Dear Governor Glendening, Lt. Governor Townsend, President Miller, Speaker Taylor, Members of the General Assembly, and Businesses and Citizens of Maryland,

In ways exciting and tragic, 2001 was a year like no other. We are proud of the accomplishments and progress made by the Governor's Workforce Investment Board, but are, of course, deeply saddened by the human and economic catastrophe suffered by so many families and communities on September 11. While it is our distinct pleasure to present the Board's 2001 Annual Report, we have a clear understanding that building an agile and responsive workforce system for the future will require that we take advantage of our successes, but also turn setbacks into learning opportunities.

Addressing critical skills shortages remains the Board's highest priority. In particular, we are committed to building a seamless system of programs, initiatives, and services that allows all workers to maximize their career potential and provides all businesses with the resources necessary for success and growth. An exciting example of that focus is the Chesapeake Workforce Alliance, which got underway in 2001. As we move forward, we will continue to explore and implement creative tools designed to provoke economic progress.

The Board also reaffirmed its conviction that statewide success can be realized only if no one is left behind. Regardless of experience or background, if someone wants to work in Maryland, then we want to help that person achieve a personal level of excellence and contribute to the State's expanding economy. In our report we highlight the Skills-based Training for Employment Promotion (STEP) program, which demonstrates clearly the power of public-private partnerships to improve lives along with company performance.

The common medium underlying much of our activity is data – about Maryland's economy, workforce, education institutions, and resources – yet timely and useful data often are lacking. In 2001 the Board and its partners committed to collecting and disseminating relevant information about occupations, skills, and wages with which to make more informed decisions. The Workforce Information Fact Sheet and Critical Skills Forecaster noted below are the first of what we foresee as a collection of products that can help the Board, as well as employers, job seekers, and policy makers, enhance employment and economic opportunities in the State.

The economic outlook for Maryland in 2002 is optimistic, and we are confident that more and greater successes are in front of us. With continuing support and leadership from Governor Glendening, Lieutenant Governor Townsend, and the General Assembly, we are confident that the Board's vision for Maryland as a standard against which other states' economic development and workforce systems are judged will be achieved.

Please contact us at www.gwib.state.md.us to learn more about the State's workforce programs and partners, share opinions, or contribute ideas that you believe will help the Board help workers and businesses in Maryland. Finally, our progress and success would be impossible without the dedication and professionalism of the Board's staff and contributions by its partners. We are extremely proud of their unflagging commitment, and we will endeavor to lead and support them in whatever way we can to ensure that Maryland is a leader in workforce development.

Wayne A. Mills, Chairman

Eleanor M. Carey, President
**VISION**
A Maryland where every person maximizes his or her career potential and all employers have the human resources they need to grow and prosper.

**MISSION**
To build a world-class workforce development system that drives the State’s economy.

**GOALS**
- A workforce development system that produces the best-educated and most highly skilled workforce in the world.
- To provide job seekers, incumbent workers, students, out-of-school youth, and employers the labor market and training information and assistance they need.
- A governance system focused on unified planning, continuous improvement, and accountability for results.
- To achieve universal recognition of Maryland’s success in developing a world-class workforce development system.

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**TABLE OF CONTENTS**

**ADDRESSING CRITICAL SKILLS SHORTAGES**
- Chesapeake Workforce Alliance Offers Regional Partnership an Opportunity to Resolve Critical Skills Shortages 5
- **MarylandTraining.com** Brings Education and Training Tools as Near as Your Computer 6
- Technology Workforce Task Force Aims to Enhance IT Environment 6

**Spotlight:** NATIONAL BUSINESS RECOGNITION FOR ANNE ARUNDEL COMMUNITY COLLEGE 6

**LEAVING NO ONE BEHIND**
- STEP Program a Catalyst for Helping Working Parents 7
- State Youth Council Investing Time and Energy Today in Tomorrow’s Leaders 8
- Ex-Offender Initiative Offers a Second Chance to People Ready to Start Over 8
- Legislative Committee Works Cooperatively to Build Maryland’s Workforce of the Future 9

**Spotlight:** LOCAL WORKFORCE BOARDS REACH OUT TO WORKERS AFFECTED BY TERRORISM 9

**IMPROVING WORKFORCE INFORMATION**
- 2001 State of the Workforce Report Describes, Analyzes the System’s Resources 10
- Educational Assessment Measures Satisfaction with System Among Employers 11
- System Measures Offer Standards for Continuous Improvement 12
- New Workforce Information Committee Seeks Facts and Figures to Support Decision-making 13

**Spotlight:** QUARTERLY CRITICAL SKILLS FORECASTER PREDICTS OCCUPATIONS AND SKILLS IN DEMAND 13

**ENHANCING COMMUNICATIONS AND MARKETING**
- Partners Use Statewide Workforce Conference to Generate New Ideas for Stronger Workforce System 14
- “Road Shows,” Roundtable Let State and Local Leaders Share Experiences and Enhance Collaboration 15
- Marketing Workgroup to Build a Bridge between Statewide Partners and Customers 15

**Spotlight:** WORKFORCE PARTNERS GO ON-LINE TO PROMOTE MARYLAND’S ASSETS 14

**APPENDICES**
A State Workforce Development Programs 16
B Local Workforce Investment Boards 19
C Governor’s Workforce Investment Board membership 20
D Board Committees 21
ADDRESSING CRITICAL SKILLS SHORTAGES

