



GOVERNOR'S WORKFORCE  
DEVELOPMENT BOARD

# 2020 Annual Report

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**Louis M. Dubin**, *Chair*  
Governor's Workforce Development Board

**Michael R. DiGiacomo**, *Executive Director*  
Governor's Workforce Development Board

**Larry Hogan**, *Governor*  
**Boyd K. Rutherford**, *Lt. Governor*

**Tiffany Robinson**, *Secretary*  
Maryland Department of Labor



April 1, 2021

The Honorable Larry Hogan, Governor  
The Honorable Bill Ferguson, President of the Senate  
The Honorable Adrienne A. Jones, Speaker of the House

Re: Labor and Employment Article § 11-505(f) (MSAR # 10805) and Executive Order  
01.01.2015.19 (MSAR # 10704)

Dear Governor Hogan, President Ferguson, Speaker Jones, and the Citizens of Maryland:

The Governor's Workforce Development Board (GWDB) is pleased to share our 2020 Annual Report. Under the leadership and direction of Governor Larry Hogan, the GWDB continues its commitment to utilize innovative and collaborative strategies to address Maryland's workforce needs in the 21st century.

The GWDB is a business-led board of 57 members, who represent a diverse group of industry, community, and state leaders that correspond with Maryland's population and economic development. Over 2020, the GWDB worked closely with business leaders and stakeholders to meet the unprecedented challenges brought about by the COVID-19 pandemic. The GWDB continued to collaborate with multiple partners to pursue strategic initiatives in the areas of diversity and equity, advanced manufacturing and skilled trades, healthcare, cybersecurity and information technology, and education. Essential to the success of each initiative is the engagement and support from stakeholders and leaders throughout the business, workforce, education, labor, and nonprofit industries representing Maryland. The GWDB continues to partner closely with Maryland's 12 Local Workforce Development Boards by aligning resources, opportunities, and programs within each local area.

The GWDB recognizes that 2021 will be a continued focus of addressing how Maryland's workforce will recover and change from the impacts of the pandemic. The GWDB looks forward to continuing to work with state agencies and stakeholders on the important work ahead.

Sincerely yours,



Louis M. Dubin  
Chair, GWDB



Michael R. DiGiacomo  
Executive Director, GWDB

cc: Sarah Albert, Department of Legislative Services (5 copies)

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## EXECUTIVE SUMMARY

The Governor's Workforce Development Board (GWDB) is the governor's chief policy-making body for workforce development. The GWDB is a business-led board of 57 members who work to address the challenges of Maryland's workforce needs in the 21st century. Members include the governor, cabinet secretaries, college presidents, the state superintendent of schools, elected officials, business leaders, labor, and representatives of nonprofit organizations.

With the COVID-19 pandemic disrupting much of the economy and workforce in 2020, the GWDB quickly shifted gears to address the needs of Maryland workers and businesses. Many board members responded to the crisis by altering their business practices in order to assist our community, truly exemplifying board members' commitment as ambassadors for Maryland's workforce. The GWDB partnered with our colleagues in the Maryland Department of Labor's Division of Unemployment Insurance to promote the layoff aversion program Work Sharing. Work Sharing went from being utilized by one employer to 220 by the end of 2020, averting the layoffs of nearly 5,500 Maryland workers.

In order to ensure all Marylanders have equal opportunities in the workforce, the GWDB continues to work with stakeholders to align industry-driven approaches aimed at reducing disparities across race, disability, income, or gender. The GWDB continued strategic initiatives in the areas of Maryland's in-demand industries, including manufacturing and skilled trades, healthcare, and cybersecurity and information technology.

The GWDB partners closely with educators and the Maryland State Department of Education (MSDE) to ensure that Maryland students have access to the critical career and training needed for employment and success in the future global economy. The GWDB worked with MSDE to ensure the strategic direction and program content for Career and Technical Education (CTE) is informed by a variety of stakeholders to create an education and workforce pipeline that proactively addresses career demands in Maryland.

The GWDB oversees Maryland's 12 Local Workforce Development Boards. Over 2020, the Local Workforce Development Boards streamlined and shifted to provide their services virtually, meeting their dislocated workforce needs.

Looking ahead to 2021, the GWDB will continue to respond to the needs of Maryland's workforce and businesses in addressing the outcomes of the pandemic. The GWDB brings leaders together in order to better understand what employers need today to develop strategies that target Maryland's future. This involves a continued close alignment with providing education and training that reflects the industry and employer demands to thoughtfully and skillfully prepare our future workforce.

## OVERVIEW

The Governor's Workforce Development Board (GWDB) is comprised of 57 members representing business, workforce, and partner state agencies. We serve as ambassadors for Maryland's business community and further advise Governor Larry Hogan and the workforce system on the workforce development and training needs of Maryland's businesses.

### Mission

To guide a nationally-recognized workforce development system that aligns with the economic and educational goals of the state of Maryland, resulting in a qualified workforce available to employers across the state.

### Vision

A Maryland where every person maximizes his or her career potential. The GWDB's vision includes:

- Aligning businesses, the workforce system, and economic development interests in Maryland;
- Creating a well-integrated, coordinated, and collaborative system across agencies, institutions, and local areas;
- The preservation and expansion of Maryland's highly educated workforce; and
- The creation of opportunities for all Maryland residents to succeed in the workforce.

### Guiding Principles

To accomplish its mission, the GWDB has developed the following guiding principles to achieve the shared vision:

- Maintain a business-driven and customer-focused approach;
- Utilize an innovative approach by integrating technology and identifying new business models;
- Move beyond compliance and embrace a culture of continuous and measurable improvement; and
- Continue to deepen relationships between workforce and business stakeholders.

# BOARD MEMBERS

The Governor’s Workforce Development Board (GWDB) is a private sector-led board of 57 members, the majority of whom represent the business community, as mandated by the Workforce Innovation and Opportunity Act (WIOA) of 2014 and the Executive Order 01.01.2015.19. The GWDB members are appointed by the Governor and are key leaders from across the state representing business, education, labor, community-based organizations, and government. In appointing board members, Governor Larry Hogan emphasized the need to ensure that a diverse group of leaders are selected, ensuring that the recommendations from the board are representative of Maryland’s diverse population and growth industries.

In 2020, the GWDB board membership increased from 53 to 57 seats as a result of the U.S. Department of Education clarifying that one representative could not represent all of the core programs authorized under Titles I, II, and III of the Workforce Innovation and Opportunity Act (WIOA). As such, State Workforce Development Boards must include unique representation from vocational rehabilitation services and the Adult Education and Family Literacy Act (AEFLA). The GWDB added representatives from the Maryland Department of Labor’s Office of Adult Education and Literacy Services and the Maryland State Department of Education’s Division of Rehabilitation Services (DORS). In order to maintain the mandate that a majority of members are from the business community, the GWDB also added two more business representative seats.

