



**Maryland**

**GOVERNOR'S WORKFORCE  
DEVELOPMENT BOARD**

Quarterly Board Meeting

September 18, 2024

# Meeting Goals

- Chart the path forward with an approved State Workforce Plan, including vote on Local and Regional Planning Guidance to support local implementation
- Learn about the Maryland Department of Labor's apprenticeship expansion strategy and determine how the Board can help accelerate
- Get member input on new committee initiatives, including sector strategies, asset mapping, and development and implementation of new policy

*Moving New  
Initiatives  
Forward with  
Board Input*

# 2024 Roadmap

New committees hold first meetings, design and launch projects

Ongoing project work

GWDB member final committee sign-ups  
June 2023

Cyber sector project begin  
June 2024

Industry Partnership and Access & Equity committees launch  
August 2024

CTE Committee FY24-27 Implementation Plan complete  
August 2024

Local and Regional Guidance  
September 2024

Systems Governance Workgroup launch  
October-November 2024

Study RFPs designed and issued  
September/October 2024

National Apprenticeship Week (events TBA)  
November 17-23, 2024

We Are Here

Plan approved by Federal partners  
August-October 2024

Sector Accelerator Strategic Action Plan Release - Cybersecurity (w/TEDCO)  
October-November 2024

FY25 Project + New Committee Launch  
June 5, 2024

CTE Committee IRC, Apprenticeship policies and FY25 ERT deployment plans complete  
August 2024

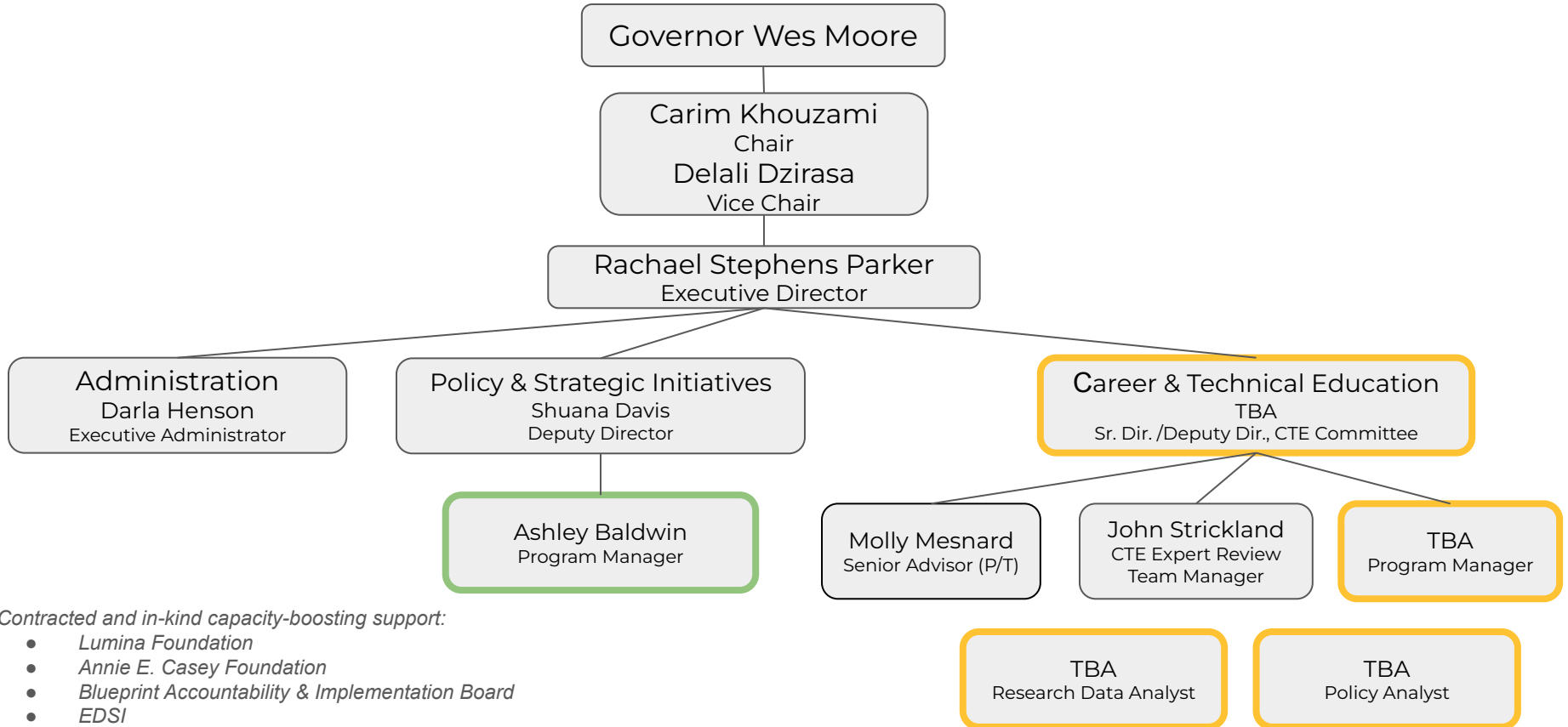
GWDB Quarterly Meeting  
Committee reports on outputs to date  
September 18, 2024