CHESAPEAKE WORKFORCE ALLIANCE OFFERS REGIONAL PARTNERSHIP AN OPPORTUNITY TO RESOLVE CRITICAL SKILLS SHORTAGES

The Board is leading an exciting public-private partnership whose aim is to help businesses remain competitive. The Chesapeake Workforce Alliance – a collaboration that includes four Local Workforce Investment Areas along with the Jacob France Center and the Department of Labor, Licensing & Regulation – emerged through a $150,000 grant awarded to the Board by the U.S. Department of Labor. Individual interviews and a direct mail survey will reach more than 2,400 businesses in the Susquehanna, Upper Shore, Lower Shore, and Southern Maryland Workforce Investment Areas. Focus groups of local stakeholders then will validate the interview and survey data. Researchers, led by Dr. Richard Clinch, will analyze five skill-shortage areas (agriculture/environmental, construction, health care, technology, and tourism) and identify occupational and skill shortages and develop proven strategies businesses can use to overcome local workforce challenges.

Maryland’s project is unusual among states receiving similar grants because ten of the thirteen counties are adjacent, which federal and state officials expect will reveal intriguing employment and training trends, and the Alliance offers a significant opportunity for the Board to coordinate regional as well as multi-partner operations. Board staff and participating partners will use the results of the effort to cultivate strategies and solutions that are useful in local areas, regions, or across Maryland. The Susquehanna Workforce Network initiated the venture for the State at its kick-off meeting in December 2001, and the undertaking will continue through the next two years. Visit our website, www.gwib.state.md.us, for more information and periodic updates.

POLICY FACT:
The highest level of critical skills shortages in Maryland are in nursing, teaching, technology, construction, and tourism.

-2001 State of the Workforce Report

"It is crucial that we continue to upgrade the skills of our workers in order to provide a conducive environment for economic growth and prosperity in the State."

-Governor Parris N. Glendening
MARYLANDTRAINING.COM BRINGS EDUCATION AND TRAINING TOOLS AS NEAR AS YOUR COMPUTER

A valuable new tool appeared in 2001 that should make access to training and education easier than ever for employers and students. The Maryland Association of Community Colleges (MACC) launched its on-line Business Training Network, which offers an interactive guide to offerings at all 16 of the State's Community Colleges. Through the web application Internet users can find information about specific courses and schedules; solicit course information from multiple colleges with a single inquiry; gain access to on-line training courses; submit requests for customizing courses to match defined needs; and obtain directions and maps to campus locations. With courses available on-line, in campus settings, or even at office sites, it never has been easier to connect students and workers with education and training.

TECHNOLOGY WORKFORCE TASK FORCE AIMS TO ENHANCE IT ENVIRONMENT

In its second year, the Board's Technology Workforce Task Force (TWTF) continued to seek out both large and small ways to advance its vision of Maryland as a nationally-recognized information technology center. The members, more than half of whom represent business, advocate four goals:

• Broaden diversity among the IT workforce
• Increase partnerships with public agencies and private organizations
• Improve marketing of the State's technology resources, and
• Track specific performance measures that indicate the impact of both TWTF and Board initiatives.

Significantly, the Task Force supported the Maryland Department of Business and Economic Development's effort to enhance its “choosemaryland” web site by creating a supplemental technology page www.choosemaryland.org/techcareers. The host site serves as the principal portal through which businesses and workers can learn about the advantages Maryland offers. Likewise, in many areas – from legislation to training to education – the group provided advice, expertise, and support to the actions and projects of other committees or the Board’s partners. Monitor task force activities by browsing our web site, www.gwib.state.md.us.

Spotlight: National Business Recognition for Anne Arundel Community College

Anne Arundel Community College (AACC), led by Board member Dr. Martha Smith, earned national acclaim in 2001 for its efforts to improve workforce quality. In November President Smith and AACC received the Community College of the Year Distinguished Performance Award from the National Alliance of Business (NAB). The 5000-member association strives to increase student achievement and improve the competitiveness of the workforce. The NAB bestowed the award for AACC’s efforts to build a curriculum that meets the needs of local businesses and the community.

Among the initiatives central to the College’s success are several partnerships with businesses and business groups intended to enhance the relationship between learning and working. AACC's program advisory boards, comprised of business representatives, ensure its course and training emphases remain current. The College’s Hospitality, Culinary Arts, and Tourism Institute is a notable example of its efforts to link education and training with market forces. In 2001, the Institute expanded to help meet the surging demand for highly trained workers in the hospitality industry in Maryland. AACC spent nearly $2 million to renovate an extensive facility in Glen Burnie that offers enhanced teaching and training space as well as new equipment.

POLICY FACT:
Nationally, non-IT companies employ ten times more IT workers than IT companies employ.