## Government Members

The GWDB ex-officio members, such as cabinet secretaries, serve based on the membership requirements of WIOA and the Executive Order. The Maryland General Assembly leadership appoints one state senator and one delegate, and two local government representatives are also appointed to the board.

**Hon. Lawrence J. Hogan, Jr., Governor**

**Hon. Vanessa Atterbeary**  
*Maryland State Delegate*  
District 13

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

**Carol Beatty**  
*Secretary*  
Maryland Department of Disabilities

**Hon. Joanne C. Benson**  
*Maryland State Senator*  
District 24

**Gavin Buckley**  
*Mayor*  
City of Annapolis

**Scott Dennis**  
*Assistant State Superintendent, Division of Rehabilitation Services*  
Maryland State Department of Education

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

**Terry R. Gilleland, Jr.**  
*Director, Office of Adult Education & Literacy Services, Division of Workforce Development & Adult Learning*  
Maryland Department of Labor

**Robert L. Green**  
*Secretary*  
Maryland Department of  
Public Safety and  
Correctional Services

**Rona E. Kramer**  
*Secretary*  
Maryland Department of  
Aging

**George W. Owings, III**  
*Secretary*  
Maryland Department of  
Veterans Affairs

**Lourdes R. Padilla**  
*Secretary*  
Maryland Department of  
Human Services

**Tiffany P. Robinson**  
*Secretary*  
Maryland Department of  
Labor

**Edward C. Rothstein**  
*Commissioner*  
Carroll County  
Commissioners Office

**Karen Salmon**  
*State Superintendent of  
Schools*  
Maryland State Department  
of Education

**Kelly M. Schulz**  
*Secretary*  
Maryland Department of  
Commerce

## Community Workforce Members

Maryland's workforce system is dependent on a network of community and workforce leaders to provide innovative services, education and training resources, and services that support the needs of jobseekers. Governor Larry Hogan has selected a diverse representation of community and workforce leaders with a proven track record of delivering quality services to Maryland's jobseekers and businesses alike.

**John D. Barber, Jr.**  
*President of Local 177*  
Northeast Regional Council  
of Carpenters

**Jennifer W. Bodensiek**  
*President & CEO*  
Junior Achievement of  
Central Maryland

**Andrea E. Chapdelaine**  
*President*  
Hood College

**Michelle Day**  
*Director*  
Frederick County Workforce  
Services  
*President, Maryland  
Workforce Association*

**Sandra Kurtinitis**  
*President*  
Community College of  
Baltimore  
*County rep. Maryland  
Association of Community  
Colleges (MACC)*

**Andrew B. Larson**  
*National Project Coordinator*  
International Union of  
Painters and Allied Trades,  
Job Corps Program

**Gary E. Murdock**  
*Training Director*  
Steamfitters Local 602

**Lisa Rusyniak**  
*President & CEO*  
Goodwill Industries of the  
Chesapeake, Inc.

**Martin "Marty" Schwartz**  
*President*  
Vehicles for Change

## Business Members

The Executive Order and WIOA state that a majority of the members shall be owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority. These hand-picked business leaders are established advocates for Maryland's workforce. The GWDB has private sector business representation from key foundational and emerging industries critical to Maryland's growth including construction, cybersecurity, healthcare, hospitality, information technology, and advanced manufacturing.

**Louis M. Dubin**  
**Board Chair**  
*Managing Partner*  
Redbrick LMD

**Christopher Sachse**  
**Board Vice-Chair**  
*CEO*  
ThinkStack

**Mick Arnold**  
*President*  
Arnold Packaging

**Alice A. Blayne-Allard**  
*Owner*  
The Phoenix Group ABA

**Gary E. Bockrath**  
*Consultant – Operational & Financial*

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

**E. Katarina Ennerfelt**  
*President/CEO*  
ARCON Welding Equipment, LLC

**Wanda Smith Gispert**  
*Regional Vice President, Workforce Development*  
MGM Resorts International

**Steven W. Groenke**  
*CEO*  
Storbyte, Inc.

**Kevin D. Heffner**  
*President & CEO*  
LifeSpan Network

**Stacey Herman**  
*Director, Neurodiversity and Community Workforce Development*  
Kennedy Krieger Institute

**Larry Letow**  
*Operating Partner*  
Interprise Partners

**Carl Livesay**  
*Vice President Operations*  
Maryland Thermoform Corporation

**Aminah "Amie" J. Long**  
*Human Resources Director*  
Chaney Enterprises

**Roya Mohadjer**  
*Director*  
Battelle

**Chad J. Nagel**  
*Vice President*  
Nagel Farm Service

**Stephen W. Neal**  
*President/CEO*  
K. Neal International Trucks, Inc.  
K. Neal Idealease

**Alexander G. Núñez**  
*Senior Vice President, BGE Regulatory and External Affairs*  
BGE

**Charles A. Ramos**  
*Consultant*

**James A. Sears, Jr.**  
*President, Maryland Operations*  
Potomac Edison

**Gerald M. Shapiro**  
*President*  
Shapiro & Duncan, Inc.

**Leslie R. Simmons**  
*Executive Vice President*  
LifeBridge Health

**William E. Simons**  
*Senior Vice President*  
Coakley & Williams Construction, Inc.

**Michelle B. Smith**  
*President & CEO*  
1st Choice, LLC

**Charles T. Wetherington**  
*President*  
BTE Technologies, Inc.

**Michelle J. Wright**  
*President*  
Certus Consulting, LLC

**Charnetia V. Young**  
*National Business Development Manager*  
CVS Health

# WORKFORCE INNOVATION AND OPPORTUNITY ACT

The Workforce Innovation and Opportunity Act (WIOA), which took effect July 1, 2015, is landmark legislation designed to strengthen and improve our nation's public workforce system and help put Americans, especially those with significant barriers to employment, back to work. WIOA supports innovative strategies to keep pace with changing economic conditions and seeks to improve coordination between WIOA and other federal programs that support employment services, workforce development, adult education and literacy, and vocational rehabilitation activities. Moreover, WIOA promotes program coordination and alignment of key employment, education, and training programs at the federal, state, local, and regional levels. WIOA provides employment, job training, and education services to eligible adults, dislocated workers, and youth.