GWDB Quarterly Meeting  
Assessing progress + preparing for 2025  
December 11, 2024

# Executive Director Report

- **Staffing Updates**
- **New Partnership Announcement: Annie E. Casey Foundation**
- **GWDB Functions + 2024 U.S. Department of Labor Monitoring Report**
  - Core functions
  - Staffing implications
- **2024-2028 State Workforce Plan Implementation**
  - Voting Item: Local and Regional Planning Guidance

# Governor's Workforce Development Board FY25 Organization and Staffing Chart



Contracted and in-kind capacity-boosting support:

- Lumina Foundation
- Annie E. Casey Foundation
- Blueprint Accountability & Implementation Board
- EDSI

Effective October 2024

# New Partnership: A Statewide Summit on Youth Employment supported by the Annie E. Casey Foundation

## Overview

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- **Purpose:**
  - Reframing the narrative + Maryland's vision for youth employment and career exploration
  - Share success stories and tangible advice
  - Call to action + resources to take the next step
- **Target audience:** Employers who are primed to begin or deepen their work with youth
- **Your role:**
  - Help us develop the agenda and calls to action
  - Participate on the agenda - tell your story!
  - Invite peers who may be interested
  - Help us finalize a location!

# State Workforce Plan Strategic Pillars

**I. Supercharging key sectors**

**II. Advancing equity and access**

**III. Preparing the future workforce**

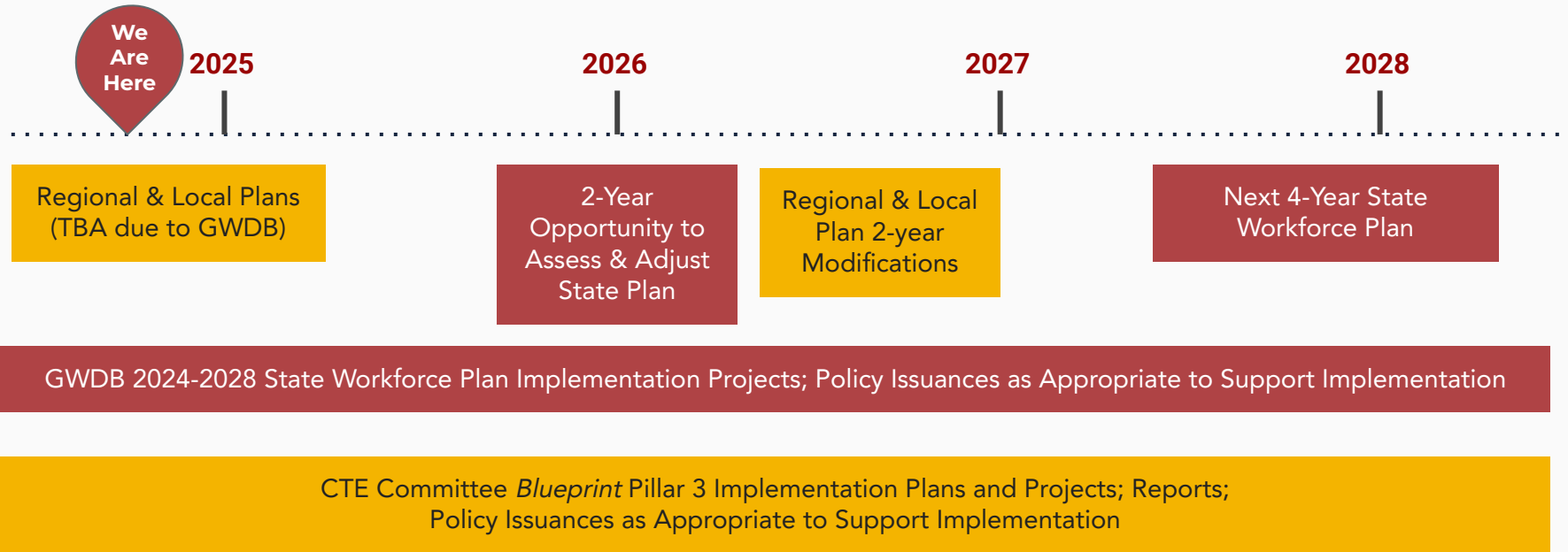
**IV. Improving system alignment and accountability**

