce development system will be universally recognized as the key to helping the state’s businesses grow and thrive in a global economy.

Goal 4: Maryland will have a simple yet comprehensive measurement (report card) to evaluate the success of the state’s workforce development system.



Board members at the September Meeting reviewing the draft Goals and Strategies

A copy of the goals and strategies can be found at:

<http://www.mdworkforce.com/lib/goals.htm>

The GWIB also charged the Subcabinet with developing implementation strategies and plans. In December, the Subcabinet created a work plan and a timeline and will begin its implementation work shortly.

Subcabinet Collaborates on Workforce and Economic Development Issues

The Subcabinet consists of deputy secretaries or assistant secretaries involved in workforce development of key partner agencies who meet regularly to identify areas of mutual concern and explore opportunities for collaboration in addressing workforce and economic development issues. These include:

- Department of Business and Economic Development (DBED)
- Department of Housing and Community Development (DHCD)
- Department of Human Resources (DHR)
- Department of Juvenile Services (DJS)
- Department of Labor, Licensing and Regulation (DLLR)
- Department of Public Safety and Correctional Services (DPSCS)
- Maryland Department of Aging (MDoA)
- Maryland Higher Education Commission (MHEC)
- Maryland State Department of Education (MSDE)





GWIB Subcabinet members with U.S. DOL officials.

The Subcabinet also provides a vehicle for the development of solutions to specific youth issues that require multi-agency cooperation and resources. It provides a convenient way to disseminate or request information related to youth programs and initiatives. The work of the Subcabinet included researching and collecting data from the Challenged Population Committee, and addressing ways to interface with each industry

steering committee to address workforce shortage areas. Meetings also included discussions on timely issues such as the need for greater coordination of programs and services to transitioning youth and the business needs for work readiness credentialing. In December, the Subcabinet began developing the GWIB strategic plan.

Challenged Population Committee Creates Strategies for Moving At-Risk Populations into the Workforce

This committee, primarily made up of private sector members, is chaired by Kevin Garvey, UPS and Marge Thomas, Goodwill Industries of the Chesapeake, Inc. It was created to develop strategies for moving traditionally challenged populations into the workforce. The committee was charged with defining “at risk” populations, identifying issues and barriers, and developing workforce policy recommendations to the board. The committee began by identifying segments of the “at risk” populations it believed faced significant barriers to employment. This information was shared with the Subcabinet with a request to define each population and their statistics. The Subcabinet provided data estimates of the number of persons in each segment, along with the number of people previously receiving services as well as those at risk. With this input, the committee developed its final list of “at risk” populations, including: persons with disabilities, homeless persons, individuals without a high school diploma, English language learners, ex-offenders, court involved youth, out-of-school youth, youth aging out of foster care, welfare recipients and older jobseekers.

Over the past year the Challenged Population Committee researched barriers to employment and made recommendations regarding ex-offenders exiting the correctional system. It is now focusing on the needs and barriers of at-risk youth. A business representative from each of Maryland’s thirteen industry clus-

ters will eventually be appointed to the committee so that the needs of this diverse population are incorporated into the GWIB's industry-driven cluster initiatives. Once policy recommendations are made to the GWIB, it will become the responsibility of the Subcabinet to work on gap analysis, resource needs and program development.

New Industry Leaders Appointed to the Board in 2006



Six new industry leaders were appointed to the GWIB. They are:

James F. Pitts, Corporate Vice President and President, Northrop Grumman Corporation

John von Paris, Executive Vice President and President, Von Paris Moving and Storage

Patricia J. Mitchell, Vice President, IBM

John M. Belcher, President and CEO, ARINC, Inc.

Daryl Routzahn, President and CEO, Routzahn's

Donna Gwin, Director of Human Resources, Safeway, Inc.

The Governor's Workforce Investment Board would also like to thank the following retiring members for their service:

John B. Frisch, Esq., Chairman, Miles & Stockbridge, P.C.

Toby Gordon, Sc.D., Vice President, Strategic Planning and Marketing, Johns Hopkins Medicine, The Johns Hopkins Hospital and Health System

Richard S. Madaleno, Jr., State Delegate, Maryland House of Delegates

Irka S. Zazulak, President, Modular Component National, Inc.

Linkages

The GWIB is responsible for linking business, education and workforce. It has embraced the USDOL's "Power of E³" as part of its approach to addressing workforce development issues in Maryland. The "Power of E³" is the power of education, employment and economic development working effectively together to solve workforce development issues. The following are examples of the various linkages GWIB accomplished.

GWIB Hosts Leadership Forum with the Local Workforce Investment Boards

GWIB hosted its annual GWIB-LWIB leadership forum in March, which was attended by DLLR/GWIB leadership and the LWIB chairs and directors. The purpose of the meeting was to discuss GWIB and LWIB roles and how they differ, i.e. legislative charges and deliverables, existing partnerships and how to improve connections. The group discussed the top 3-4 state and local workforce priorities and issues.

Governor's WORKFORCE CONFERENCE

May 8, 2006



The GWIB Hosts "RISING ABOVE THE STORM --Surviving the Coming Worker Shortage"

According to the USDOL Bureau of Labor Statistics, more than 70 million baby boomers, including one million in Maryland, will permanently retire and need to be replaced by 2030. At the same time the number of young workers entering the market is steadily declining, resulting in the onset of significant worker shortage for Maryland businesses by as early as 2008. In May, more than 500 leaders from business, government and education attended the Governor's Workforce Conference, "Rising Above the Storm, Surviving the Coming Worker Shortage". The conference was designed for private sector business executives – CEOs, top business executives, and human resource managers.