Maryland's 2020-2024 State Workforce Plan, which was approved by the U.S. Departments of Labor, Education, and Health and Human Services, maps out the state's strategic and operational blueprint for connecting Maryland employers with the talent their businesses need to thrive and reach jobseekers with high quality career services. The Plan was collaboratively developed by the state's Department of Labor, Department of Human Services, the Maryland State Department of Education's Division of Rehabilitation Services, the Department of Housing and Community Development, and the Governor's Workforce Development Board (GWDB) with extensive stakeholder engagement.

## Benchmarks of Success for Maryland's Workforce System

Under Governor Larry Hogan's leadership, the *Benchmarks of Success for Maryland's Workforce System* was introduced in 2018. The Benchmarks reflect a shared vision of excellence among the state's workforce system partners and provides a strategic tool for continuous improvement. As Maryland seeks to strengthen and enhance its workforce system through WIOA, success requires a commitment to innovation, collaboration, and readiness to take a true systems approach. In order to guide the WIOA partners in this work, the Benchmarks sets forth a clear vision, goals, and measurable achievements that will help Maryland gauge its success.

The Chair of the GWDB, Louis Dubin, supported by GWDB staff, is a member of the Benchmarks **Executive Steering Committee**, which provides strategic leadership for the Benchmarks implementation and oversees the actions of the five subcommittees: WIOA Alignment; Communications; Data and Dashboard; Policy; and Professional Development and Technical Assistance. In addition to participating in the **WIOA Alignment** group, which oversees and coordinates the activities of the Benchmarks subcommittees, the GWDB staff are also members of both the **Communications** and **Policy** subcommittees. The Communications committee facilitates external communication, including a newsletter, about the Benchmarks partners. The Policy committee identifies opportunities which support the Benchmarks implementation through recommendations and reform.

## RESPONDING TO A PANDEMIC

With the COVID-19 pandemic upending much of the world's economy in 2020, the Governor's Workforce Development Board (GWDB) continued its commitment to assist businesses and workers in Maryland in responding to this unprecedented time. Like all other states across the country, Maryland experienced the temporary closure of many businesses and a record number of unemployment insurance claims starting in March 2020. The GWDB solicited advice from board members and stakeholders on COVID-19 relief efforts that would help Maryland businesses and shared this with partner agencies. The GWDB regularly updated board members and partners on COVID-19 related resources, relief programs, executive orders, and guidance on reopening.

As representatives of their businesses, GWDB members responded in multiple ways to the COVID-19 crisis in order to best serve our Maryland community. Board members' businesses provided healthcare assistance, manufactured masks and Personal Protective Equipment (PPE), worked with the Maryland Emergency Management Agency (MEMA) to produce Spanish content, and provided technology and cybersecurity assistance as businesses shifted to remote work.

The GWDB worked closely with the Maryland Department of Labor's Division of Unemployment Insurance to utilize our connections and provide assistance to dislocated workers and businesses in Maryland. These efforts included tracking trends and maintaining an FAQ for common unemployment issues, answering questions from claimants and businesses, and assisting in communication with Maryland legislators on constituent unemployment claims. Finally, the GWDB partnered closely with unemployment insurance on expanding their Work Sharing program.

### Work Sharing

In 1984, the Maryland General Assembly enacted legislation establishing the Work Sharing unemployment insurance program. Work Sharing is a voluntary program that provides an alternative to layoffs for employers faced with a temporary, non-cyclical decline in business due to lower economic activity. The program is designed to avoid layoffs by preserving jobs for current employees and to assist businesses that have already undertaken layoffs to reopen and resume operations gradually. Employers who participate in Work Sharing can retain employees by temporarily reducing the hours of work, within a range of 20% to 50%, among employees within the affected unit(s). The employees with reduced work hours receive partial unemployment insurance benefits to supplement lost wages. During the COVID-19 pandemic, Work Sharing mitigated some of the adverse effects of the economic crisis by keeping businesses connected to their employees and ensuring employees continued to receive compensation.

At the onset of the pandemic, the GWDB worked closely with the Division of Unemployment Insurance to strategize outreach and promotion of their Work Sharing

program to Maryland businesses. This included webinars and presentations with relevant stakeholders, such as GWDB board members, County Chambers of Commerce, and the Maryland Chamber of Commerce. The GWDB also partnered with the Office of Small Business Regulatory Assistance (OSBRA) in Maryland's Department of Labor to coordinate outreach efforts, which resulted in over 20 presentations organized by various county economic development offices and other Maryland business entities including the Maryland Small Business Development Center, Maryland Economic Development Association (MEDA), Small Business Development Center, the Governor's Office of Small, Minority, and Women Business Affairs, and many more. Additionally, the Rapid Response team within the Division of Workforce Development and Adult Learning (DWDAL) presented information on Work Sharing to businesses downsizing or considering closure due to the economic downturn.

On March 27, 2020, the Coronavirus Aid, Relief, and Economic Security (CARES) Act was signed into law to mitigate the economic effects of the pandemic. The CARES Act included funding for grants to states with Work Sharing programs for the implementation and for the promotion of the program in order to increase the enrollment of employers in Work Sharing. The GWDB worked closely with the Division of Unemployment Insurance in developing a media and advertising campaign, including the development of a statement of work, participating in the Request for Proposal (RFP) process, and securing the vendor Maryland State Ad Agency (MSAA), a division of Maryland Public Television (MPT). Over 2020 and into 2021, MSAA managed media advertising consulting, media creation, placement and reporting for the Work Sharing program. MSAA developed a media plan and messaging strategy to educate Maryland employers on this layoff aversion and reopening opportunity, including the development of a commercial television spot, which will start airing in 2021.

The GWDB staff also worked closely with the Work Sharing team to streamline processes and ensure the collection of accurate and pertinent metrics, including updating the landing page content, interviewing prospective new staff to join the team to meet the growing demand of Work Sharing users, tracking data from applications, and updating the application to address frequent employer questions.

