



Quarterly Meeting

December 10, 2025

Hi all,

**Welcome! Please
note that the
public meeting
will begin around
3:30-3:45 PM.**

**Thank you,
GWDB Team**



Today's Purpose

Vision

A coordinated workforce system that delivers talent solutions and creates opportunities for every Marylander to access work, wages, and wealth

Mission

Advance innovative workforce strategies that build strong talent pipelines and expand pathways to work, wages, and wealth.

Core Values

- Be Innovative
- Be Data-Driven
- Move Urgently
- Challenge the status quo
- Be Outcomes-Focused

*Advancing workforce
opportunity through
new policy,
recommendations,
and system blocker
removal*



New Member Highlights & Introductions



Membership Updates



New Members:



Tamla Olivier

President & CEO, BGE
Vice Chair, GWDB



Caryn York

President & CEO,
Baltimore Corps

Renewed Terms:

- Charnetia Young-Callaham, Lead Director, Workforce Initiatives, CVS Health
- Perketer Tucker, Director, Office of Adult Education & Literacy Services, DWDAL

Consent Agenda Checklist



Review and Approve December Meeting Agenda



Review and Approve September Meeting Minutes



**Approve Procurement, One-Stop Certification, and MOU/RSA Policies
+ CLEO Guidance**

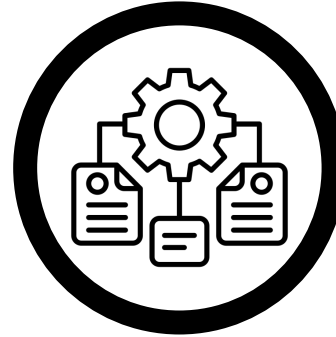
Achieving WIOA Compliance: December Policy Issuances



One-Stop
Service
Delivery
Policy



MOU/RSA
Policy



One-Stop
Operator
Procurement
Policy



Chief Local
Elected
Official
(CLEO)
Guidance

*GWDB staff hosted a Workforce System 101 Refresher & Policy Q&A
for members on December 3rd to support policy understanding & adoption*



Maryland American Job Center Certification Policy



Overview:

Establishes the framework for how Maryland's American Job Centers deliver integrated, customer-focused services under WIOA.

Purpose (per WIOA):

Ensure seamless access to core programs, minimize duplication, and provide equitable, high-quality services to job seekers and employers statewide



Maryland Memorandum of Understanding & Resource Sharing Agreements



Overview:

Sets standards for developing and approving Memoranda of Understanding (MOUs) and Resource Sharing Agreements (RSAs) among local workforce boards, required partners, and CLEOs.

Purpose (per WIOA):

Ensure compliance with §121(c), clarifying partner roles, cost sharing, and accountability for sustaining effective one-stop operations.



Maryland Procurement Policy



Overview:

Outlines procedures for competitively procuring and evaluating One-Stop Operators, ensuring transparency and compliance.

Purpose (per WIOA):

Fulfill §121(d) requirements for competitive procurement, promoting efficiency, conflict-free service delivery, and continuous quality improvement.



Chief Local Elected Official (CLEO) Guidance



Overview:

Clarifies roles and responsibilities of CLEOs in local workforce governance, including board appointments, fiscal accountability, and collaboration.

Purpose (per WIOA):

Aligns with §107, ensuring CLEOs fulfill statutory responsibilities for board certification, fiscal oversight, and system accountability.

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STRATEGY & IMPACT RETREAT READOUT





Retreat Takeaways



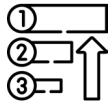
What is our job?

- Our job is rooted in shaping systems, policies, and strategies, not programs and tactics
- We have unique value-add potential as conveners, particularly for industry engagement and system alignment
- Members are (re)committed to additional learning about the workforce system and Board members' roles in it



What are our goals?

- While the strategic framework set by our state workforce plan remains solid, we must refine strategies/milestones and add clear metrics



What are our priorities?

- Our current priorities are to clarify metrics for the strategic pillars, tighten quarterly deliverable and progress reporting cadences, and continue strengthening our organization and impact through Board member education and engagement



How do we keep score?