*One of the breakout sessions at the 2006 Governor's
Workforce Conference*

The statewide invitational conference focused on Maryland businesses' needs for recruiting, retaining and retraining employees in order to maintain a productive workforce. During the conference, presenters provided the latest information on workforce trends internationally and nationally with an in-depth discussion of the impact on Maryland; and presented information on resources available to assist business needs. The conference afforded business leaders



the opportunity to connect with workforce development resources available at the local level to help meet their workforce needs. Information on the Center for Industry Initiatives was also presented, as were preliminary results from the active sector steering committees.



L-R, James D. Fielder, Jr., Ph.D., DLLR; Joe Gordon, Leading Edge; James F. Pitts, Northrop Grumman Corporation, Inc; Pamela Paulk, The Johns Hopkins Hospital; Brendan Keegan, Marriott International, Inc.; discuss workforce development strategies to meet future needs.

Keynote speakers included futurist Ed Barlow, and U.S. Department of Labor Deputy Secretary Steven J. Law. A panel, comprised of Mr. Barlow as moderator, business leaders and DLLR Secretary James D. Fielder, Jr. Ph.D., engaged in a discussion about what their respective companies are doing to meet future needs (see panel members above). There were also breakout sessions, which gave conference participants an opportunity to explore potential solutions to address workforce challenges their businesses face.

Two GWIB Board Members Receive 2006 Workforce Innovation Leadership Award at the Governor's Workforce Conference

Kevin M. Garvey from United Parcel Service, Inc., (left picture, center) and Margaret A. Thomas of Goodwill Industries of the Chesapeake, Inc. (right picture) received the 2006 Workforce Innovation Leadership Award. This second annual award recognized their leadership and commitment to the Board's Challenged Population Committee. Both are GWIB members.



L-R, Gino J. Gemignani, Jr., Kevin M. Garvey, James D. Fielder, Jr., Ph.D.



Margaret A. Thomas

The award reads:

*Governor's Excellence in Workforce Leadership Award
To
Margaret A. Thomas and Kevin M. Garvey*

The award was given to Mr. Garvey and Ms. Thomas in recognition of and appreciation for their contributions to the design and implementation of innovation in Maryland's workforce development strategies. In addition, they were commended for their assistance in addressing the needs of Maryland's challenged population.

*DLLR/GWIB Partners With the Higher Education Community to
Develop Solutions for Workforce Development and
Maryland Higher Education*



Business representatives discuss workforce needs with education leaders during a Listening Tour

The Department of Labor, Licensing and Regulation/Governor's Workforce Investment Board, partnered with Maryland's higher education leadership (four year public institutions, community colleges and four-year independent institutions) to sponsor a series of "Listening Tours." There were eight events that were held around the state in fall 2006.

The purpose of these events was to facilitate a candid discussion between the business community and higher education about the state's workforce and economic development needs and higher education's capacity to meet those needs. One of the goals of the listening tours is for businesses to have a better understanding of and appreciation for higher education's role in workforce and economic development. The other is to develop creative and innovative partnerships to enable Maryland higher education to enhance its ability to meet the state's economic and workforce development needs. The outcome will be the development of action items to enhance the higher education/business partnership in support of the state's workforce and economic development efforts. Participants include invited members of the business community and Maryland higher education statewide and regional leaders. Each listening tour session attracted an average of 50 to 75 participants from the community.



Leaders from higher education, business and DLLR at the College of Notre Dame Listening Tour

The eight events were held at the following locations:

- September 25:** University of Maryland Eastern Shore, Princess Anne, MD
- October 19:** Hood College, Frederick, MD
University System of Maryland, Shady Grove, MD
- October 30:** Anne Arundel Community College, Arnold, MD
College of Southern Maryland, LaPlata, MD
- October 31:** College of Notre Dame, Baltimore, MD
Higher Education and Applied Technology Center, Aberdeen, MD
- November 3:** Frostburg State University, Frostburg, MD

GWIB Appointed to the Maryland Higher Education Commission (MHEC)'s Advisory Council on Workforce Shortage

In 2006, the General Assembly passed HB 988, Higher Education – Workforce Shortage Grants. The legislation consolidates specified workforce shortage and economic development student scholarship and grant programs in the MHEC into the new Workforce Shortage Student Assistance Grant program. The legislation also requires the Secretary of the Maryland Higher Education Commission to appoint an Advisory Council on Workforce Shortage. Robert Seurkamp is the GWIB's representative to the Council. He and Art Taguding, director of the Center for Industry Initiatives, previously were members of the Workgroup on the Consolidation of Career/Occupational State Financial Assistance Programs, the precursor to the current advisory council. This committee was established by the Student Financial Assistance Reform Act of 205 (Chapter 429), which required MHEC to establish a workgroup to study the consolidation of work-based shortage grants into a single grant program. The new advisory council will identify workforce shortage fields in the state and recommend fields to either prioritize or remove from the shortage list. Based on the advice of the council, MHEC may remove workforce shortage fields and add others. Each fiscal year, MHEC must determine the number of grants to award in each eligible workforce shortage field based on the priority of the workforce shortage field, the severity of the shortage, and the availability of funds for the grants.

Interagency Partnerships

The Governor's Workforce Investment Board continues its strong relationship with its agency partners through technical assistance and strategic planning.

Career Clusters – The GWIB contributed some revisions to the Maryland State Department of Education's second printing of the Career Clusters booklet. Maryland Career Clusters promote student success by relating high school to their future goals and aspirations. In turn, more students can reach high levels of performance, thus closing the achievement gaps.