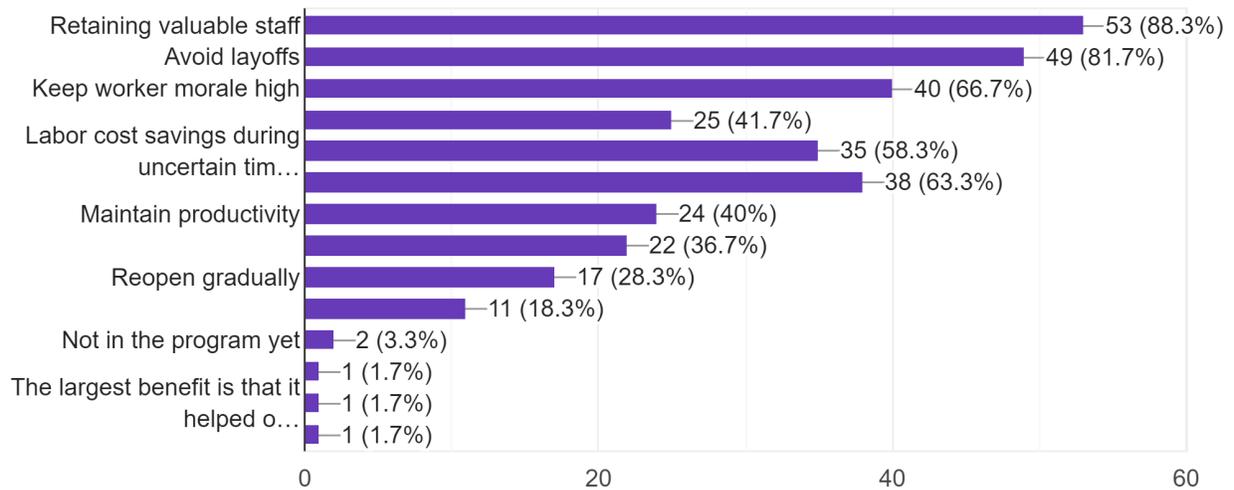
In an effort to evaluate and provide support to Work Sharing employers, GWDB staff spoke to 106 employers to gauge their experience with the Work Sharing program. Additionally, a follow up online survey was provided, which 60 employers completed. Surveyed employers



were overall satisfied with Work Sharing, with 75% responding with a 8, 9, or 10 (on a scale of 10) that Work Sharing had assisted in their economic recovery. Overall, employers expressed multiple benefits of Work Sharing, most importantly being able to retain valuable staff, avoid layoffs, and keep their worker morale high (see chart below).

What benefits has Work Sharing provided to your business? Check all that apply.

60 responses



A total of 435 Work Sharing plans were implemented in 2020, representing 220 unique employers. This averted the layoffs of nearly 5,500 Maryland workers. Prior to the pandemic and the statewide closure of many businesses, in February 2020 there was only one active Work Sharing plan. The GWDB looks forward to continuing to promote this incredible lifeline to businesses as the economy continues to recover in 2021.

***“Due to the economic challenges created by the coronavirus, our company was considering aggressive salary actions and furloughs or layoffs. When we heard about Labor’s Work Sharing program, we easily applied and were quickly approved. Thanks to Work Sharing, we reduced these employees’ hours from 40 to 30 per week, supplemented their salaries with this program and kept our highly skilled workforce intact. I will continue to spread the word among the business community about this great program because it is a win-win for both employers and their employees.”***

***- Charles Wetherington, President of BTE Technologies and a member of the Governor’s Workforce Development Board -***

## STRATEGIC INITIATIVES

The Governor's Workforce Development Board (GWDB) brings important leaders together to better understand what skills employers need today in order to develop strategies that target Maryland's in-demand industries. The GWDB recognizes the phenomenal efforts taking place across the state, and as such, initiates collaboration with multiple partners and promotes successful initiatives, resulting in greater awareness and use of the statewide workforce development system. These strategic initiatives include a focus on diversity, equity, and inclusion, and specific industry initiatives in the areas of advanced manufacturing and skilled trades, cybersecurity and information technology, and healthcare. Interlaced within all of these initiatives is education and the necessity of training and preparing Maryland's future workforce to be globally competitive for the jobs of the 21st century.

### Diversity, Equity, and Inclusion

An essential function of the GWDB is the promotion of a workforce that reflects the diversity of the state of Maryland. Although this has always been a strategic initiative within the GWDB, 2020 brought a reinvigorated focus on the continued need for growth and advancement in diversity, equity, and inclusion within the workforce. Marylanders from different demographics, including minorities, disadvantaged workers, immigrants, individuals with disabilities, older individuals, returning citizens, refugees, veterans, and young adults, must be included in all of Maryland's multi-pronged, strategic workforce development plans. Maryland has a diverse network of community-based organizations serving the populations experiencing inequities in workforce development. The GWDB remains committed to working with partners from various industries, education, and state agencies to ensure economic growth and opportunity for all.

The GWDB, in collaboration with the 12 **Local Workforce Development Boards** (LWDB), spearheaded the development of quarterly meetings with all of the board chairs and vice-chairs. The inaugural meeting was a virtual discussion about equity and inclusion in the workforce. As a coalition of workforce development leaders representing Maryland businesses and residents, the GWDB recognized the valuable insight and the necessity of having a candid conversation about the best path forward to make Maryland's workforce as inclusive and equitable as possible, and provide direction to the workforce system on how to achieve this. We were honored to have Dr. Freeman Hrabowski, president of the University of Maryland Baltimore County (UMBC) and an esteemed subject matter expert, as our guest to speak to diversity, equity, and inclusion efforts in Maryland. This helped guide the discussion for LWDBs to have during their own quarterly board meetings and with local leaders. The meeting concluded with an agreement that diversity, equity, and inclusion must be incorporated in two areas: the local board's current plan, and the local board composition, with a focus on representing the populations served unique to that

local area. The GWDB will continue to interlace these discussions and goals in engagement with local leaders and stakeholders.

Created in 2016, the **Maryland Skilled Immigrant Task Force** is a consortium of stakeholders that seek to leverage the skills that foreign-trained professionals bring to the U.S. in order to meet local job market demand. The task force consists of representatives from the Maryland Department of Human Services, the Maryland Department of Labor, community colleges, refugee resettlement agencies, American Job Centers, the Governor's Office of Community Initiatives, and other immigrant-serving organizations. During 2020, GWDB staff continued to be an engaged member of the task force, including presenting to the task force and providing input on business engagement and on services on an advisory board for a skilled immigrant grant program in Howard County.

In January 2020, the GWDB was honored with a Certificate of Appreciation for the ongoing support and partnership with **Woodland Job Corps**. Job Corps is a voluntary program administered by the U.S. Department of Labor that offers free-of-charge education and vocational training for economically disadvantaged youth ages 16 to 24. The Woodland Job Corps Center, located in Laurel, Maryland, teaches eligible young people the skills they need to become employable and independent, and places them in meaningful jobs or further education.

The GWDB provides business input for the **Interagency Transition Council for Youth with Disabilities** (IATC), which is a partnership of state and local government agencies, educators, family members, and advocates. The IATC mission is to help improve the policies and practices that affect Maryland students with disabilities by preparing them to transition from high school to adult services, college, employment, and independent living. The GWDB coordinates closely with IATC participants in connecting them to various workforce partners.