- This winter, we will articulate metrics against which we will measure progress on a quarterly basis against the state strategy - for the state and for our Board

Recap: Statewide Workforce Development Plan Implementation



2025

2026

2027

2028

**State
Workforce
Plan
approved by
Governor,
April '24**

**Regional & Local Plans
(GWDB approval in Dec.)**

**2-Year
Opportunity
to Update
State Plan**

**Regional &
Local Plan
2-year
Updates
(Option)**

**Next 4-Year State
Workforce Plan**

GWDB 2024-2028 State Workforce Plan Strategy Implementation Projects (Pillars I, II)

Local / Regional Plans, Policy Issuances and TA to Direct Program/Service Delivery in the One-Stop System (Pillars I-IV)

CTE Committee *Blueprint* Pillar 3 Implementation Plans and Projects; Reports; CTE Framework + Policy Issuances and TA to Direct Implementation; CTE Expert Review Team District Visits (Pillar III)



State Workforce Plan Contents

The state is required to submit a State Plan to US DOL on behalf of the Governor every four years to receive federal funding for core programs supporting adults, youth, dislocated workers, adult education and literacy, employment services, and vocational rehabilitation programs. **The two-year refresh of our 2024-2028 plan is due in March 2026.**

**Strategic
Planning
Elements**

Operational
Planning
Elements

Operating
Systems
and Policies

Program
Specific
Require-
ments

Assurances

We'll use this opportunity to:

- ✓ Double down on our shared **vision and priorities**
- ✓ **Take stock** of what is working well – and what we need to change
- ✓ Build relationships and **align activities and resources** across state agencies and local partners
- ✓ Establish concrete **goals and metrics** for success
- ✓ **Maintain an actionable strategic plan** for the Governor, GWDB, state agencies and local partners

2-Year Statewide Workforce Development Plan (WIOA Plan) Modifications



December 2025 - March 2026

- Review the current 2024–2028 plan and update for labor market, economic, or implementation changes.
 - Given economic changes in Maryland, we will update the LMI and Strategy sections of the plan and provide programmatic partners the option to submit modifications to their sections.
 - Strategy section will be accompanied by a simple snapshot version to serve as core strategy document.
- Identify policy barriers and consider requesting federal waivers to support innovation.
- Post modified plan for public comment; integrate comments.
- Submit the modified plan for GWDB approval.
- Submit the modified plan for the Governor's approval.
- Submit approved modified plan to U.S. Department of Labor by March 2026 (WIOA §102(c)(3)).

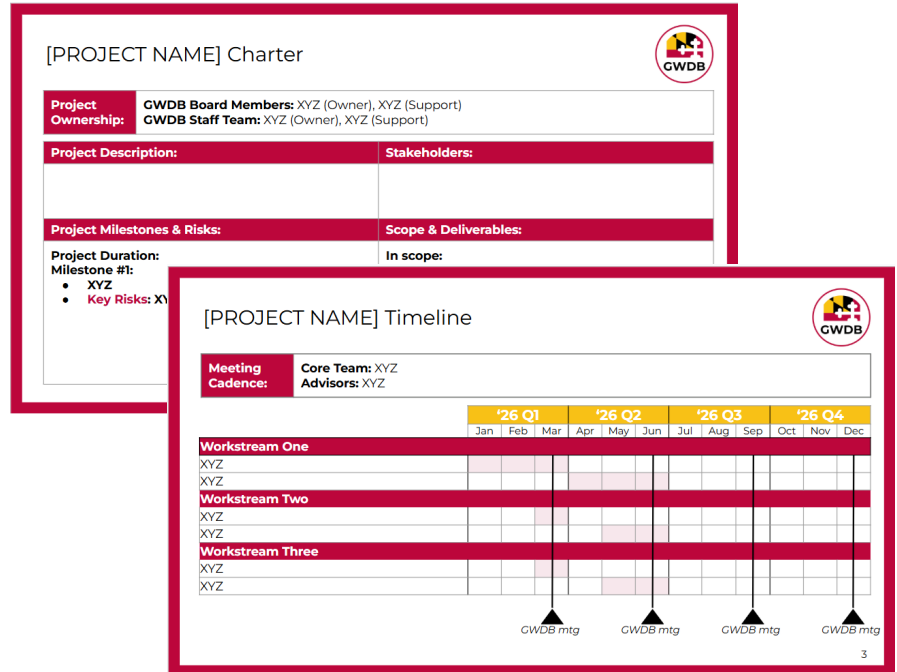
Federal Priorities Aligned to Maryland Priorities

- Reflect new strategies supporting AI, skilled trades, manufacturing, and health care.
- Highlight apprenticeship expansion and innovations in service delivery (including AI).



Committee's Relaunch: Structures & Work Plans

- We will **continue to invest in our current, pillar-aligned committee structure**, with a few updates:
 - Committees will focus on **one key deliverable per quarter**
 - Committees will have **updated charters and maintain work plans**
 - Bylaws will be updated to **require committee or project workgroup participation** of all members





Industry Partnerships Committee



Mission

The Industry Partnerships Committee focuses on strengthening Maryland's talent pipelines through employer-driven sector strategies and supporting Board members' engagement of their industry networks to support sector strategies as well as key policy initiatives.