Project Lead the Way (PLTW) – PLTW is a national pre-engineering program where high school partners with higher education and business to increase the quantity and quality of students entering the field. The GWIB has provided support to this important program in an advisory capacity to increase the supply of engineers and increase focus on Science, Technology, Engineering and Math (STEM) education. The GWIB also is on PLTW's Implementation Committee and participates regularly in proposal reviews.

Correctional Education – DLLR/GWIB provided technical assistance and support to enhance and print brochures that market technical education within Maryland's correctional facilities.

Carl T. Perkins Vocational and Educational Training Act – This Act was recently reauthorized. The GWIB is part of a team working with MSDE on the development of the state plan for career and technology education, in accordance with the requirements of the act. The state plan requires that the Career and Technology division of MSDE meet the requirements of the Workforce Investment Act regarding coordination of services for postsecondary students and school dropouts, including providing information to the one-stop delivery system.

DLLR/GWIB Representatives Travel to China as Part of a Higher Education Delegation to Discuss Partnerships, Educational Opportunities



The Maryland education delegation and Chinese officials during June visit where an MOU between the Maryland Education Community and China is signed to spur on the creation of a higher education center in Shanghai

In June, DLLR Secretary James D. Fielder, Jr., Ph.D. and GWIB executive director Robert Seurkamp joined Secretary of State Mary Kane, ten Maryland college and university presidents, and other education leaders on an education mission to China to promote educational, industrial and cultural exchange opportunities. During the eight day trip, entitled “Globalization, Education, Collaboration and Development in the 21st Century”, the Maryland delegation visited Beijing, Hefei and Shanghai, meeting with Chinese government officials and higher education leaders. While in Beijing, Secretary Kane and China’s Ministry of Education Deputy Director General for Cooperation and Exchange Cen Jianjun signed a memorandum of understanding (MOU) to exchange English and Chinese language teachers. In Hefei the delegation attended a daylong forum on education and global competitiveness. Hefei is the capital of Anhui province. The State of Maryland – Anhui Province Sister State relationship was established in 1980. This was one of the very first relationships between the U.S. and China following the opening of China in 1975. In Shanghai the Maryland delegation discussed the feasibility of opening a higher education center in China. An MOU was signed with the Shanghai Vice Mayor Yan Junqi.

Outreach

One of the ways that GWIB gets the word out on its activities is to meet with a variety of organizations to educate them on its approach to workforce development. This year was an extremely busy year for the GWIB as it met with a wide variety of organizations.

DLLR and GWIB Provide a Workforce Development System Overview to a Chinese Delegation from Qinghai and Shanxi Provinces



*Members of the Qinghai and Shanxi Provinces
listen to a presentation on the GWIB
Industry Initiative Process*

In April, DLLR/GWIB hosted a delegation from China from the Qinghai and Shanxi Provinces. Robert Seurkamp and Art Taguding presented Maryland's demand-driven approach to workforce development and how the GWIB has been successful in engaging numerous business leaders in identifying and establishing sector demand. Ron Windsor, program manager for the Division of Workforce Development, briefed the delegation on the work that the division does with the Local Workforce Investment Areas, employers and training providers, and gave a brief description of the incumbent worker training programs, Maryland Business Works and the Teach for the Health of It.

United States Department of Labor's Workforce Innovations Conference

In July, Maryland was represented by James D. Fielder, Jr., Ph.D., Secretary, Department of Labor, Licensing and Regulation, Bernard Antkowiak, Assistant Secretary, Division of Workforce Development, and Art Taguding, GWIB, at the annual USDOL Workforce Innovations Conference in Anaheim, California. Secretary Fielder moderated a panel called Applying Technology-Based Learning in Education and Training. Technology-Based Learning, also known as e-learning, is helping organizations remain competitive in the 21st Century. More and more community colleges and universities are offering technology-based learning options to train incumbent workers and students. During the panel representatives from a business, a community college and university discussed how they are infusing curricula with technology-based learning and how students, workers and the unemployed or underemployed are taking advantage of these methodologies.

Other Presentations

The GWIB engaged with many organizations in providing technical assistance, educational and informational sessions, and exploring mutually beneficial opportunities. A number of select presentations included the following organizations during 2006:

- Performance Institute, Arlington, VA
- NGA Sector-Based Strategy Roundtable
- Governor's Tourism Council Conference
- Greater Baltimore Committee President's Council
- Baltimore County Executive Advisory Board for Higher Education
- Maryland Association of Community College presidents
- Shady Grove Academic Program Committee Task Force on the Status of Women and Information Technology

Outcomes

This past year saw many outcomes for the GWIB. Examples include: increasing the staff of the Center for Industry Initiatives, hosting the aerospace summit, launching new industry initiatives, publication of the industry leaders' process guide, and preparation of the "State of the Workforce" report.

Center Staff Increases to Meet Demand

In 2006, the Center for Industry Initiatives added industry initiative coordinators, an industry analyst and an administrative assistant in order to advance the four existing initiatives and to launch, guide and support the remaining nine initiatives. With the success of the current four initiatives, leaders from the other industries moved their initiatives into Phase I. By the end of August, six new initiatives had been launched in Education, Finance and Insurance, Manufacturing, Retail Trade, and Transportation and Warehousing, followed shortly by Information Technology. Organizational efforts are underway for the three remaining initiatives: Building, Business Services, and Communications.