# GWDB Core Functions and USDOL Report

- Spring 2024: U.S. Department of Labor conducted a routine monitoring of state and local workforce development programs and boards
- Finding: “The GWDB is not fulfilling all required functions, rather, MDOL is fulfilling many required functions for the GWDB. Examples include, but are not limited to, the development, management, and review of workforce system-wide policies and procedures; review and approval of Local Workforce Development Plans for the Governor; and oversight of the One Stop (American Job Center) Certification process.”
- Board’s purpose and required functions are described in [20 CFR 679.100](#), [20 CFR 679.130](#), and [20 CFR 678.800](#)
- Next Steps:
  - GWDB staff collaborate with MDOL staff to develop a framework of roles and responsibilities, to present to the Board
  - Updated info materials and trainings for Board members as needed
  - Exploring staffing and resource implications

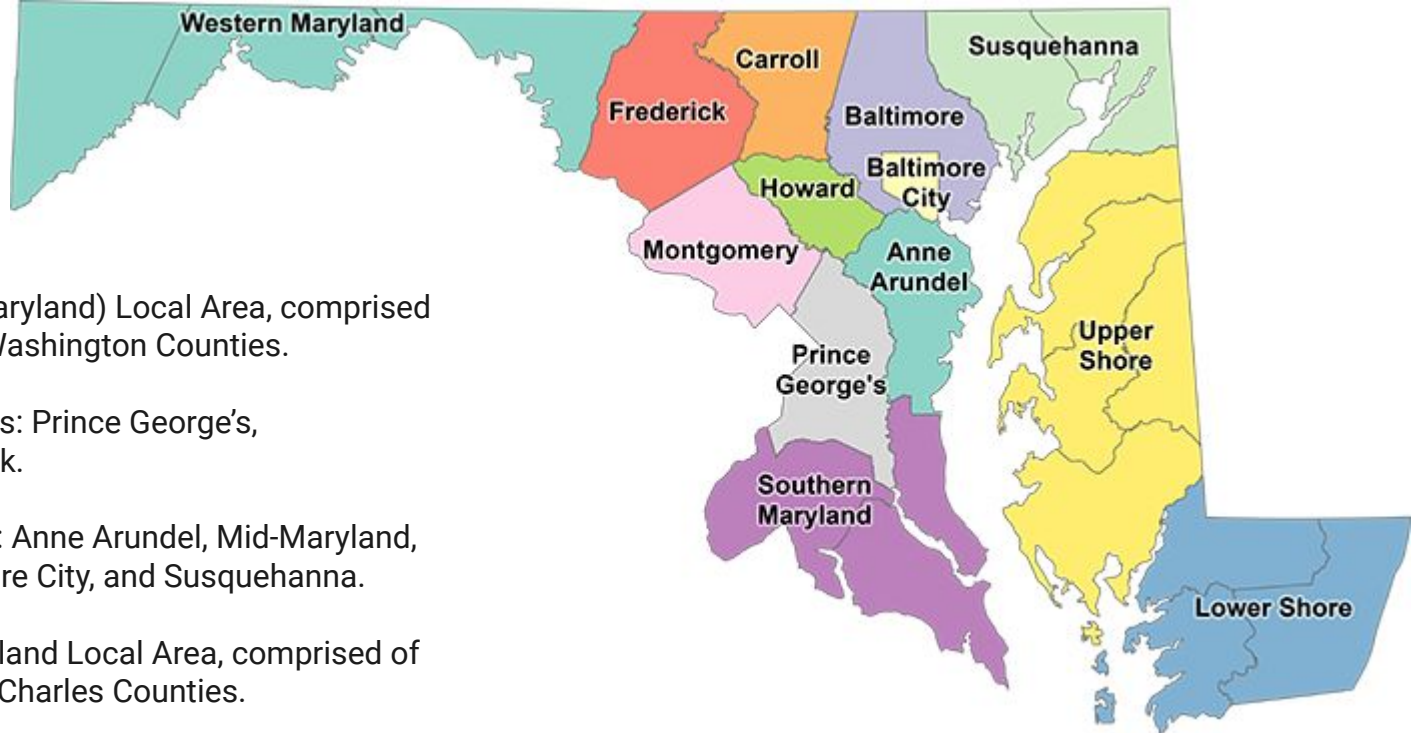


# State Workforce Plan Implementation



# Maryland's 5 Workforce Development Regions and 13 Local Workforce Development Areas

## 13 Local Workforce Development Areas



### 5 Regions:

**Western** - The Western Maryland) Local Area, comprised of Garrett, Allegany, and Washington Counties.

**Capital** - Three Local Areas: Prince George's, Montgomery and Frederick.

**Central** - Five Local Areas: Anne Arundel, Mid-Maryland, Baltimore County, Baltimore City, and Susquehanna.

**Southern** - Southern Maryland Local Area, comprised of Calvert, Saint Mary's, and Charles Counties.