-The Information Technology Association of America
LEAVING NO ONE BEHIND

STEP Program a Catalyst for Helping Working Parents

The determined leadership of State Senator Barbara Hoffman and Delegate (and Board member) Nancy Kopp resulted in the passage of the Skills-based Training for Employment Promotion (STEP) program, which Governor Glendening signed into law in 2001. STEP is a $1 million pilot program that will provide focused training along with essential family support services, such as childcare and transportation, for low-skill, low-wage individuals with dependent children. Participating businesses will contribute 50% of the associated costs of the project, which will result in more marketable skills and higher compensation for employees who subsequently can assume more challenging roles for the sponsoring company.

Jointly administered by the Board and the Department of Labor, Licensing & Regulation, the program has awarded grants to three Local Workforce Investment Boards. This year Baltimore City received $575,000 for training 138 people, primarily in healthcare occupations, while Montgomery County received $415,000 to train 155 individuals, mostly in healthcare and telecommunications positions. Baltimore City STEP officials estimate that the program will generate salary increases between 21% and 108%. As an example, the City and its four hospital partners will enroll qualified employees in training efforts designed to prepare a housekeeper or custodian earning $6.50/hour for positions such as surgical technician earning $13.55/hour or medical coder earning $12.10/hour. Montgomery County estimates earnings can increase as a result of STEP an average of 10% within six months after training. Prince George’s County also received a $10,000 planning grant geared toward developing business partnerships necessary to generate opportunities for promotion.

POLICY FACT:
While Maryland ranks 1st among states in the percentage of professional and technical workers, more than 600,000 adults over 18 in Maryland do not have a high school diploma.

- U.S. Department of Labor & 2000 Census
STATE YOUTH COUNCIL INVESTING TIME AND ENERGY TODAY IN TOMORROW’S LEADERS

Begun in late 2000, Maryland’s State Youth Council spent the past year developing the infrastructure necessary to make a real difference in the lives of the State’s youth. Its charter outlines its intention to advocate programs and practices that support youth development and prepare youth for careers and further education. In September, the Council conducted a strategic planning session to address its performance objectives and align its goals with the Board’s Action Plan. The Council’s initial efforts included forming a link with the Maryland State Department of Education’s Career Connections initiative as well as locally based youth programs to enhance learning and training opportunities. The members anticipate that the Council will act as a vehicle through which Local Workforce Investment Areas can share useful information and publicize effective practices. In addition, the Council will evaluate the need for technical assistance among the State’s 12 Local Councils and develop policy recommendations that suggest new approaches to youth programs or more effective methods for aligning the youth services system in Maryland.

EX-OFFENDER INITIATIVE OFFERS A SECOND CHANCE TO PEOPLE READY TO START OVER

The Board joined with the Advisory Council on Offender Employment Coordination (COEC) in a workforce policy arena gaining national attention: training and placing ex-offenders. Other partners include the State Department of Education and the Department of Public Safety and Correctional Services. The underlying objectives of this effort are to develop ex-offenders’ capacity to work and facilitate their ability to pursue work as well as enable ex-offenders to remain productive employees once employed. The Board convened a business-led workgroup to engage the employer community in the State’s ex-offender pilot initiative. Its initial task is to enlist business support for hiring rehabilitated offenders. In addition, the Board will collaborate with the COEC to implement the YES NetWORK, an effort designed to provide skill-building instruction as well as business mentoring to offenders. Recent research indicates recidivism dropped 19% among Maryland’s ex-offenders who participated in correctional education.

POLICY FACT: People released from prison largely are uneducated and unskilled and the majority leaves prison with no savings, no entitlement to employment benefits, and few job prospects. One year after release, as many as 60% of former inmates are not employed in the legitimate labor market.

-U.S. Department of Justice
The Board's Legislative Committee focused much of its effort and most of its recommendations in 2001 on programs and practices designed to ensure no one is left behind. The Committee’s priorities for the 2002 legislative session reflect the Board’s belief that education is the foundation of a highly skilled workforce. The agenda promotes lifelong learning, skills-based training – including, importantly, technology - and investments in the future of the State’s at-risk youth population. Similarly, the Board’s priorities emphasize programs and expenditures for ex-offenders and persons with disabilities who have the capacity to be productive workers, in keeping with its vision of a workforce system in which every person has the opportunity to maximize his or her career potential. The scale of the adult literacy population in the State together with the spiking number of foreign-born Maryland residents who require language and literacy training necessitate broad and decisive action. Although 2002 budget dollars will be scarce, the need for expanded investment in education and continuous learning has never been greater.

The Board’s 2002 Legislative Agenda
1. Support increased funding for adult literacy initiatives.
2. Support funding for summer youth programs.
3. Support increase in the number of teaching positions in the correctional education system.
4. Support state funding for Career Connections.
5. Support expansion of the Skills-based Training for Employment Promotion (STEP) program.
6. Support increased funds for vocational rehabilitation programs.
7. Support funds to extend the Maryland Applied Information Technology Initiative to the State’s Community Colleges.

Spotlight: Local Workforce Boards Reach Out to Workers Affected by Terrorism
The Maryland Workforce Development Association (MWDA), the organization representing Maryland’s 12 Local Workforce Investment Areas, demonstrated both compassion and commitment to workers by promptly reaching out to workers dislocated as a result of the incidents on September 11, 2001. In response to the terrorist attacks, the group created an employment resources web page, www.mwda.org, and instituted a simultaneous statewide advertising campaign. The site provided contact information, offered a survey instrument, and enabled direct on-line access to each Local Area office.