Strategic Pillar Alignment

Pillar I – Supercharge Key Sectors, advancing strategies to close talent gaps in industries critical to Maryland's economic future and supporting employer engagement.

Core Functions

- Define, identify and validate the state's priority sectors and high-wage, high-skill, or in-demand occupations to steer priorities for Maryland's major workforce investments
- Advise on fostering industry alignment and employer engagement across Maryland's talent system and programs
- Drive greater alignment across workforce and economic development



Access and Equity Committee



Mission

The Access & Equity Committee works to ensure Maryland's talent system effectively supports job seekers who may experience significant challenges entering or advancing in the workforce.

Strategic Pillar Alignment

Pillar II – Advance Equity & Access, improving access to quality training and employment opportunities by removing barriers, strengthening outreach and partnerships, supporting employer capacity to recruit and retain a diverse workforce, and advancing skills-based hiring practices across the state.

Core Functions

- Identify critical barriers to work and gaps in services or supports that remove those barriers
- Develop policy or programmatic proposals to address those gaps
- Advise on policy initiatives to ensure we build systems of opportunity that help priority populations access pathways to work, wages and wealth



Systems Governance Committee



Mission

The Systems Governance Committee strengthens Maryland's workforce infrastructure by guiding statewide workforce system policies, governance structures, and accountability tools, with a particular emphasis on WIOA policy and system governance.

Strategic Pillar Alignment

Pillar IV – Improve System Alignment & Accountability, revisiting system-wide performance goals, expectations, coordination, accountability, and feedback loops to ensure workforce system partners are working together efficiently and effectively in a way that supports the vision for Maryland's workforce system.

Core Functions

- Co-author and advise staff on policy development prior to review and adoption by the full Board
- Advise and coordinate to remove local blockers
- Steer development, use, and continuous improvement of system performance dashboards and/or other workforce system performance tools or resources for the State
- Support coordination on development and review of state, regional, and local workforce plans

GWDB Strategy and Impact Retreat small group reports



Barrier Removal | Facilitator: Stacey Beichler

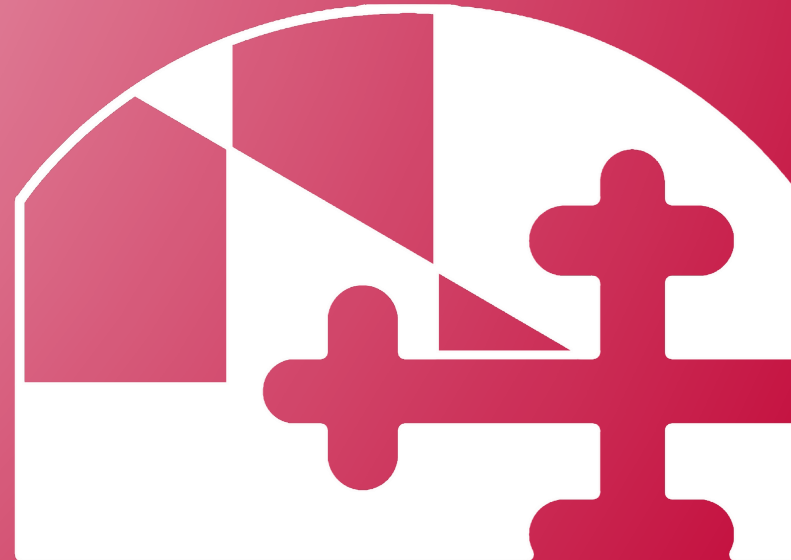
- Pillar 2 – Advancing equity and access

Dashboard Charter | Facilitator: Delali Dzirasa

- Pillar 4 – Improving system alignment and accountability



Progress to Goal: Quarterly Sprints



AI Upskilling Working Group

Leveraging AI As An Opportunity For Maryland's Workforce



Background: At the June 11, 2025 Board meeting, members highlighted several issues that cut across industries and regions—including the emergence of artificial intelligence (AI) that is reshaping work for employers and employees alike, creating new questions, challenges and opportunities. Members emphasized the importance of preparing workers for emerging skill demands and supporting pathways into quality jobs. At the September 10, 2025 Board meeting, members kicked off this sprint with a small-group discussion.

Opportunity for the Board

- Elevate current perspectives on opportunities presented by AI.
- Surface knowledge or information gaps that need to be filled in order to better understand and support opportunities for employers and workers.
- Lay the groundwork for bold solutions, whether through funding, cross-agency partnerships, or new legislative action.

GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

Maryland GWDB AI Working Group

Planning Sprint

Strategic Roadmap & Recommendations

"Equitable access enables choice." – Ebony Dashiell-Aje, Core Team

SURVEY RESPONSES

57

TOP SKILLS GAP

36.5%

AI Tools &
Applications

TOP NEED

57.4%

Training & Education

AI Upskilling Working Group | December 2025

Core Team: 15 regular contributors / 25 members | Advisory Network: 25 members

Definition of Success & Scope

DEFINITION OF SUCCESS

All Marylanders have access to resources that empower them to make informed decisions about their careers in an AI-integrated economy.

EFFECTIVE PREPARATION

Our focus is preparing Maryland's workforce for AI-integrated jobs—not AI technology policy or implementation. We bridge current capabilities to future requirements.

PRIMARY FOCUS: LIGHTHOUSE SECTORS

Technology

Life Sciences

Aerospace

+ Cross-cutting support for Healthcare, Education, Manufacturing, Government

MARYLAND'S COMPETITIVE ADVANTAGES

- **Quantum + AI Convergence** — IonQ, NIST, UMD QuICS
- **BioHealth Capital Region** — Life sciences cluster
- **Aerospace Corridor** — Defense & space commerce
- **Federal Proximity** — Labs, research, procurement
- **Early Policy Action** — SB 818, AI Subcabinet

ALIGNED WITH STATE INITIATIVES

SB 818 (AI Governance Act of 2024)

Executive Order 01.01.2024.02

2025 AI Enablement Strategy

AI Subcabinet coordination

Maryland Responsible AI Policy

Key Findings from Stakeholder Engagement

57

Survey Responses
(exceeded goal of 50)

18.37

Mean Years Experience

SECTOR REPRESENTATION

Technology: 50%
Healthcare: 11%
Education: 9%
Aerospace: 6%
Life Sciences: 4%
Other: 20%

PRIMARY SKILLS GAPS

AI Tools & Applications

36.5%

Prompt engineering, workflow integration, tool selection

Organizational AI Adoption

Leadership hesitancy, change management

Data Skills Foundation

Data literacy, quality assessment

Responsible AI Practices

Security, PII handling, critical thinking

TOP IMPLEMENTATION CHALLENGES

#1

Resource & Skill Shortages

Budget, talent, especially small businesses

#2

Security & Responsible AI

Privacy risks, responsible AI frameworks

#3

Government & Oversight

Regulatory uncertainty

TOP NEED IDENTIFIED

57.4%

Training & Education

Seven Priority Recommendations

- 1 AI Literacy Standards & Framework
- 2 Public-Private Partnership Framework
- 3 Responsible AI Training
- 4 Maryland AI Training Marketplace
- 5 Apprenticeship & Micro-Grant Pilot
- 6 Industry Resource Kits & TA
- 7 Career Pathways & Community Access

Based on survey findings from 57 stakeholders

REQUESTED BOARD ACTIONS

Confirm priority recommendations for next phase

Select governance structure

Give feedback on suggested quick-win pilots

EQUITY FRAMEWORK

40%

Underrepresented

30%

Outside B/W corridor

25%

Small business

FUTURE VISION

AI-powered Sector Hubs for workforce insights

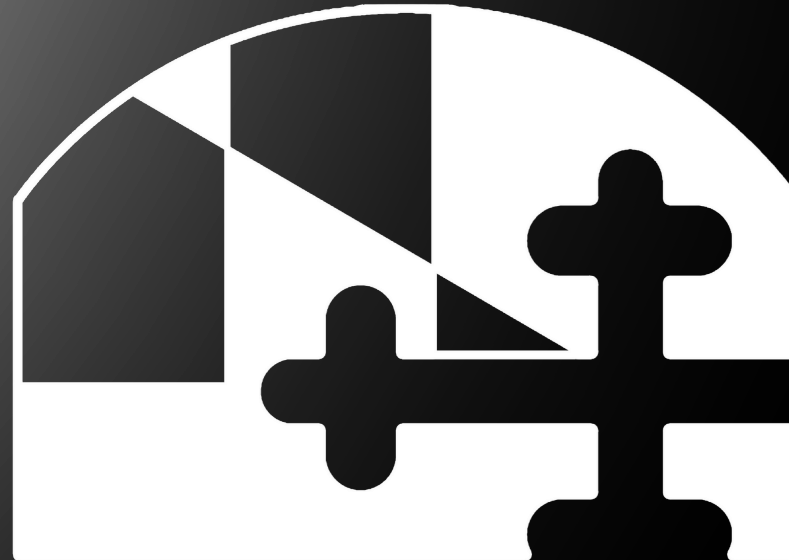


GWDB Member Playbook





Local Blocker Removal





LWDB Top Six Blockers Identified



Staffing & Capacity (Most Frequent)

Insufficient staffing at comprehensive American Job Centers (AJCs) and smaller satellite locations is diminishing ability to deliver services, meet customer needs, and maintain program compliance.