**Eastern Shore** - The Eastern Shore region is comprised of two Local Areas: Upper Shore and Lower Shore.

# (Voting Item) Regional and Local Workforce Plan Guidance

## Timeline

- **September 2024** – Regional and local guidance to be released
- **April 2025** – Draft local and regional plans approved by LWDBs and submitted to GWDB
- **April - May 2025** – GWDB staff convey feedback and provide a revision period
- **June 2025** – GWDB approves final plans at June public meeting

## Purpose

- The purpose of the local and regional plans are to provide a 4-year action plan that develops, aligns, and integrates service delivery strategies in support of the State's vision and strategic goals and is tailored to local needs. This plan directs investments in economic, education, and workforce training programs to ensure individuals—particularly youth and adults with significant barriers to employment—gain the skills needed to compete in the job market, while also ensuring employers have access to a skilled workforce.

# Apprenticeship and the State's Workforce Strategy

## I. Supercharging key sectors

### Strategy 1.2

Expand RA for new occupations in targeted in-demand and emerging sectors.

#### 1.2.A

Increase state's capacity to recruit new employers

#### 1.2.B

Expand education & outreach on apprenticeships

#### 1.2.C

Recruit program training providers

## III. Preparing the future workforce

### Strategy 3.1

Increase participation in RA (particularly School-to-Apprenticeship) and attainment of industry-recognized credentials among high school students