Policy Fact: 87% of college graduates work full-time, compared to 36% of high school dropouts who work full-time. 64% of college graduates earn over $300/week, while only 11% of high school dropouts earn that much.

-Sar Levitan Center for Social Policy Studies
In May 2001 the Board released its first State of the Workforce Report, which provides information and analysis that legislators, policy makers, and businesses need to make long-term decisions. The Report, developed by RESI Research & Consulting of Towson University in conjunction with the Board and its partners, summarized RESI’s study of the State’s ongoing economic performance and also projected growth occupations and skills in demand by employers across Maryland. In addition, it profiled each of the State’s twelve Local Workforce Investment Areas. The full report, along with other documents and helpful workforce links, can be found at www.gwib.state.md.us.

Significant Findings of the 2001 State of the Workforce Report

1. Growth and success in workforce development are directly linked to growth and success in economic development. The ability of Maryland to attract and retain high-wage, high-skill jobs as well as emerging or competitive businesses largely is dependent on the number and ability of highly educated, highly trained workers the State can supply.

2. High-wage, high-skill sectors are leading a strong and diverse statewide economy. Technology and financial services businesses continue to enjoy notable growth and rising earnings, but the State equally can boast about the achievements of a variety of industrial, transportation, and distribution enterprises, too. Economic predictions for 2002 suggest Maryland’s economy will be stronger than many other states’ precisely because of its diverse economic infrastructure.

3. Long-term labor shortages will worsen. Although many factors contributed to a nationwide recession in 2001, vacant positions and shortages of skilled workers should remain problematic in Maryland into the future.

4. Basic skills are critical to entering the workforce. Despite the prevalence of high-tech companies and high-skill jobs, six of the State’s seven most-in-demand occupations require just short-term, on-the job training.

5. Education and training are critical to career mobility. Often a sizeable gap exists between the skills required for low-wage and high-wage jobs, but just as frequently many of the high-wage skills (such as problem solving) are not gained through experience in low-wage jobs.
EDUCATIONAL ASSESSMENT MEASURES
SATISFACTION WITH SYSTEM AMONG EMPLOYERS

The Maryland Business Roundtable for Education (MBRT) released the third edition of its Maryland Workforce Educational Needs Assessment Survey in 2001. The study, last completed two years ago, seeks to measure the general level of satisfaction among employers with the State's educational system as well as how well potential employees are being prepared for the workforce. The Board joined with the Maryland Economic Development Commission, the Maryland Higher Education Commission, the State Department of Education, and the Department of Business and Economic Development as partners in the process to develop the survey instrument. Findings included commonly accepted notions, such as technology training will become more important over time, as well as some surprises, such as 40% of employers use the Internet to provide on-line training for their workers. In fact, 45% of respondents claimed that none of their employees could be in their current positions and not have some level of computer skill. The 2001 assessment team utilized 633 completed questionnaires to derive its results.

2001 MBRT Workforce Educational Needs Assessment Survey Findings

1. 35% of respondents rated public high schools as poor or below average, compared to 18% for private high schools, yet 75% of businesses indicate they hire employees whose highest academic credential is a high school diploma or GED certificate.

2. 58% ranked Maryland’s colleges and universities above average to excellent. 42% gave a similar score to the State’s Community Colleges.

3. More than 70% of firms surveyed face “some” or “great” difficulty when seeking qualified workers with graduate or professional degrees, with specialized certifications, or with bachelor’s degrees in technical or professional fields.

4. Half of the firms surveyed report that a lack of qualified workers is affecting their ability to do business.

5. 45% indicated the most important policy action for improving job skills is improving or expanding career and technology education in high schools.

MBRT also released the “2000-2001 Technology Inventory” in conjunction with the Maryland State Department of Education. The document examined the general level of technology-related knowledge and skills among teachers, the nature of technology support in educational settings, and use of technology by students and teachers. The report indicates that considerable progress is evident in aggregate data for student access to computers and the number of technology literate students. However, a substantial “digital divide” exists between low-poverty and high-poverty communities, reflected particularly by how technology and computers are used by students in various socio-economic environments. Both studies can be found at www.mbrt.org.

POLICY FACT:
72% of all classrooms in Maryland have Internet access. Five years ago, only 23% of all classrooms had the same access.

–Maryland Business Roundtable for Education
**SYSTEM MEASURES OFFER STANDARDS FOR CONTINUOUS IMPROVEMENT**

Board members made considerable progress in 2001 defining the system measures they will monitor and use both to evaluate performance in workforce development and to guide the Board’s decision-making. The ratings will complement specific program measures required by federal and state funding authorities by providing the Board a broad, system-wide view both of the State’s progress preparing workers for jobs and of the system’s success satisfying its customers. By analyzing the measures over an extended period, the Board will be able to identify elements of the system that need to be improved either to enhance access to the system or increase the effectiveness of programs or services. Data currently available are shown below. Visit our website, [www.gwib.state.md.us](http://www.gwib.state.md.us), for updated information.

**POLICY FACT:** The vacancy rate among RNs in Maryland is 14%, 3% higher than the national rate, and predictions suggest the rate will continue to rise through the next 8-10 years due to retirements.