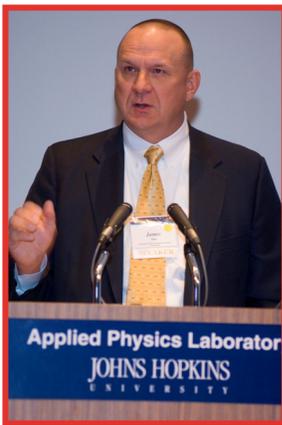
The Industry Initiatives Process Guide Published for Initiative Leaders



In September, the Center for Industry Initiatives published "Building Your Industry's Workforce: A Demand-Driven Approach to Workforce Development." It provides a comprehensive step-by-step template for industry leaders to develop, implement and sustain a demand-driven, industry-led initiative to identify current and projected industry workforce needs and issues and develop a stra-

tegic plan of action. The process guide provides a detailed “cookbook” of the five-phase industry initiative process and its ingredients necessary for an effective industry initiative. Information on how to establish an industry profile, identify workforce issues, prepare the details of conducting an industry summit and develop and implement a plan of action are explained. An executive summary version of the process guide was also developed to provide an overview of the five-phase industry initiative process.

Aerospace Summit Propels Industry into Developing and Implementing Plan of Action



James F. Pitts, Northrop Grumman Corporation, kicks off the Aerospace Summit in January. More than 240 high-level executives, education and government officials attended the event.

The year started off with the very successful Aerospace Summit. The GWIB aerospace industry leaders are James F. Pitts, corporate vice president and president, Northrop Grumman Corporation, and John M. Belcher, president and CEO, ARINC, Inc. The chair of the Aerospace Steering Committee is Harold Stinger, president and CEO of Stinger Ghaffarian Technologies, Inc. (SGT) and the vice-chair is Anoop Mehta, vice president and chief financial officer of Science Systems and Applications, Inc. (SSAI). The GWIB Aerospace Steering Committee is comprised of aerospace industry leaders in Maryland as well as representatives from higher education and K-16 education, industry associations, the federal government, state agencies and Local Workforce Investment Areas. Aerospace leaders that participated on the steering committee represented organizations such as NASA Goddard Space Flight Center, Naval Air Systems Command, Northrop Grumman Corporation, Lockheed Martin, Honeywell, and Johns Hopkins University Applied Physics lab.

During Phase II, a number of aerospace companies provided data on the composition of their workforce, competencies that are difficult to fill, expected retirement rates, the time lag for security clearances, and other critical work-

force issues. In January, leaders from industry, government and academia convened the first GWIB Aerospace Industry Workforce Summit at the Johns Hopkins University Applied Physics Laboratory in Laurel, Maryland. The event encompassed a full day of dialogue and working sessions culminating in the development of preliminary recommendations. The day's event began with a call to order by the summit emcee, Don McErlean, president and CEO of the Center for Strategic Analysis in Patuxent River, followed by welcoming remarks by James D. Fielder, Jr., Ph.D., Secretary, Department of Labor, Licensing and Regulation, James F. Pitts, corporate vice president and president, Electronic Systems, Northrop Grumman Corporation and Robert W. Seurkamp, executive director, Governor's Workforce Investment Board.



The leadership forum at the Aerospace Summit. The panel was moderated by Emily Stover DeRocco, Assistant Secretary of the U.S. Department of Labor, Employment and Training Administration

Following opening remarks, a leadership forum was moderated by Emily Stover DeRocco, Assistant Secretary of the U.S. Department of Labor, Employment and Training Administration. Panel members included: Barbara A. Mikulski, U.S. Senator, Maryland; Nancy S. Grasmick, Ph.D. Maryland State Superintendent of Schools; Freeman A. Hrabowski, III, president, University of Maryland, Baltimore County; Steny H. Hoyer, U.S. Congressman, 5th Congressional District, Maryland; Angela Phillips Diaz, acting associate administrator for education, National Aeronautics and Space Administration; Aris Melissaratos, Secretary, Department of Business and Economic Development; and Jerry Wellman, vice president, Honeywell Technology Solutions, Inc. Each of the leadership forum members presented their own unique perspective on the issues facing the Aerospace industry in Maryland and commended the summit participants for their commitment to the GWIB Aerospace Industry Initiative.

The aerospace industry monograph introduced at the summit provided the most complete base of shared information and included reviews and recommendations for consideration by summit participants.



One of the Aerospace Summit's breakout sessions

Following the leadership forum, the strategies developed by the steering committee were presented and discussed by several groups during the Summit's breakout sessions:

- Pipeline Development: K-12 and Higher Education
- Workforce Development: Recruitment, Training and Retention
- Industry Collaboration: Development and Best Practices
- Security Clearances: Access and Availability



*The luncheon keynote speaker was Norman R. Augustine, retired chairman and CEO of Lockheed Martin, and chair of the Committee on Prospering in the Global Economy of the 21st Century. In 2005 the committee released **“Rising Above the Gathering Storm: Energizing and Employing America for a Brighter Economic Future.”***

The breakout work groups reconvened in the afternoon and focused on preliminary recommendations for the plan of action. With its post-summit work in developing an industry plan of action, the steering committee reorganized into a smaller industry initiative leadership team that will guide the initiative work teams as they develop specific strategies for each recommendation. The Implementation Committee held sessions to identify team chairs for each of the initiative areas. The goal is to create a workforce that is not only educated, but possesses the skills set required to meet the industry's projected employment demands. These teams will continue to regularly report on the status of their work to the leadership team and receive necessary guidance and support as they work towards defining the solutions to the industry's current and projected workforce needs.