#### 3.1.A

Develop comprehensive CTE framework

#### 3.1.B

Raise standards of industry alignment

#### 3.1.C

Prioritize funding and programs for RA & STA



# Registered Apprenticeships:

*Restoring Maryland's Competitiveness By  
Focusing on Fundamentals*

September 2024

Portia Wu, Secretary  
Chris MacLarion, Director, Apprenticeship and Training

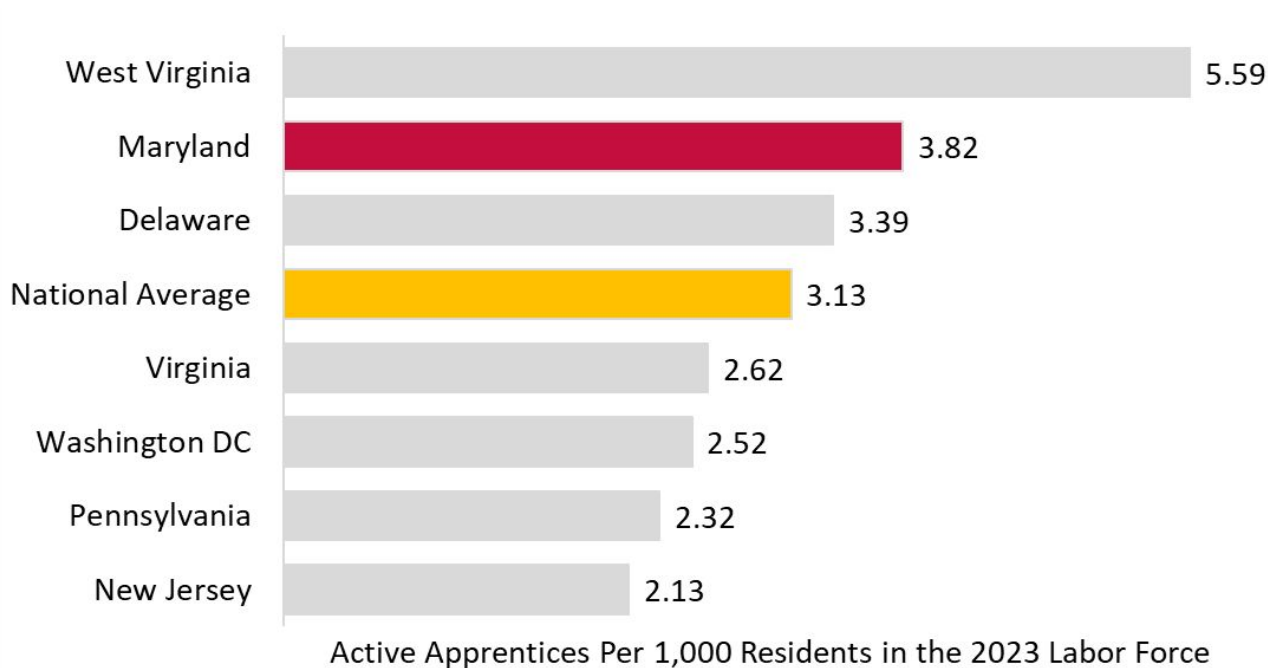
# Recent weakness in Maryland's economic growth is driven by key sectors that need middle skill workers

Pathways to quality career opportunities and economic growth are inextricably linked.