*The Association of Maryland Hospitals and Health Systems*

<table>
<thead>
<tr>
<th>System Measure</th>
<th>Definition</th>
<th>FY 1999</th>
<th>FY 2000</th>
<th>FY 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credential Rate</td>
<td>% of State residents 18 or older with a high school diploma or better</td>
<td>NA</td>
<td>NA</td>
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<td>High School Drop-Out Rate</td>
<td>% of students in grades 9-12 who withdrew from school before graduation or before completing a State-approved educational program</td>
<td>4.16%</td>
<td>3.90%</td>
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<td>College Readiness Rate</td>
<td>% of students required to take developmental instruction in English, Math, or Reading upon entering a Maryland post-secondary institution in the year after acquiring a high school diploma</td>
<td></td>
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</tr>
<tr>
<td>Math</td>
<td>College Prep</td>
<td>27%</td>
<td>26%</td>
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<tr>
<td></td>
<td>Non-College Prep</td>
<td>41%</td>
<td>38%</td>
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</tr>
<tr>
<td>English</td>
<td>College Prep</td>
<td>16%</td>
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<td>NA</td>
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<tr>
<td></td>
<td>Non-College Prep</td>
<td>28%</td>
<td>25%</td>
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</tr>
<tr>
<td>Reading</td>
<td>College Prep</td>
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<td>13%</td>
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<td></td>
<td>Non-College Prep</td>
<td>28%</td>
<td>24%</td>
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<td>Investment Per Participant</td>
<td>The sum of program and direct administrative costs divided by the number of individuals served</td>
<td>$819</td>
<td>$861</td>
<td>NA</td>
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<tr>
<td>Self-Sufficiency Rate</td>
<td>The number of participants served and placed by the workforce development system with earnings above 150% of the poverty level divided by the total number of participants who were employed following exit from the workforce development system to be developed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-Stop Usage Rate</td>
<td>The number of employers in a particular industry in a particular region that list a job order with the Automated One-Stop System during the year divided by the total number of employer establishments in that industry and region</td>
<td>NA</td>
<td>NA</td>
<td>15.5%</td>
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<td>Customer Satisfaction</td>
<td>The customer satisfaction score for the Workforce Investment Act Title I programs based upon the American Customer Service Index and reported on a 1-to-100 scale*</td>
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<td>NA</td>
<td>68.8</td>
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<tr>
<td>Participants</td>
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<td>NA</td>
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<tr>
<td>Employers</td>
<td></td>
<td>NA</td>
<td>NA</td>
<td>72.9</td>
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<td>Job Openings by Occupation, Industry, and Region</td>
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<td>to be developed</td>
<td>to be developed</td>
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<tr>
<td>Board Effectiveness</td>
<td>Board members’ evaluation of the performance of the Board based on the achievement of the Board’s quantifiable objectives in the Action Plan</td>
<td>to be developed</td>
<td>to be developed</td>
<td>to be developed</td>
</tr>
</tbody>
</table>

*Title I programs incorporate the main employment and training operation of the workforce investment system authorized by the Workforce Investment Act.*
NEW WORKFORCE INFORMATION COMMITTEE SEEKS FACTS AND FIGURES TO SUPPORT DECISION-MAKING

The Board’s new Workforce Information Committee (WIC) is charged not only with improving the value of workforce information products but also with designing a timely and efficient method for disseminating useful data. The Committee conducted a scan of the information environment to identify the nature and scope of information and data available to the Board and its partners. Next the Committee will survey users of the data products to learn what currently available information is helpful to them as well as what other information would be beneficial. The WIC also is developing a “Workforce Information Fact Sheet,” which will be provided at each Board meeting. Although still a work-in-progress, the document includes several lists, tables, and indices reflecting up-to-date economic, labor market, and demographic data, and it will offer Board members a concise summary of employment conditions on a regular basis. The WIC will repeat its scan periodically to ensure the Fact Sheet conveys the best and most useful data and information.

Spotlight: Quarterly Critical Skills Forecaster Predicts Occupations and Skills in Demand

At the request of the Board, RESI Research & Consulting developed a report designed to predict occupation and skill demands in Maryland. Using information and data collected from federal and state sources, the forecaster presents the jobs in demand, skill needs, and policy implications workforce professionals likely will confront in the short-term. The Board received the first report at its December meeting and will receive quarterly updates through 2002.

POLICY FACT: 40% of businesses surveyed nationally indicated that having a well-trained staff ranks as the most significant competitive factor among workforce development issues, and 34% indicated that recruiting is hindered because applicants are poorly skilled.

-Center for Workforce Preparation
ENHANCING COMMUNICATIONS AND MARKETING

PARTNERS USE STATEWIDE WORKFORCE CONFERENCE TO GENERATE NEW IDEAS FOR STRONGER WORKFORCE SYSTEM

The Board joined with the Maryland Chamber of Commerce to co-sponsor Maryland's first statewide conference on workforce issues, “Winning the War for Talent,” in May 2001. More than 175 participants heard presentations from experts in education and workforce development and contributed to a series of interactive panel discussions focused on recruiting, training, and retaining workers. Lieutenant Governor Kathleen Kennedy Townsend addressed the gathering and reaffirmed the importance of workforce development in the State’s economic development strategy and successes. In addition, Dr. Richard Florida, a professor at Carnegie Mellon University, spoke about generational differences in the workplace, and Dr. Freeman Hrabowski, president of the University of Maryland Baltimore County, emphasized the importance of linking academic training with workplace experiences so that the transition by students from a higher education campus to an office building is seamless. Attendees evaluated the event very positively and planning already is underway for Maryland’s second statewide workforce conference in 2002. Watch our website, www.gwib.state.md.us, for more information.