The aerospace industry plan of action was presented at the GWIB meeting in September by Mr. Pitts and the aerospace industry initiative team leaders. A full copy of the Aerospace Industry Initiative Post-Summit Report and Plan of Action can be found at:

<http://www.mdworkforce.com/aero/summit/aeropostsummit.pdf>

Hospitality and Tourism Industry Initiative Moves into Phase Three and the January, 2007 Summit

The Hospitality and Tourism industry leader is Brendan Keegan, executive vice president, human resources for Marriott International, Inc. The steering committee co-chairs are Tom Hall, president, The Thomas H. Hall Company and former executive with Six Flags, Inc., and Tom Warren, regional director operations, Morrison Healthcare Food Services, and with over 20 years experience with Fortune 500 size hospitality firms. More than 70 leaders from business, government, education and non-profit organizations serve on the steering committee.



The Steering Committee's Mission Statement is:

"To provide continual and strategic industry leadership in education, employment and economic development that will result in a qualified and available workforce to meet the current and future needs of Maryland's hospitality and tourism industry."

The Steering Committee has completed Phase II of the industry initiative process as it prepares for its industry summit scheduled for January 23, 2007. The committee is finalizing its industry monograph which will include:

- Industry definition, economic impact, diversity, characteristics of its unique workforce;
- Industry projected employment;
- Opportunities and threats to attracting, recruiting, retaining, training and developing a workforce for the industry; and
- Recommendations: Strategies, projects, policies and/or other actions that address workforce issues.

The Summit will be a one-day meeting of 240 high-level leaders from industry, government and education who will review the industry monograph to validate the industry profile, data, workforce issues and preliminary recommendations. Summit participants will also select specific workforce issues and strategies for the industry's post summit plan of action. J.W. Marriott, Jr., Chairman and CEO of Marriott International, Inc., is scheduled to be the summit's keynote speaker.

Bioscience Continues its Research in Phase II of the Industry Initiative Process



Dr. Wayne T. Hockmeyer, founder, MedImmune, Inc, and president, MedImmune Ventures, is the GWIB bioscience industry leader. Dr. Hockmeyer is also co-chair of the steering committee, along with Charles Fleischman, former president and CFO, Digene Corporation. There are 102 leaders from 35 bioscience companies, 20 from government and education agencies, and 4 from non-profit organizations on the steering committee.

The bioscience industry has been defined by the committee as:

“A bioscience organization is biology-driven, and its activity substantially involves research, development or manufacture of:

- 1-biologically active molecules,*
- 2-devices that employ or effect biological processes,*
- 3-biological information resources, or*
- 4-software designed specifically for biological applications.”*

The committee is currently conducting its research and assessment of the industry. At the end of 2006, there were three industry-led subcommittees gathering data and reports, and conducting research to be used for the industry monograph. Two subcommittees have completed their work: Definitions and Demographics, and High Demand Occupations. The subcommittees that are currently gathering information and research in Phase II are in the areas of economic impact, skills and workforce issues.

Healthcare Initiative Turns its Attention to Other Healthcare Occupational Workforce Shortages



GWIB Industry Leaders William G. Robertson, president and CEO, Adventist HealthCare, Inc., and Ronald R. Peterson, president, the Johns Hopkins Hospital and Health System, geared up for a second industry initiative process, as it begins to address other critical healthcare occupational shortages. The first planning meeting for this new focus was conducted in December. The next steps for the steering committee are to reconstitute and expand the steering committee to represent a broader spectrum of healthcare occupations, and identify healthcare occupations with projected workforce shortages. With the earlier successes and outcomes of the initial healthcare initiative, Mr. Robertson, also the

healthcare steering committee chair, will continue to direct these new efforts and is focused on completing a very efficient and effective initiative within a year.

“Teach for the Health of It” Grant Funding 100 Percent Obligated



In 2004, DLLR/GWIB received \$1.5 million to address nursing workforce shortages. This money has now been fully obligated. The grant, with a primary purpose of increasing nursing faculty has obligated \$1 million in scholarship funding to 220 nursing students statewide. This includes 60 individuals working on master's level work with a goal of evolving into nurse faculty. Many of the nurse faculty students will be receiving scholarship funding through the Spring 2007 semester. A total of fourteen memoranda of understanding (MOU's) were established between hospitals and colleges in response to the request for proposals issued by the Maryland Department of Labor, Licensing and Regulation (DLLR). Each of these agreements has resulted in increased numbers of faculty working at the college and increased educational levels for the hospital's students.

In addition, nearly \$450,000 has been obligated to 54 different employers to train 1,235 incumbent workers for various healthcare occupations. These funds were made available to provide matching funds to healthcare employers that develop training activities for incumbent workers in allied health occupations. The incumbent worker program allows current workers to obtain skills in the healthcare professions, leading to potential career growth and increased wages. In addition, once a current worker has advanced, their former position is left vacant for a new worker to fill. This initiative has led to career growth and increased wages for the trainees and has created new job opportunities for others.

The success of the scholarship model has resulted in the January, 2006 announcement that the state's Health Services Cost Review Commission (HSCRC) intends to provide approximately \$9.4 million that will be awarded annually over the next several years to increase the number of bedside nurses in Maryland hospitals. Funding for this initiative is being provided through a 0.1% increase in the rate structure of all hospitals retroactive from July 1, 2005. The initiative hopes to expand the capacity of Maryland's nursing programs even further and was largely designed after the "Teach for the Health of It" model. Information on this initiative and the application process may be found at the following location:

http://www.mhec.state.md.us/financialAid/ProgramDescriptions/prog_NSPII.asp

Six New Initiatives Well Underway



*Robert L. Caret, Ph.D., President
Towson University and Education
Industry Steering Committee Chair*

Six new initiatives were launched this year. Each initiative convened an initial group of industry leaders from across the state. Under the direction of the industry steering committee chair (s), each committee is previewing the initiative process, securing industry representation for the work of the committee and establishing a meeting schedule for the year ahead. As each initiative progresses, additional members will be brought on board, recruited through contacting heads of associations, organizations, government agencies and educational institutions. Each committee is also in the process of identifying workforce issues challenges and impediments.