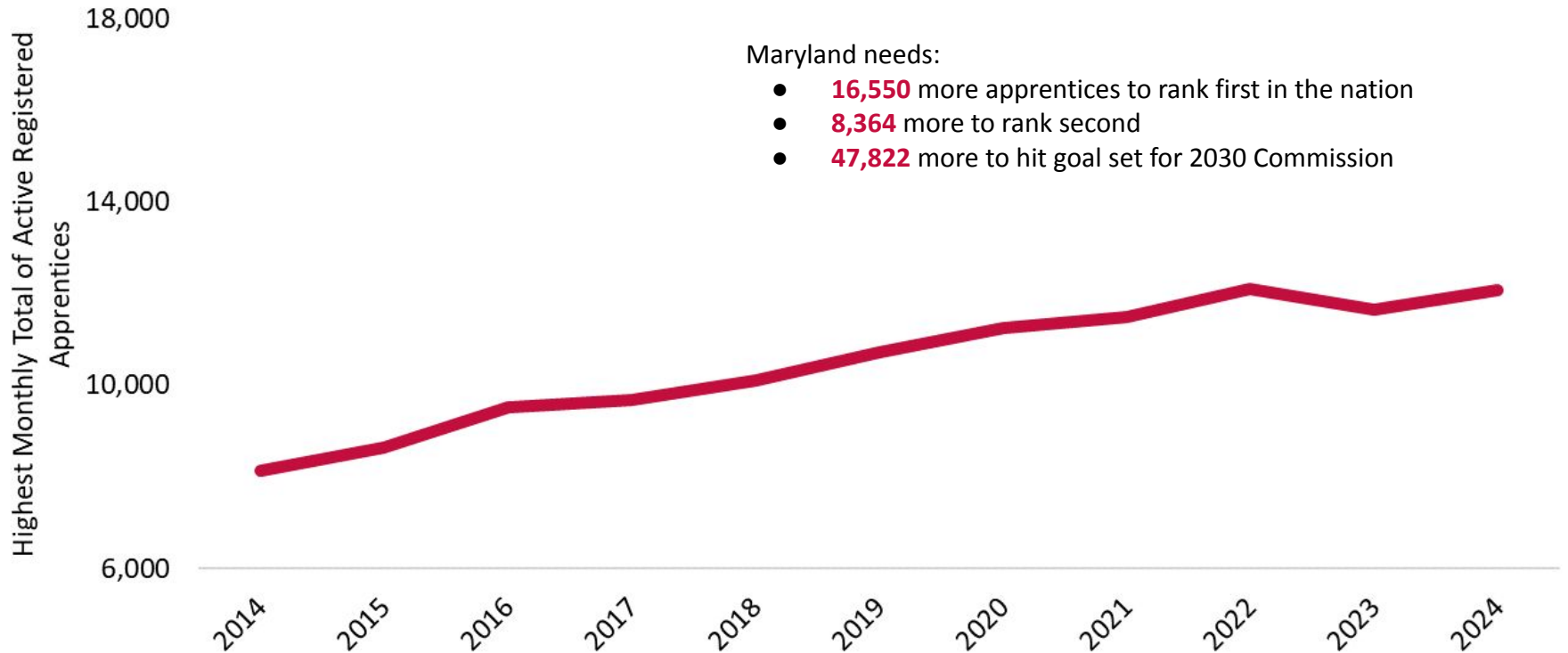
- Over the past five years, Maryland has 100,000 fewer jobs than if the state had matched national growth trends.
  - IT/cyber, healthcare, and building trades** are the sectors underperforming the 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> most
- Vacancy rates, especially in healthcare and IT/cyber, are high suggesting the problem is a lack of skilled workers.
- Workforce training programs and Registered Apprenticeships are key strategies for kickstarting Maryland's economy.

Industry	Maryland Underperformance Relative to National Growth, 2019Q1 - 2024Q1	Job Openings in August 2024
Restaurants and Other Eating Places	-13,231	4,377
Management, Scientific, and Technical Consulting Services	-8,515	5,358
Building Equipment Contractors	-8,232	769
General Medical and Surgical Hospitals	-7,286	18,496
Computer Systems Design and Related Services	-6,304	15,144