Spotlight: Workforce Partners Go On-line to Promote Maryland’s Assets

Two web sites by our partners should make it substantially easier to gain the attention of both businesses and workers as well as raise their interest in Maryland. The Department of Business and Economic Development launched www.choosemaryland.org in 2001 as a virtual marketplace for information and data highlighting the economic and education resources that make the State a good place to live and work. Likewise, the Restaurant Association of Maryland maintains www.mhef.org, which offers job, training, and education information about the hospitality industry in the State to students, parents, and career advisors as well as job seekers and employers.

For more information on these programs and initiatives, along with many other activities and ventures, please visit our website, www.gwib.state.md.us, which soon will be replaced by a new Internet address: www.mdworkforce.com.
“ROAD SHOWS,” ROUND TABLE LET STATE AND LOCAL LEADERS SHARE EXPERIENCES AND ENHANCE COLLABORATION

In January 2001 the Board visited Baltimore City’s East Side Carreer Center to observe its operation and learn about its method for delivering services. Subsequently, the Board conducted two of its meetings “on the road” in an effort to reach out to local communities and interact more closely with local officials. The sessions included an opportunity for local leaders to report on their activities, and each meeting provided a forum for all participants to offer opinions and discuss common concerns or issues of regional and statewide relevance. The Frederick County, Montgomery County, Mid-Maryland, Prince George’s County, and Southern Maryland Workforce Investment Areas participated in the events.

In addition, the Board’s Chair and Vice-Chair hosted in November 2001 the first of what promises to be regular “roundtable” discussions with Local Workforce Board Chairs and Directors. 22 of 24 senior leaders attended and engaged in an extensive discussion about achievements and challenges. The group reviewed the Board’s 2002 Action Plan as well as feedback received from the Board’s two “road shows.” Participants also provided input regarding the Board’s preliminary legislative agenda. Topics of mutual interest included summer youth programs, education spending, workforce information, and advocacy for a workforce agenda among the State’s legislative leadership. The group reached a clear consensus that state-local collaboration on statewide initiatives, such as marketing the State’s workforce development system, could result in significant successes for Maryland’s entire workforce development community.

MARKETING WORKGROUP TO BUILD A BRIDGE BETWEEN STATEWIDE PARTNERS AND CUSTOMERS

A six-month effort to analyze workforce marketing efforts across the State culminated in November at a workshop where the Board’s contractor, BioPlan Associates, reported its major findings to state and local officials. The principal conclusions from the effort included:

- A central element of the statewide system’s marketing strategy should be the value to employers and employees of life-long learning.
- Marketing tools should be grounded in actual achievements or returns-on-investment so customers understand the value of the system.
- Businesses need to be involved more actively as partners in the future.
- A common theme or logo should link all local, regional, and state marketing activities.

BioPlan interviewed more than 20 state and local partners and reviewed literature, web sites, and other promotional tools to establish its conclusions. The Board now will organize a workgroup with its partners to develop a long-term marketing strategy based on BioPlan’s findings that will raise awareness among potential customers and foster confidence among users.

“In order for Maryland’s economy to thrive, we have to be innovative about developing the workforce.”

- Lt. Governor Kathleen Kennedy Townsend
## Maryland Department of Business and Economic Development

<table>
<thead>
<tr>
<th>Program/Service</th>
<th>Brief Description</th>
<th>Target Population &amp; Available Data</th>
<th>Contact Information</th>
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<tr>
<td>Maryland Industrial Training Program</td>
<td>Provides incentive grants to clients of DBED for the development, retention, and training of employees in companies locating or expanding their workforce in Maryland.</td>
<td>174 businesses participated in this program and 27 MITP grants were awarded for FY 2001.</td>
<td>Robert Williams, Division of Regional Development 410-767-0511</td>
</tr>
<tr>
<td>Partnership for Workforce Quality</td>
<td>The Partnership for Workforce Quality provides 50/50 matching grant funds directly to businesses and targets small to mid-sized manufacturing and technology companies of 500 or fewer employees. Businesses that are threatened by increased foreign or domestic competition are also eligible for grant consideration.</td>
<td>320 businesses participated in this program and 200 PWQ grants were awarded for FY 2001.</td>
<td>Larry Twele, Division of Regional Development 410-767-6521</td>
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## Department of Labor, Licensing and Regulation