Education Initiative

Industry Leaders – Robert L. Caret, Ph.D., President, Towson University; Murray “Ray” Hoy, Ed.D., Esq., President, Wor-Wic Community College; John A. Palmucci, Vice President of Administration & Finance, Treasurer, Loyola College; Martha A. Smith, Ph.D., President, Anne Arundel Community College

Industry Initiative Steering Committee Chair – Robert L. Caret, Ph.D., President, Towson University

Manufacturing Initiative

Industry Leaders – Robert J. Lawless, Chairman, President and CEO, McCormick & Company, Inc.; Rafael Correa, President, Machining Technologies, Inc.

Industry Initiative Steering Committee Chairs –Tom Crawford, Director, Business Development, Machining Technologies, Inc.; Robin Hall, Manager, Human Resources, K&L Microwaves, Inc.



*Members attending a Manufacturing Steering
Committee meeting.*

Retail Trade Initiative

Industry Leaders –Donna M. Gwin, Director of Human Resources, Safeway, Inc.;; Daryl Routzahn, President & CEO, Routzahn's

Industry Initiative Steering Committee Chair – Daryl Routzahn, President & CEO, Routzahn's

Transportation and Warehousing Initiative

Industry Leaders and Industry Initiative Steering Committee Chairs – Kevin M. Garvey, Division Workforce Planning Manager, United Parcel Service; John F. von Paris, President and Executive Vice President, Von Paris Moving & Storage

Finance and Insurance Initiative

Industry Leader and Industry Initiative Steering Committee Chair – George Littrell, III, Vice President and Financial Advisor, Merrill Lynch, Inc.

Information Technology Initiative

Industry Leaders: Patricia J. Mitchell, Vice President, Global Sales & Operations, IBM Corporation; Drew D. Krimski, President & CEO, the ACI Group.

Industry Initiative Steering Committee Chair – To be appointed

The State of Things to Come

In the past few years, the GWIB has changed the way the state workforce system works to ensure that businesses have access to a highly skilled workforce. It has created dynamic partnerships, establishing strong relationships with its partner agencies and businesses around the state. With this strong foundation, the GWIB has positioned itself to be the "go to" for workforce development information and advice. The coming year will be full of much excitement. The goals and strategies created by the board will become a complete strategic plan during 2007, with implementation plans by the Subcabinet, setting the stage for the coming years. Next year GWIB will host several industry summits as it continues to move the industry initiative process forward.

APPENDIX 1 - Maryland's Workforce Development System

The GWIB and its partners collaborate on a nationally recognized demand-driven workforce development system.



APPENDIX 2 – 2006 Governor’s Workforce Investment Board Members

Hon. Robert L. Ehrlich, Jr.,
Governor
Hon. Michael S. Steele,
Lt Governor

Gino J. Gemignani, Jr.
Board Chair
Senior Vice President, The Whiting-Turner Contracting Company

Ronald R. Peterson
Board Vice-Chair
President
Johns Hopkins Hospital and Health System

John M. Belcher
Chairman and CEO
ARINC Corporation

Calvin W. Burnett, Ph.D.
Secretary
Maryland Higher Education Commission

Robert L. Caret, Ph.D.
President
Towson University

Rafael Correa
President
MaTech

Ulysses Currie
State Senator
Maryland State Senate

Torin Ellis
President
Method 1518

James D. Fielder, Jr., Ph.D.
Secretary
Department of Labor, Licensing and Regulation

John B. Frisch, Esq.
Chairman
Miles and Stockbridge

Kevin M. Garvey
Division Workforce Planning Mgr.
United Parcel Service

Toby Gordon, Sc.D.
Vice President, Planning & Marketing
The Johns Hopkins Hospital

Nancy S. Grasmick, Ph.D.
State Superintendent of Schools
Maryland State Department of Education

Donna M. Gwin
Director of Human Resources
Safeway, Inc.

Wayne T. Hockmeyer, Ph.D.
Founder and Chairman
MedImmune, Inc.

J. Robert Hooper
State Senator
Maryland State Senate

Murray “Ray” Hoy, Ed.D., Esq.
President
Wor-Wic Community College

Brendan M. Keegan
Executive Vice President, HR
Marriott International, Inc.

Susan W. Krebs
State Delegate
Maryland House of Delegates

Drew D. Krimski
President and CEO
The ACI Group

Robert J. Lawless
Chairman, President and CEO
McCormick & Company, Inc.

George Littrell, III
Vice President and Financial Advisor
Merrill Lynch

Hon. Richard S. Madaleno, Jr.
State Delegate
Maryland House of Delegates

Fred D. Mason, Jr.
President
Maryland & D.C. AFL-CIO Unions

Christopher J. McCabe
Secretary
Department of Human Resources

Aris Melissaratos
Secretary
Department of Business and Economic Development

Patricia J. Mitchell
Vice President
IBM Corporation

Kenneth C. Montague, Jr.
Secretary
Department of Juvenile Services

John A. Palmucci
Vice-President of Administration and Finance, Treasurer
Loyola College

James F. Pitts
Corporate VP and President
Northrop Grumman Corp.

Marion W. Pines
Senior Fellow
The Johns Hopkins University
Institute for Policy Studies

William G. “Bill” Robertson
President & CEO
Adventist HealthCare, Inc.