# Maryland ranks 17<sup>th</sup> in active apprentices, ahead of most other Mid-Atlantic states and the national average

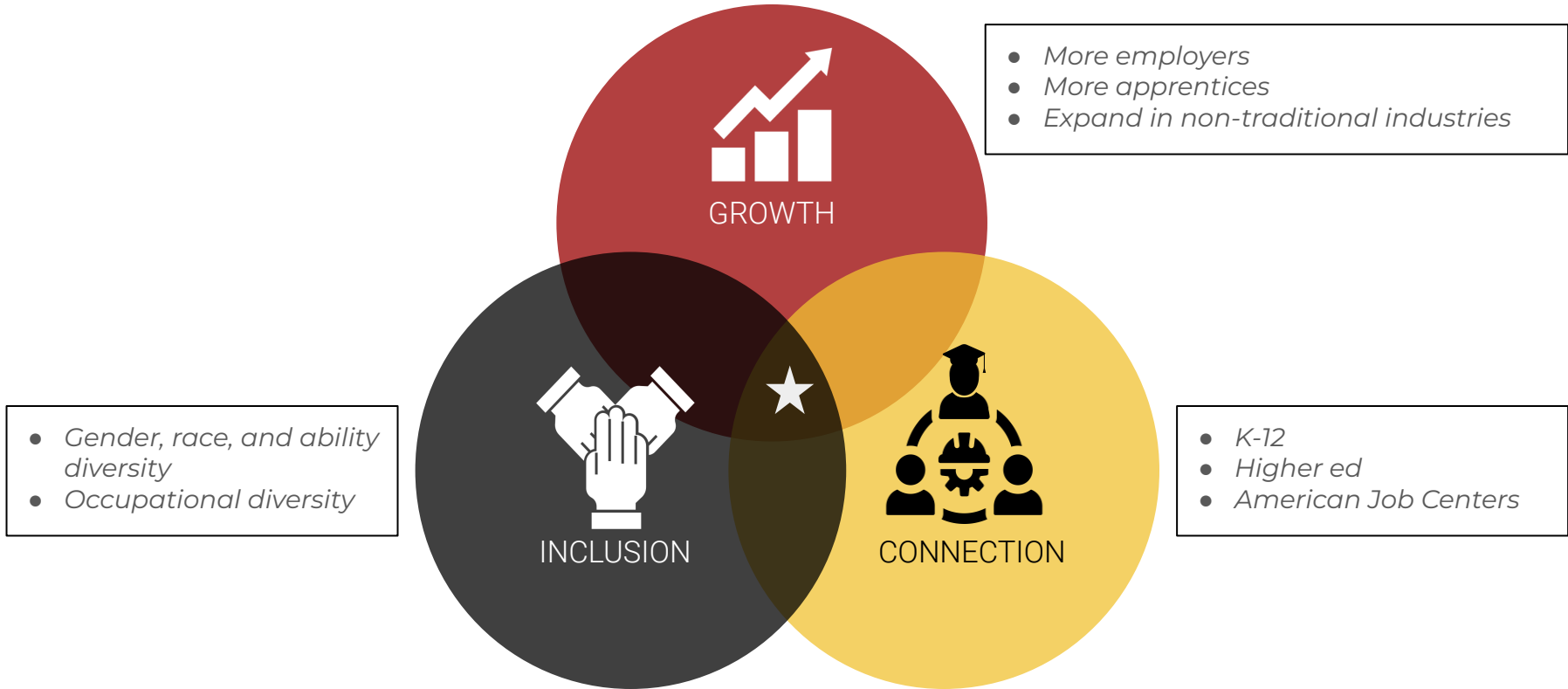


# Maryland has seen steady growth in the number of active apprentices, but needs significant investment to grow at scale





# Core Strategic Approach



# What do we need to accelerate success?

*Maryland will make solid progress in growing Registered Apprenticeship, but the gains will be incremental without significant financial investments and policy shifts occur to support growing and sustaining at scale.*

- 1. Grow the number of participating employers and programs**
- 2. Help employers launch programs more quickly and easily**
- 3. Lead by example at the state level**

# Grow the number of participating employers and programs

## Exponentially expand employer recruitment and “concierge” services

- In FY24, Labor provided nearly **2,000** technical assistance visits to sponsors and employers
- The goal is to double outreach to more than **4,000** in the current year

## Invest in employer incentives - existing incentive funds run out this year

- Employers have received over **\$3 million in incentives (\$2500/apprentice)**, serving nearly **2,000** apprentices
- Other incentive funds are also expiring.
  - Tax credit: \$3,000 per registered apprentice, \$1,000 per youth apprentice
  - Maryland Business Works: 50% reimbursement for related instruction up to a maximum of \$4,500 per apprentice

## Pilot intermediaries to grow RA in high demand, non traditional industries

- Healthcare and Information Technology each account for **less than 2%** of Maryland’s apprentices
- Non-traditional industries often lack group sponsors and intermediaries that can **support employers**
- Pilot programs can provide **startup grants** to build capacity for growth in target industries

# Help employers launch programs more quickly and easily

## Modernize tech and data infrastructure

- Maryland currently operates on a **legacy data system** with limited capacity for upgrades
- The current system **limits** the availability of data for sponsors, employer, partners, and the public
- The current system is not accessible to our sponsors, employers and partners & requires manual entry of all items which can create unnecessary delays

## Revamp state processes or requirements

- Manual processing of documents and requests with the current system requires **thousands of hours** of state staff time annually
- Modernizing the existing system and implementing electronic submission and self-service portals can **eliminate** the need for manual processing, issues, and delays