The **Kennedy Krieger Institute**, which is located in Baltimore, is an internationally recognized institution dedicated to improving the lives of children and young adults with pediatric developmental disabilities and disorders of the brain, spinal cord and musculoskeletal system, by offering patient care, special education, research, and professional training. Over 2020, the GWDB participated in sharing workforce development interagency updates with the Association of People Supporting Employment First (APSE), a membership organization with the purpose of improving employment outcomes for people with disabilities. The Maryland APSE chapter launched *Lunch with Leaders*, a collaborative outlet for professionals and leaders in the field to share news, experiences, and efforts on a wide variety of topics, which the GWDB continues to participate in.

Advocating for returning citizens by connecting individuals with a criminal record to sustainable employment is a top priority of the GWDB. By connecting returning citizens to immediate and long-term employment, the state of Maryland can reduce recidivism rates and fill much needed labor gaps. The Maryland Department of Public Safety and Correctional Services (DPSCS) partnered with the Maryland Department of Labor and the Maryland Department of Commerce to host a **Re-Entry Employers Symposium** in January

2020. The symposium highlighted the need and resources available for employers who hire individuals with a criminal record. Several GWDB members attended the symposium and board member Martin Schwartz, President of Vehicles for Change, presented information on his re-entry program. Vehicles for Change's Full Circle Auto Repair and Training Center trains returning citizens to become skilled auto mechanics by providing Automotive Service Excellence (ASE) classroom training as well as hands-on training under the supervision of a master mechanic. At the completion of this program, 100% of graduates are immediately hired within the automotive industry.

The GWDB regularly participates in the quarterly **Correctional Education Council (CEC)** meetings by providing input from the perspective of businesses. The CEC is a 14-member council that develops and recommends an educational and workforce training program for each correctional institution in Maryland. The CEC ensures that a quality education, equal educational opportunity, and workforce skills training are available to all inmates.

## Advanced Manufacturing and Skilled Trades

The advanced manufacturing and skilled trades initiative focuses on aligning industry leaders and school representatives to ensure that Maryland students are aware of the opportunities in the manufacturing and skilled trades field, and that Career and Technical Education (CTE) in Maryland meets the training needs of these identified career opportunities. The GWDB collaborates with stakeholders for strategic outreach efforts to educate the future workforce, including students, parents, and young adults, of the excellent career opportunities available within the trade industry, as well as working with the various education and training providers in these areas.

The GWDB has maintained a strong partnership and collaborated on efforts with the **Maryland Center for Construction Education & Innovation (MCCEI)** since its inception in 2009. Through an annual appropriation from the state of Maryland, MCCEI works with the Maryland Department of Labor and the GWDB on advancing and improving the built environment industry labor force.

The GWDB continued to collaborate with the **Maryland Manufacturing Extension Partnership (MD MEP)**, a nonprofit focused on growing and strengthening Maryland manufacturers, and the **Regional Manufacturing Institute (RMI)**, which represents and advocates for the interests of manufacturers across Maryland by providing multiple programs and services.

## Cybersecurity and Information Technology

In Maryland and around the country, the pandemic further highlighted the need to train and fill a growing number of jobs in the cybersecurity and information technology (IT) field. The GWDB has focused its efforts on engaging students as well as incumbent workers as necessary catalysts to fill these openings. The GWDB and stakeholders continued to engage with leaders and experts from businesses across multiple industries, higher education, and

nonprofits to ensure education and instruction align with employer needs in the cybersecurity and IT field.

In accordance with Executive Order 01.01.2017.27, the GWDB developed the **Computer Science Education and Professional Development Findings Report**, which was delivered to the Governor and members of the Maryland General Assembly in mid-2018. The report addressed how Maryland can more fully develop a workforce that meets the current and future demands of Maryland employers, and provide opportunities for all Marylanders to succeed. The GWDB remains committed to supporting and implementing the key recommendations from the report, which include: 1) hosting and promoting computer science public events; 2) recognizing formal and informal pathways to computer science careers; 3) increasing mentorship and coaching opportunities for youth; 4) increasing access to computer science courses; 5) growing computer science participation and interest among women and minorities; 6) developing a tech extension partnership program; 7) creating a Maryland computer science fellowship program; and 8) increasing awareness among parents and students of the U.S. Government security clearance process. The full report can be found at [gwdb.maryland.gov/pub/gwdbcompsci rep.pdf](http://gwdb.maryland.gov/pub/gwdbcompsci rep.pdf).



*Students participating in the Cyber Competition and Workforce Summit*

Since 2019, the GWDB has had a partnership with Loyola Blakefield High School to support their global initiative to utilize student-led training and mentoring to develop cyber programs. The GWDB collaborated with Loyola on their third annual **Cyber Competition** to include a **Workforce Summit** geared towards students, parents, industry partners, and educators. The event, which took place in early March 2020 before the executive order to limit in-person gatherings, consisted of cyber challenges for Maryland students in grades eight through twelve, industry mentors to help train and inspire students, and workforce

development programming to connect industry and businesses to the rising talent pool. The Workforce Summit highlighted a panel of various professionals organized by the GWDB, including two GWDB members - Chris Sachse, CEO, ThinkStack and Larry Letow, Operating Partner, Interprise Partners - and industry partners from the Maryland Center for Construction Education & Innovation (MCCEI), Community College of Baltimore County (CCBC), University of Maryland, Baltimore County Training Centers, and Maryland Department of Labor's apprenticeship program. The panel focused on engaging students on the needs across many industry sectors for a future workforce in cybersecurity. Panelists then held a separate forum with parents and educators to discuss various paths into the cybersecurity field.

The GWDB regularly partners with the **Maryland Center for Computing Education** (MCCE). The MCCE is designed to expand access to high-quality computing education for pre-kindergarten through grade twelve (P-12) by strengthening educators' skills and increasing the number of computer science teachers in elementary and secondary education. The MCCE also serves as a focal point for broader collaborative initiatives to increase the availability and quality of P-12 computing education across the state, including: stakeholder meetings and partnerships; teacher certification efforts; standards and curriculum development; innovative pedagogical research and practices; training and awareness for administrators, students, and parents; and coordinating with related national efforts. The MCCE assists local school systems and other partner organizations to increase student exposure to computing and computational thinking by supporting existing teachers, creating a pool of new computer science teachers, and developing educator resources. During 2020, the MCCE organized and administered the Baltimore City Computing Education Ecosystem Workgroup, which included nonprofits and schools, to collaborate on resources needed for students to participate in remote learning. This included collaboration on providing refurbished computers to students who did not have a laptop at home, technical support, and broadband access to areas with low connectivity.