Funding & Sustainability

Limited federal formula funding, and federal cuts timed close to expiration of one-time federal pandemic recovery resources, tie to above issue and point to sustainability issues close on the horizon—especially for innovations achieved with one-time grants.



Policy & Regulations

Some policies need to be adjusted to improve flexibility and effectiveness at achieving impact for training and service recipients. GWDB and sister agencies must also ensure policy staff expertise, receptiveness to local input, and clarity of policy development process.



Transportation

Ongoing transportation challenges limit job seeker access to training, AJCs, and jobs.



Technology & Access

Gaps in digital tools, IT systems, and adapting to new technologies (e.g., AI) create operational and service delivery challenges.



State-Local Partnership

Interest in strengthening alignment and collaboration with state partners, including around grant opportunities, dislocated worker strategies, and employer engagement, to ensure system goals and local activities and needs are fully connected.



Workforce Pell Overview





Workforce Pell Grants Overview



Legislation

The Workforce Pell Grant was enacted through the One Big Beautiful Bill Act (OBBBA), which was signed into law on July 4, 2025.



Purpose

This legislation allows Pell Grants to be used for short-term, non-degree, accredited workforce training programs that consist of 8 - 15 weeks of instruction (150–600 instructional hours) and meet high outcomes requirements: 70% completion and 70% job placement.



Timing

The U.S. Department of Education will consider applications for Workforce Pell Grants beginning July 1, 2026.



Funding

Funded as part of the Pell Grant entitlement program (no caps).



Workforce Pell - Anticipated Launch Timeline

- **December 8-12:** Regulations negotiated with U.S. Department of Education's Accountability in Higher Education and Access through Demand-driven Workforce Pell (AHEAD) Committee
 - Executive Director Parker is representing the nation's state workforce agencies and workforce boards in negotiations
 - Topics in discussion draft include program eligibility, components determined by Governors, components determined by the Secretary of Education, and calculating and reporting on value-added earnings of programs
 - Watch live: [\[link\]](#)
- **January-May:** Develop Maryland's Workforce Pell policy, including the eligible program certification process; define "high-wage, high-skill, or in-demand" occupations; map data governance; and develop an initial list of eligible programs, in interaction with the final federal regulations once issued
- **June:** Policy issuance + eligible program certification
- **July 1:** U.S. Department of Education begins accepting Workforce Pell Grant applications

Next Steps



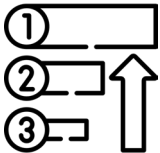
Board Member Calls to Action

- Register with Boardable and complete online member training
- Visit an [American Job Center](#) before the next meeting
- Support and complete relevant committee actions (see next page)
- Complete [GWDB Committee Interest Form](#)



Save the Date

- GWDB Quarterly Public Meeting, March 11, 2026



Coming Soon from Staff

- Next steps from today's small group sessions
- Boardable Training Sign-Up
- New Board member recruitment and orientations + 2026 learning opportunities
- Updated Committee Charters and meetings in January
 - Including 2-year modification next steps

Next Quarter Preview



All Committees

- Refine strategies for aligned pillar(s) as needed; develop KPIs in January in preparation for State Workforce Development Plan Modification



Industry Partnership Committee

- Workforce Pell – Set policy and prepare for Year 1 Implementation (2 quarters)



Access & Equity Committee

- Continue to make progress on Barriers to Work Sprint



CTE Committee

- Workforce Pell – Set policy and prepare for Year 1 Implementation (2 quarters)
- Make progress on Career Counseling Framework and Tools



Systems Governance Committee

- Draft Systems Performance Dashboard for collective review



2026 GWDB Quarterly Meeting Schedule

GWDB Quarterly Board meetings

(NEW) 2:00 - 3:00 PM: Committee-driven small group discussions (in person)

3:00 - 5:00 PM: Public meetings (hybrid; in-person strongly encouraged)

- Wednesday, March 11, 2026
- Wednesday, June 10, 2026
- Wednesday, September 23, 2026
- Wednesday, December 9, 2026



Contact Us

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