Daryl Routzahn
President and CEO
Routzahn’s

Jean W. Roesser
Secretary
Maryland Department of Aging

Mary Ann Saar
Secretary
Department of Public Safety and Correctional Services

Karen Sitnick
Director
Baltimore City Office of Employment Development

Martha A. Smith, Ph.D.
President
Anne Arundel Community College

Margaret A. Thomas
President and CEO
Goodwill Industries of the Chesapeake, Inc.

John von Paris
President and Executive Vice President
Von Paris Moving and Storage

Irka S. Zazulak
President
Modular Components National, Inc.

ASSOCIATE MEMBER

Walter Gillette (military liaison)
Patuxent River Naval Command

APPENDIX 3 – 2006 GWIB Executive Committee

Gino J. Gemignani, Jr.

Board Chair

Senior Vice President
The Whiting-Turner Contracting Company

Ronald R. Peterson

Board Vice-Chair

President
The Johns Hopkins Hospital and Health System

The Honorable James D. Fielder, Jr., Ph.D.

Secretary
Department of Labor, Licensing and Regulation

Toby Gordon, Sc.D.

Vice President, Strategic Planning and Market Research
The Johns Hopkins Hospital

The Honorable Nancy S. Grasmick, Ph.D.

State Superintendent of Schools
Maryland State Department of Education

Fred D. Mason, Jr.

President
Maryland & D.C. AFL-CIO

The Honorable Aris Melissaratos

Secretary
Department of Business and Economic Development

Margaret A. Thomas

President and CEO
Goodwill Industries of the Chesapeake, Inc.

APPENDIX 4 – 2006 GWIB Subcabinet

Robert W. Seurkamp

Executive Director
Governor's Workforce Investment Board

Bernard L. "Bernie" Antkowiak

Assistant Secretary, Division of Workforce Development
Department of Labor, Licensing and Regulation

Carol Baker, Ph.D.

Deputy Secretary

Robert Burns

Assistant State Superintendent
Maryland State Department of Education – Department of Rehabilitative Services

Molly Dugan

Education Coordinator
Department of Juvenile Services

Chris Foster

Deputy Secretary
Department of Business and Economic Development

Judy Hendrickson

Director of Academic Affairs
Maryland Higher Education Commission

Thomasina "Tomi" Hiers

Executive Assistant to the Deputy Secretary for Operations
Department of Public Safety and Correctional Services

Kevin McGuire

Executive Director, Family Investment Administration
Department of Human Resources

Katherine Oliver

Assistant State Superintendent
Division of Career Technology & Adult Learning
Maryland State Department of Education

Steve Silver

Director – Community Development Administration
Department of Housing and Community Development

APPENDIX 5 – Local Workforce Investment Area Chairs and Directors

ANNE ARUNDEL COUNTY

Alvin Smith, Chair

Anne Arundel County Workforce
Investment Board
Anne Arundel Workforce Development
Corporation
401 Headquarters Drive, Suite 205
Millersville, MD 21108
P# 410-987-3890
F# 410-987-3896
alvin.smith@bankofamerica.com

Andrew Moser, Executive Director

Anne Arundel Workforce Development
Corporation
401 Headquarters Drive, Suite 205
Millersville, MD 21108
P# 410-987-3890 Ext 242
F# 410-987-3896
amoser@aawdc.org
www.aawdc.org

BALTIMORE CITY

John W. Ashworth, III, Chair

Baltimore Workforce Investment Board
c/o University of Maryland Medical System
250 West Pratt Street, Suite 880
Baltimore, MD 21201
P# 410-328-3848
F# 410-328-1931
jashworth@umm.edu

Karen Sitnick, Director

Mayor's Office of Employment Development
417 East Fayette Street, Suite 468
Baltimore, MD 21202
P# 410-396-1910
F# 410-752-6625
ksitnick@oedworks.com
www.oedworks.com

BALTIMORE COUNTY

Mark D. Habicht, Chair

Baltimore County Workforce Development
Council
901 Dulaney Valley Road
Dulaney Center 2, Suite 126
Towson, MD 21204
P# 410-887-4355
F# 410-887-5673
springskh@aol.com

Barry F. Williams, Director

Baltimore County Office of
Employment & Training
901 Dulaney Valley Road
Dulaney Center 2, Suite 126
Towson, MD 21204
P# 410-887-4355
F# 410-887-5673
bfwilliams@co.ba.md.us
www.bc-works.com

FREDERICK COUNTY

Darlene Carver, Chair

Frederick County Workforce
Development Board
c/o Frederick County Workforce Services
Business & Employment Center
5340 Spectrum Drive, Suite A
Frederick, Maryland 21703
P# 301-631-3560
F# 301-696-2906
merlin@fred.net

Laurie Holden, Director

Frederick County Workforce Services
Business & Employment Center
5340 Spectrum Drive, Suite A
Frederick, MD 21703
P# 301-631-2761
F# 301-696-2906
lholden@fredco-md.net
www.co.frederick.md.us/jta

LOWER SHORE

(Somerset, Wicomico and Worcester Counties)

David Donohoe, Chair

Lower Shore Workforce Investment Board
Lower Shore Workforce Alliance
One-Stop Job Market
917 Mt. Hermon Road, Suite 10
Salisbury, MD 21804
P# 410-341-3835
F# 410-341-3735
mpursel@lswa.org

Melanie Pursel, Acting Executive Director

Lower Shore Workforce Alliance
One-Stop Job Market
917 Mt. Hermon Road, Suite 10
Salisbury, MD 21804
P# 410-341-3835
F# 410-341-3735
mpursel@lswa.org
www.lswa.org