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<th>Program/Service</th>
<th>Brief Description</th>
<th>Target Population &amp; Available Data</th>
<th>Contact Information</th>
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<tr>
<td>Workforce Investment Act Job Training</td>
<td>Assists adults, youth 14-18 years of age and dislocated workers obtain unsubsidized employment, training and related employment services.</td>
<td>Total served for FY 2001 was 20,546 which represents: Adults: 7,099 Dislocated Workers: 9,515 Youth: 5,232</td>
<td>Brian Pasternak, Division of Employment and Training 410-767-2995</td>
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<tr>
<td>Trade Adjustment Assistance (TAA Services)</td>
<td>Provides services such as job training, out-of-state job search assistance, relocation assistance, and travel allowance for training.</td>
<td>Those served fluctuate based on approved petitions, approximately 200-300.</td>
<td>Brian Pasternak, Division of Employment and Training 410-767-2995</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>Temporary unemployment insurance benefits individuals who have become unemployed through no fault of their own and who are able, available and actively seeking work.</td>
<td>For FY 2000 total clients served were 136,847.</td>
<td>Brian Pasternak, Division of Employment and Training 410-767-2995</td>
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<td>Veteran Services</td>
<td>Provides employment services to all veterans, including veterans with service-connected disabilities. Such services include employability and job development, job placement assistance, vocational guidance, training services, referral to supportive services, and case management.</td>
<td>Total of 21,877 Maryland veterans served in the FY 2000.</td>
<td>Brian Pasternak, Division of Employment and Training 410-767-2995</td>
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<td>Job Service/Wagner Peyser</td>
<td>Provides a variety of self-services, facilitated self-help services, and staff assisted services to secure employment.</td>
<td>All employers seeking employees and people seeking employment. Priority service is given to veterans, with disabled veterans receiving preferential treatment over other veterans.</td>
<td>Paulette Hall, Division of Employment Services 410-767-2005</td>
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<tr>
<td><strong>Rehabilitation Services</strong></td>
<td>Provides a wide array of workforce services to individuals with a physical or mental impairment. The impairment must result in a substantial impediment to employment.</td>
<td>14,359 persons with disabilities were served. A successful employment outcome was achieved for 3,071 individuals, employed for at least 3 months.</td>
<td>Robert A. Burns, Division of Rehabilitation Services (DORS) 410-554-9385</td>
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<tr>
<td><strong>Career and Technology Education</strong></td>
<td>Leadership, coordination, and technical assistance are provided to local school systems and community colleges for development and improvement of Career and Technology Education programs.</td>
<td>For FY 01, the number of secondary students enrolled in a CTE program was 92,944. The number of completers is not available at this time.</td>
<td>Katharine M. Oliver, Division of Career Technology and Adult Learning 410-767-0158</td>
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<tr>
<td><strong>Correctional Vocational Program</strong></td>
<td>Provides skills training to inmates in Maryland prisons.</td>
<td>Vocational programs available to those inmates within five years of mandatory release.</td>
<td>Correctional Vocational Education Program 410-767-0489</td>
</tr>
<tr>
<td><strong>Adult Education and Literacy Services</strong></td>
<td>Provides funding for local programs of adult education and literacy service, including GED instruction, external diploma program, workplace literacy services, family literacy services, and English literacy programs.</td>
<td>FY 2000, 36,173 adults received adult education and literacy services.</td>
<td>Patricia L. Bennett, Adult Education and Literacy Services 410-767-0168</td>
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**Maryland Higher Education Commission**

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<th>Program/Service</th>
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<td><strong>The Scholarship Administration</strong></td>
<td>Implementation of various financial programs designed to attract students into high demand occupations.</td>
<td>Undergraduate and graduate students receive tuition and fees to attend a Maryland 2 or 4-year college or university</td>
<td>State Scholarship Administration 410-260-4500</td>
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<tr>
<td><strong>Aid to Community Colleges/Cade Formula Funds</strong></td>
<td>Provides unrestricted aid to Maryland’s community colleges for operating costs of credit (certificate, degree, and non-credential) and non-credit (except recreational) programs.</td>
<td>Maryland Community Colleges</td>
<td>Judy Hendrickson Career Workforce Education 410-260-4531</td>
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### Department of Human Resources

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<td>Food Stamp Employment and Training (FSET)</td>
<td>Services include job search, resume writing, vocational training and work experience.</td>
<td>There were 1,127 registrants served in the FSET program that resulted in many being referred or offered full and part-time employment. The ABAWD program resulted in 299 ABAWDs filling work experience slots.</td>
<td>Larry Pinkett, Family Investment Administration 410-767-7978</td>
</tr>
<tr>
<td>Temporary Assistance to Needy Families (TANF)</td>
<td>Provides temporary assistance for needy families while preparing program participants for employment and self-sufficiency. Assistance consists of services and/or cash assistance to eligible individuals.</td>
<td>For FY 01, the total Work Opportunities Registrants were 53,887</td>
<td>Larry Pinkett, Family Investment Administration 410-767-7978</td>
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### Department of Aging

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<td>Senior Employment Program</td>
<td>Provides subsidized training and employment for a period of up to two years.</td>
<td>Men and women, ages 55 and older, who are economically disadvantaged, and desire an opportunity for training and employment.</td>
<td>Karen Fields, Senior Employment Program 410-767-1100</td>
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### Department of Housing and Community Development