The GWDB continues its partnership with the SANS Institute to support and spread the word among businesses and educators about the **Girls Go CyberStart** competition. Girls Go CyberStart is an innovative cybersecurity competition designed to inspire more females to get involved as the next generation of cybersecurity professionals through a series of free online challenges and puzzles. Open to students who identify as female in grades nine through twelve, Girls Go CyberStart encourages participants to explore their interests in cyber studies, learn core cybersecurity skills, and build

confidence in problem-solving. The GWDB worked closely with the Maryland Department of Labor, Maryland State Department of Education (MSDE), and the SANS Institute to encourage young women in Maryland to register and participate in this exciting opportunity through social media posts, a press release, newsletters, and direct engagement with school officials. During the 2020 competition, 687 Maryland girls from 41 schools registered for the games, with 401 students qualifying for the next stage. The GWDB worked with the Governor's office to send congratulatory letters to the 54 students who qualified for the National Championship. Maryland's top three teams placed 7th, 34th, and 43rd out of 269 teams nationwide in the National Championship.

The GWDB also participates in the **Baltimore Cyber** advisory board. Baltimore Cyber provides comprehensive training for workforce development and job placement in the IT/cybersecurity industry, targeting incumbent, underemployed and unemployed Maryland residents, particularly those located in the greater Baltimore metropolitan area. Baltimore Cyber also utilizes its unique state of the art cybersecurity range to train Maryland community college students and faculty. This training allows students to experience hyper realistic cybersecurity scenarios, providing exposure to professional techniques utilized by cybersecurity experts. In 2020, Baltimore Cyber trained and placed over 200 participants in full-time IT and cybersecurity positions with Maryland employers. Additionally, Baltimore Cyber focuses its efforts on meeting Governor Hogan's objectives to increase diversity in the cybersecurity workspace in Maryland. Whereas 26% of the U.S. cybersecurity workforce are currently either minority or female with 10% female, Baltimore Cyber's placement rate in 2020 was 78.7% either minority or female with 41.8% female. In 2020, Baltimore Cyber commenced the online delivery of all its training, utilizing a Maryland layoff aversion fund grant. Baltimore Cyber also worked with the Maryland Center for Computing Education (MCCE) to make their network of WiFi hotspots in Baltimore City available to participants who do not have internet access.

## Healthcare and Life Sciences

The healthcare and life sciences industry is one of the largest employer industries in the state. The pandemic brought to the forefront the continued need to train and fill the jobs in this essential industry sector. The GWDB has focused on initiatives that provide both entry-level and incumbent workers with a clear and efficient career pathway to high-demand, high opportunity jobs in the healthcare environment through collaboration with education and community partners.

The GWDB is a member of the **Maryland Regional Direct Services Collaborative** advisory board, which is a network of organizations and individuals working together to build and sustain a well-trained direct services workforce. Despite the challenges imposed by the pandemic, the Collaborative was successful in executing several important workforce efforts geared towards benefiting this critically important part of the state's long-term care workforce. Elevating attention to the pandemic and the workforce, a series of topical and timely webinars were held, highlighting the issues, challenges and solutions as tackled by the direct services workforce over the course of the pandemic. Enhancing career path

development, work was completed on the design of a model apprenticeship program through the Collaborative's leadership with the Community College of Baltimore County (CCBC) and the Baltimore County Public School System. Facilitated by the Maryland Association of Community Colleges, the Collaborative met with Maryland's 16 community college Presidents, who have initiated the development of its proposed "School of Aging Services." Additionally, researching the pandemic's short and long-term impact on the frontline workforce was developed for consideration by the CareFirst Foundation.

## Education

Recognizing the importance of educating the future workforce with the skills that businesses are looking for, the GWDB has a long standing mission to bring employers and educators together to best strategize curriculum, exposure, and training for Maryland students. The GWDB actively engages representatives from the workforce system and Career and Technical Education (CTE) to facilitate the growth and improvement of education programs that meet industry needs. The GWDB works closely with the Maryland State Department of Education (MSDE) and other key stakeholders to ensure ongoing alignment of Maryland's CTE system with in-demand careers.

The GWDB partnered with MSDE's Division of Career and College Readiness to collaborate on the development of their ***Maryland Career and Technical Education Four-Year State Plan***, which was submitted in April 2020. The vision for CTE in Maryland is for each student to have access and opportunity to engage in career programs of study that: align to high-skill, high-wage, or in-demand careers; lead to earning industry-recognized and/or postsecondary credentials that will allow entrance or advancement in a specific career cluster; and provide career-based learning experiences that require the application of academic and technical knowledge and skills in a work setting. The CTE state plan is guided by requirements of the federal Strengthening Career and Technical Education for the 21st Century Act (Perkins V), and informed by the Maryland Workforce Innovation and Opportunity Act (WIOA) State Plan, the Maryland Commission on Innovation and Excellence in Education, and stakeholders representing business, higher education, workforce and economic development, and local school systems. The GWDB regularly solicits input from business representatives and board members to best support the integration of employable skills in CTE programs and work-based learning opportunities that are aligned to CTE programs. The GWDB also participated as a stakeholder to review MSDE's state plan for the Methods of Administration (MOA) program, which aims to ensure that all students have equal access to high-quality CTE.

The GWDB is on the **Maryland CTE Advisory Committee**, organized in collaboration with the **Maryland Business Roundtable for Education (MBRT)** and MSDE. The Committee provides guidance and direction for the statewide system of CTE, and in addition to the GWDB, includes members from the Maryland Department of Labor, Maryland Chamber of Commerce, economic development, local school systems, postsecondary institutions, Maryland Higher Education Commission, Maryland Career and Technical Administrators

Association, and representatives that serve special population students as defined in Perkins V.

As a result of the **Career Preparation Expansion Act**, the Maryland Longitudinal Data System (MLDS) Center and the GWDB are required to produce an annual report on the outcome of Maryland high school graduates five years after graduation, including information on wages earned, hours worked per week, and the industry in which the individuals are employed. The GWDB organized a webinar in March 2020 with MLDS to provide board members and stakeholders an in-depth understanding of the 2019 report and its findings. In December 2020, the GWDB also reviewed and provided feedback for the *2020 Career Preparation Expansion Act* report, which was provided to the Governor and General Assembly. The 2020 report provides a thorough analysis to understand workforce outcomes for students who graduated from a Maryland public high school with a diploma between January and October of 2014. The requirements for the report are straightforward: analyze the wages earned, the hours worked per week, and the industry of employment for high school graduates five years after they graduate. The purpose of the report is also straightforward: it seeks to quantify how the recent graduates are doing during the early stages of their careers. However, these straightforward questions are complicated by the other significant factor in the lives of many recent high school graduates: postsecondary education. The first five years after high school is traditionally the time when high school graduates engage in college; and that is certainly the case with the cohort analyzed for this report. Notably, 77% of the high school graduates had or continue to have some involvement with college during the first five years after high school graduation. The impact of college on workforce outcomes is of critical importance and highlighted throughout the report.