MID-MARYLAND

(Carroll and Howard Counties)

Mr. Wallace "Wally" Brown, Chair

Director of Operations
Skyline Network Engineering
P. O. Box 1759
Eldersburg, MD 21784
Office - 410-795-2700
Fax - 410-795-2736
wbrown@skylinenet.net

APPENDIX 5 (Cont.) – Local Workforce Investment Area Chairs and Directors

Francine Trout, Acting Director

Howard County Employment & Training
10650 Hickory Ridge Road, Suite 200
Columbia, MD 21044
P# 410-313-7394
F# 410-313-6180
ftROUT@co.ho.md.us
www.co.ho.md.us

MONTGOMERY COUNTY

Carrie Shelton, Chair

Montgomery County Workforce
Investment Board
Montgomery County Division of
Workforce Investment Services
111 Rockville Pike, Suite 800
Rockville, MD 20850
P# 240-777-2047
F# 240-777-2001
cashelton@geico.com

Eric M. Seleznow, Director

Montgomery County Division of Workforce
Investment Services
111 Rockville Pike, Suite 800
Rockville, MD 20850
P# 240-777-2047
F# 240-777-2001
eric.seleznow@montgomerycountymd.gov
www.montgomerycountymd.gov

PRINCE GEORGE'S COUNTY

Roy Layne, Chair

Prince George's County Workforce
Investment Board
Prince George's County Economic
Development Corporation
1100 Mercantile Lane, Suite 115A
Largo, MD 20774
P# 202-207-3568
F# 202-363-0531
rglayne@walkerllp.com

Kevin Malachi, Transition Team Leader

Prince George's County Economic
Development Corporation
1100 Mercantile Lane, Suite 115A
Largo, MD 20774
P# 301-583-4602
F# 301-772-8540
kmalachi@pgcedc.com
www.pgcedc.com

SUSQUEHANNA REGION

(Cecil and Harford Counties)

John Denver, President

Susquehanna Workforce Investment Board
Susquehanna Workforce Network, Inc.
410 Girard Street
Havre de Grace, MD 21078
P# 410-575-7248
F# 410-939-5171
john.denver@conectiv.com

Bruce England, Executive Director

Susquehanna Workforce Network, Inc.
410 Girard Street
Havre de Grace, MD 21078
P# 410-575-7248
F# 410-939-5171
bengland@swnetwork.org
www.swnetwork.org

UPPER SHORE

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

George Weeks, Chair

Upper Shore Workforce Investment Board
c/o Maryland Plastics
P.O. Box 472
Federalsburg, MD 21632
P# 410-754-5566, Ext. 236
gnwiii@mdplasticsinc.com

Dan McDermott, Executive Director

Upper Shore Workforce Investment Board
Chesapeake College
P.O. Box 8
Wye Mills, MD 21679
P# 410-822-1716
F# 410-827-5874
dmcdermott@chesapeake.edu
www.uswib.org

WESTERN MARYLAND

(Washington, Allegany and Garrett Counties)

Jim Kesselring, Chair

Western Maryland Consortium Executive Council
c/o Garrett Container Systems
123 N. Industrial Park Avenue
Accident, MD 21520
P# 301-746-8970
F# 301-746-8966
ccontainer@garrettcontainer.com

Peter P. Thomas, Executive Director

Western Maryland Consortium
33 W. Washington Street, 4th Floor
P.O. Box 980
Hagerstown, MD 21741
P# 301-791-3076
F# 301-790-3502
pthomas@westernmarylandconsortium.org
www.westernmarylandconsortium.org

APPENDIX 6 – GWIB Operations

Governor's Workforce Investment Board Annual Budget

	FY 2006 (actuals)	FY 2007 (appropriations)
Staff Positions –GWIB Support	5	5
Center Initiative*	7.5	7.5
Salaries and Fringe Benefits	\$630,394	\$659,372
Communications	\$16,323	\$11,071
Travel	\$15,644	\$27,168
Contractual Services	\$64,929	\$66,931
Office Supplies	\$19,428	\$17,270
Office Equipment	\$11,351	\$5,533
Facilities & Association Dues	<u>\$4,772</u>	<u>\$6,811</u>
Budget Subtotals	\$762,841	\$794,156
Grants	\$681,244	\$500,000
Budget Totals	\$1,444,085	\$1,294,156

7.5 positions includes Center Director, 4 industry coordinators, 2 industry analysts (1 in DWD's budget and 1 contractual position) and a part-time administrative assistant

Governor's Workforce Investment Board
 1100 North Eutaw Street, Room 108
 Baltimore, MD 21201
 Phone: 410-767-2408 or Toll Free 1-866-408-5487
 Fax: 410-383-6732
www.mdworkforce.com

Governor's Workforce Investment Board

Robert W. Seurkamp, Executive Director

***Halima Aquino**, Industry Initiative Coordinator

Tim Bibo, Industry Analyst

Trudy Chara, Manager, Workforce Innovation and Programs

Rafael Cuebas, Industry Initiative Coordinator

Sallie Hays, Industry Initiative Coordinator

Darla Henson, Administrative Officer

***Kip Kunsman**, Manager, Administrative and Regulatory Operations

Joanna Kille, Manager, Board Liaison and Support

Nicole McNeal, Administrative Assistant

Bernard Reynolds, Industry Initiative Coordinator

Art Taguding, Director, Center for Industry Initiatives

***Jody Thomas**, Industry Initiative Coordinator

* - Employee worked a partial year.