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<th>Program/Service</th>
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<td>Community Development Block Grant (CDBG)</td>
<td>Funds are distributed competitively for economic development projects to units of local government in the non-urban areas of the State.</td>
<td>Twenty-five percent of the State's annual CDBG allocation is set aside for economic development projects. Projects funded in FY 2001 had projected job creation totals of 590.</td>
<td>Nancy Palmer, Community Development Block Grant Program 410-514-7226</td>
</tr>
<tr>
<td>Community Service Block Grant (CSBG)</td>
<td>Provides services to customers who are at or below 125% of the OMB's federal poverty guidelines.</td>
<td>FY 2000, the 17 Community Action Agencies and two Limited Purposes agencies served 229,378 persons. This represented 97,350 families.</td>
<td>Charles H. Smallwood, Office of Community Services 410-514-7229</td>
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</tbody>
</table>
ANNE ARUNDEL COUNTY
Joyce Phillip, Chair
Dorothy McGuinness, Executive Director
Anne Arundel Workforce Development Corporation
877 Baltimore & Annapolis Blvd., Suite 305
Severna Park, Maryland 21146
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dmcquinness@bwdc.org

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ksitnick@oedworks.com

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Michael Pennington, Executive Director
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mike@lowershore.org

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Bob Dael, Chair
Dorothy Lehman, Administrator
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dlehman@flash.net

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Eric Seleznov, Acting President
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eseleznov@mccwc.com

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Joseph Puhalla, President
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jpuhalla@pgworkforce.org

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effields@somdworks.org

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Bruce England, Interim Director
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(410) 939-4240
bengland@swnetwork.org

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(Caroline, Dorchester, Kent, Queen Anne’s, and Talbot)
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Dan McDermott, Executive Director
Upper Shore Workforce Investment Board
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(410) 822-1716
dmcdermott@chesapeake.edu

WESTERN MARYLAND
(Washington, Allegany, and Garrett)
Jim Kesselring, Chair
Peter P. Thomas, Executive Director
Western Maryland Consortium
P.O. Box 980
33 W. Washington Street, 4th Floor
Hagerstown, Maryland 21740
(301) 791-3076
peterthomas@mindspring.com
APPENDIX C  GOVERNOR’S WORKFORCE INVESTMENT BOARD MEMBERSHIP

Hon. Parris N. Glendening, Governor,
Hon. Kathleen Kennedy Townsend, Lt. Governor
Wayne A. Mills
Board Chair
Chairman, New Millenium Ventures
Patricia A. Ferrill
Board Vice Chair
Manager, Business Development for Education Industry
IBM Global Services
Joseph Anderson
Senior Operations Analyst
DynCorp
Leo J. Blackwell
Regional Sales Manager
Cisco Systems, Inc.
James G. Cassady
Vice President, Human Resources
Electronic Sensors & Systems Sector
Northrop Grumman Corporation
Alan Cheung, Pharm.D.
Senior Vice President
Cell Works, Inc.
James L. Correll
President
Baltimore Building & Trades Council, AFL-CIO
Mary Ann Cricchio
Co-owner
Da Mimmo Finest Italian Cuisine
M. Carrie Forrest
Vice President, Human Resources
Calvert Memorial Hospital
Kevin M. Garvey
UPS – Loaned Executive
Annie E. Casey Foundation
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
Ernest R. Grecco
President
Metropolitan Baltimore Council, AFL-CIO Unions
Hon. Leo Green
State Senator
Hon. Kerry Hill
State Delegate
David S. Iannucci
Secretary
Dept. of Business and Economic Development
Emelda P. Johnson
Secretary
Dept. of Human Resources
Karen R. Johnson
Secretary
MD Higher Education Commission
Dana M. Jones
President and CEO
Southern Maryland Tri-County Community Action Committee
Hon. Nancy K. Kopp
State Delegate
Norma Lea LaParle
Vice President
Frank A. LaParle Dental Corp.
Hon. Martin G. Madden
State Senator
Edward A. Mohler
President
Maryland & D.C. AFL-CIO Unions
Kathleen McKirchy
Director, Community Services
Metro Washington Council, AFL-CIO
Vincent “Cap” Mona
Chairman of the Board
The Mona Group
R. Wayne Moore
Chairman and CEO
TESST Education Corporation
Maria Nalywayko
Managing Director
T. Rowe Price Associates, Inc.
John P. O’Connor
Secretary
Dept. of Labor, Licensing & Regulation
Hon. Janet S. Owens
County Executive of Anne Arundel County
Marion W. Pines
Senior Fellow
The Johns Hopkins University Institute for Policy Studies
John Q. Porter, Esq.
Chairman
Spectrum International
Jerome A. Ratliffe
Vice President & Corporate Secretary
Allfirst Bank
Kelly A. Ronayne
Corporate Employment Manager
Giant Food of Maryland, Inc.
Martha A. Smith, Ph.D.
President
Anne Arundel Community College
Carl William Struever
President
Struever Bros. Eccles & Rouse, Inc.
James D. Tschechtelin, Ph.D.
President
Baltimore City Community College
Sue F. Ward
Secretary
Maryland Department of Aging
H. K. Norman Wolske
Plant Manager
Rubberset Company
Brenda K. Woodsmall
USInternetworking, Inc

ASSOCIATE MEMBER
Joseph Puhalla
President
Prince George’s Workforce Services Corporation
<table>
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<tr>
<th>Organization</th>
<th>Board</th>
<th>Executive Committee</th>
<th>Legislative Committee</th>
<th>Workforce Information Committee</th>
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