**Junior Achievement** (JA) is a volunteer-delivered, K-12 program that fosters work-readiness, entrepreneurship, financial literacy skills, and uses experiential learning to inspire students nationwide to dream big and reach their potential. The GWDB partners with both JA of Central Maryland and JA of the Eastern Shore on multiple initiatives to engage students in learning more about future workforce opportunities in Maryland. In February 2020, the GWDB attended JA Inspire of the Eastern Shore, a coalition of educators and businesses to provide a hands-on career exploration event with over 3,000 eighth grade students from six Maryland counties in attendance. Students got a chance to interact with educators and local businesses to learn more about a variety of career options through engaging and interactive exhibits. In October 2020, the GWDB participated in JA of Central Maryland's Leading Ladies Virtual Event, securing several female business representatives to virtually attend and interact with students to discuss career paths.



*GWDB staff at Junior Achievement of the Eastern Shore Inspire event in February 2020*

In June 2020, the U.S. Department of Education issued the **Education Stabilization Fund – Reimagine Workforce Preparation Grant**, which was a unique opportunity for the GWDB as grants would be made specifically to State Workforce Boards. The GWDB spearheaded a grant application that included a coordinated collaboration with the Maryland State Department of Education Career and College Readiness, University System of Maryland, and Maryland Department of Labor’s Division of Workforce Development and Adult Learning. The GWDB developed a grant proposal to create a statewide portal for youth and adults that would guide users in determining a computing education pathway and how to transition into a computing career. This comprehensive online portal would include self-assessments, aptitude assessments, virtual training, virtual mentoring, connections to education pathways, certification pathways, and job opportunities. The grant would have enabled the GWDB to create the portal, create a high school computing program of study, and support over 13,000 adults through a training and certification pathway in both technology adjacent and technology developer occupations. Although the GWDB was not awarded the grant, the GWDB remains committed to continuing the collaboration between industry, education, and government to look for opportunities to rapidly increase access to technology education pathways and ultimately strengthen Maryland’s workforce.

The GWDB frequently collaborates with the Maryland Department of Labor’s Division of Workforce Development and Adult Learning (DWDAL) in areas of reviewing education-related grants. GWDB staff worked with DWDAL’s Office of Adult Education on reviewing and scoring several grant applications for potential funding in Adult Basic Education and Language Access from correctional education and from a community college. GWDB staff collaborated with DWDAL’s Office of Workforce Information and Performance (OWIP) on strategic input as to whether to recognize certain training

providers' occupational training programs for inclusion on the state's Eligible Training Provider List (ETPL). The ETPL is an online collection of training programs approved for training assistance through the Workforce Innovation and Opportunity Act (WIOA). The ETPL is important because it permits WIOA training dollars for participants to be used toward training.

## Additional Engagement

In addition to the strategic initiatives in various industry sectors, the GWDB continues to collaborate and enhance business-building partnerships that support various workforce development initiatives across the state and country. The GWDB staff are active participants in numerous committees, workgroups, and boards that develop education and workforce solutions, which are instrumental to ensuring that Maryland's various agencies, groups, and organizations are working together.

The GWDB **Interagency Workforce Committee**, which is composed of state agency partner senior officials, meets quarterly to ensure coordination and communication across all state agencies that have an investment in developing Maryland's workforce. The committee includes a representative from each of the following Maryland agencies: Department of Housing and Community Development; Maryland State Department of Education and the Division of Career and College Readiness; Department of Disabilities; Department of Aging; Maryland Higher Education Commission; Department of Human Services; Department of Labor; Department of Juvenile Services; and Department of Commerce.

The GWDB is an active participant in the **National Governors Association** (NGA) meetings and conferences, discussing best practices, plans, and priorities to position workforce systems for success. The NGA is the voice of the nation's governors in developing innovative solutions to today's most pressing public policy challenges. Representatives from the NGA presented at the September 2020 quarterly board meeting, providing GWDB members and partners with an overview of NGA, COVID-19 resources, and workforce development initiatives across the country.

In addition to collaborating with the **Maryland Longitudinal Data Systems** (MLDS) Center on the *Career Preparation and Expansion Act Report*, GWDB staff also participates in monthly meetings of the research and policy board of MLDS to assess information, research and analysis, and data collection processes and content. These meetings help refine over time the scope of MLDS' efforts.

The GWDB staff also participate in a number of relationship building and information gathering opportunities with the **Maryland Economic Development Association** (MEDA), **Maryland Association of Counties** (MACo), and the **Employment and Training Administration** (ETA) of the U.S. Department of Labor.

# LOCAL WORKFORCE DEVELOPMENT BOARDS

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor’s Workforce Development Board (GWDB) provides guidance and oversees Maryland’s 12 Local Workforce Development Boards (LWDB). The LWDBs build connections between workforce development and economic development by identifying needs and producing an effective workforce strategy specific to their local area. The LWDB membership is representative of all the WIOA mandatory and non-mandatory partners, including business representatives from the high growth industries in their local areas.

Starting in October 2020, the GWDB started to organize quarterly meetings with local workforce development board chairs, vice chairs, and directors. The impetus for starting these discussions was the reality that we needed to do more to address diversity, equity, and inclusion in the workforce. As a coalition of workforce development leaders representing Maryland businesses and residents, we recognized the necessity of having a candid conversation about the best path forward to make Maryland’s workforce as inclusive and equitable as possible, and provide direction to the workforce system on how to achieve this. This meeting subsequently helped guide the conversation for local boards to have at their own meetings. One identified need was for more data to help inform discussion and efforts, particularly on demographic groups impacted. The local chairs and vice chairs have expressed a great appreciation for these meetings and the opportunity to share best practices, so the GWDB will continue to schedule these meetings quarterly in 2021 with a continued focus on diversity and data.

The GWDB also participates in weekly meetings with the Maryland Workforce Association (MWA), which is made up of the 12 LWDB directors. The MWA collaborates with the Maryland Department of Labor and other state workforce partners to foster regional and statewide collaboration and share best practices. The GWDB staff also regularly attends each of the LWDB quarterly meetings.

**Anne Arundel Workforce Development Corporation**

*Workforce Development Board for Anne Arundel County*

Walter Townshend, Chair  
Kirkland “Kirk” J. Murray, President & CEO  
[www.aawdc.org](http://www.aawdc.org)

**Mayor’s Office of Employment Development**

*Workforce Development Board for Baltimore City*

Yariela Kerr-Donovan, Chair  
Jason Perkins-Cohen, Director  
[www.oedworks.com](http://www.oedworks.com)

**Baltimore County Department of Economic and Workforce Development**

*Workforce Development Board for Baltimore County*

Anna-Maria Palmer, Chair  
Mary Manzoni, Chief, Workforce Development  
[www.baltimorecountymd.gov/boards-commissions/workforce-development](http://www.baltimorecountymd.gov/boards-commissions/workforce-development)

**Frederick County Workforce Services**

*Workforce Development Board for Frederick County*

Dwayne Myers, Chair  
Michelle Day, Director  
[www.frederickworks.com](http://www.frederickworks.com)

**Lower Shore Workforce Development Board**

*Workforce Development Board for Somerset, Wicomico and Worcester Counties*  
Tony Nichols, Chair  
Rebecca Webster, Workforce Director  
[www.lswa.org](http://www.lswa.org)

**Mid-Maryland**

*Workforce Development Board for Carroll and Howard Counties*  
Dwight Carr, Chair  
Francine Trout, Director  
[www.mid-marylandwib.org](http://www.mid-marylandwib.org)

**Montgomery County Division of Workforce Development Services**

*Workforce Development Board for Montgomery County*  
Mark Drury, Chair  
Gordon Ellis, Acting Executive Director  
[worksourcemongomery.com](http://worksourcemongomery.com)

**Employ Prince George's**

*Workforce Development Board for Prince George's County*  
Charnetia Young, Chair  
Walter Simmons, President & CEO  
[www.employpg.org](http://www.employpg.org)

**Southern Maryland Workforce Development Network**

*Workforce Development Board for Calvert, Charles and St. Mary's Counties*  
Michelle Nicholson, Chair  
Ruthy Davis, Director  
[www.tccsmd.org](http://www.tccsmd.org)

**Susquehanna Workforce Network**

*Workforce Development Board for Cecil and Harford Counties*  
Mary Ann Bogarty, President  
Bruce England, Executive Director  
[www.swnetwork.org](http://www.swnetwork.org)

**Upper Shore Workforce Development Board**

*Workforce Development Board for Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties*  
George Weeks, Chair  
Dan McDermott, Executive Director  
[www.uswib.org](http://www.uswib.org)

**Western Maryland Consortium**

*Workforce Development Board for Washington, Allegany and Garrett Counties*  
Amos McCoy, Chair  
Debora Gilbert, Executive Director  
[www.westernmarylandconsortium.org](http://www.westernmarylandconsortium.org)

## 2020 OPERATIONS

Description	2020 Appropriation
Salaries and Fringe Benefits	\$490,032.00
Technical and Special Fees	\$0.00
Communications	\$3,326.00
Travel	\$22,718.00
Vehicles	\$1,200.00
Contractual Services	\$33,666.00
Supplies and Materials	\$8,484.00
Equipment - Replacement	\$3,526.00
Fixed Charges	\$33,737.00
<b>Sub-Total</b>	<b>\$596,689.00</b>
<b>Non-Government Grant: MCCEI - Maryland Center for Construction Education and Innovation</b>	\$250,000.00
<b>TOTAL</b>	<b>\$846,689.00</b>

Reimbursable Fund Expenditures	2020 Actual
<b>DHS</b> - Department of Human Services	\$67,840.00
<b>DPSCS</b> - Department of Public Safety and Correctional Services	\$3,955.00
<b>MDoC</b> - Maryland Department of Commerce	\$36,626.00
<b>MDoL</b> - Maryland Department of Labor	\$265,003.00
<b>DWDAL</b> - Division of Workforce Development and Adult Learning	[224,282]
<b>MDoA</b> - Maryland Department of Aging	[2,635]
<b>MDoD</b> - Maryland Department of Disabilities	[19,043]
<b>DJS</b> - Department of Juvenile Services	[19,043]
<b>MDVA</b> - Maryland Department of Veterans Affairs	\$0.00
<b>MHEC</b> - Maryland Higher Education Commission	\$2,703.00
<b>MSDE - DORS</b> - Maryland State Department of Education	\$105,414.00
<b>MSDE - Perkins</b> - Maryland State Department of Education	\$35,861.00
<b>Sub-Total</b>	<b>\$517,402.00</b>
<b>General Fund</b>	\$58,682.00
<b>Non-Government Grant: MCCEI - Maryland Center for Construction Education and Innovation</b>	\$250,000.00
<b>TOTAL</b>	<b>\$826,084.00</b>

## LOOKING AHEAD

The Governor's Workforce Development Board (GWDB) recognizes that 2021 will continue to focus on assisting Maryland's workforce with recovering from the impacts of COVID-19. Across industry sectors, from manufacturing to cybersecurity to healthcare, the GWDB is prioritizing how to meet the growing workforce challenges and changes that this unprecedented time has highlighted.

Due to the GWDB's long standing relationship between Maryland businesses and education, the GWDB is committed to aligning the skills students are being taught with what employers are looking for. During the Maryland General Assembly legislative session of 2020, the *Blueprint for Maryland's Future* was passed; however, the Governor vetoed all legislation that would increase spending, including the Blueprint, due to the economic fallout from the pandemic. The Blueprint is aimed to expand school programs so that all Marylanders have access to a world-class education. Within the bill is a component establishing a Career and Technical Education (CTE) Committee within the GWDB. The purpose of the CTE Committee is to build an integrated, globally competitive framework for providing CTE to Maryland students and the workforce. The GWDB will be monitoring the results of the 2021 legislative session with respect to the Blueprint bill. The GWDB will work with partners across its strategic initiatives in cybersecurity and IT, manufacturing and skilled trades, healthcare and life sciences, and education to create a career preparation system that is attuned to the workforce needs and economic goals of Maryland.

The GWDB supports best practices to integrate industries, education, and workforce training that supports a diverse future workforce where every Marylander has the opportunity to participate and succeed.

### 2021 Meeting Dates

Board meetings are open to the public and are held from 3:30 p.m. to 5:30 p.m. unless otherwise noted. Visit [www.gwdb.maryland.gov/board/bdmeet](http://www.gwdb.maryland.gov/board/bdmeet) for more information.

- March 10, 2021
- June 9, 2021
- September 29, 2021
- December 8, 2021

### Staff

Michael R. DiGiacomo, Executive Director

Kenneth Lemberg, Deputy Director

Molly Mesnard, Director of Workforce Engagement

Darla J. Henson, Executive Administrator



DEPARTMENT OF LABOR

GOVERNOR'S WORKFORCE DEVELOPMENT BOARD

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