# Lead by example at the state level

## Additional support for state agency adoption of RA

- Public sector agencies are often the largest employers in Maryland's communities
- Currently only **4 state agencies** sponsor Registered Apprenticeship Programs for their employees
- The Moore-Miller administration has set goals to rebuild state government, and Apprenticeship should be identified as a **preferred tool** for filling vacancies in state service

## Explore support for apprenticeship through state procurement

- Apprenticeship 2030 Commission Interim Report recommendation

# How can the GWDB help?

*GWDB and employers can help drive Apprenticeship uptake for middle skill workforce needs as a key economic growth strategy.*

- How can we encourage more employers to adopt Apprenticeship to meet workforce needs?
- How can the GWDB leverage its mission, positioning, and membership to support this strategy?

# Get started today.

Contact:

Chris MacLarion

410-767-3969

[Christopher.MacLarion@Maryland.gov](mailto:Christopher.MacLarion@Maryland.gov)

# Committee Project Discussions

## State Workforce Plan Strategic Priorities

I. Supercharging key sectors

II. Advancing equity and access

III. Preparing the future workforce

IV. Improving system alignment and accountability



**1** Industry Partnership Committee



**2** Access & Equity Committee



**3** CTE Committee



Systems Governance Workgroup  
(this fall)

## GWDB Committees & Workgroups



# 1 Industry Partnership Committee

## Happening Now

- Launched committee July 2024
- Hosted first meeting September 2024 at the Maryland Chamber of Commerce
- Key Themes From Launch: Leveraging best practices and data-driven strategies to help define the committee's approach toward future projects and initiatives

## Membership

**Chairs:** Alex Austin  
**Co-Chair:** Teaera Strum  
**Lead Staff:** Shuana Davis

**Members:** John Barber, Michelle Bell, Jennifer Bodensiek, Anessa Cheek, Becca Colangelo, Delali Dzirasa, Kevin Heffner, Larry Letow, Roderick King, Kirk Murray, Carmel Roques, Carey Wright

## Upcoming Priorities

- Developing a Job Quality Framework
- Selecting a Model Approach to Sector Strategies - Local and National Best Practices

*Additional detail on next page*

# 1 Sector Accelerator: TEDCO Cyber Maryland Partnership

## Overview

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- **Purpose:** Engage Cybersecurity Sector (per State Workforce Plan Strategic Priority 1 “Supercharging Key Sectors” and top six in-demand priority sectors) to understand how the MD Government can better set the stage to increase employment in cybersecurity
- **Funding:** \$250,000 provided by the Lumina Foundation, paired with Fierce Outcomes consulting team
- **Deliverables:** Industry-informed strategic action plan with policy recommendations, by end of year

## Key Partners

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Lumina™  
FOUNDATION



## Progress to date

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- >50 stakeholder interviews - employers (small-large, public and private); education and training providers
- Two job seeker and student focus groups
- First rough draft discussed with GWDB Executive Committee and IPC members, TEDCO Cyber MD Board members

## 2 Access & Equity Committee

**Happening  
Now**

- Launched Committee September 2024
- Key Themes From Launch: Data Driven Approaches, Actionable Goals and Leveraging Collaboration and Expertise of Committee Members

### *Membership*

**Chair:** Stacey Herman,  
**Co-Chair:** Dr. Roderick King  
**Lead Staff:** Shuana Davis

**Members:** Joanne Benson, Jade Gingerich, Ed Rothstein, Sec. Carmel Roques, Marty Schwartz, Carolyn Scruggs, Perketer Tucker

### *Upcoming Priorities*

- Committed to Collecting and Analyzing Data to Better Understand Workforce Inequities (strategic priority 2.1 - apply an equity lens to Maryland's workforce and expanding services)
- Skills-Based Hiring Study RFP and Launch (strategic priority 2.3 - align job matching process and labor exchange systems to support skills-based hiring)

# 3 CTE Committee

## Happening Now

- Implementing approved Industry-Recognized Credential Policy
- Approved Apprenticeship Policy submitted to the AIB

*Additional detail on next slides*

## Membership

**Chair:** Myra Norton

**Members:** Secretary Anderson, Donald Boyd, Brian Cavey, Matt Holloway, Rob Limpert, Secretary Rai, Michael Thomas, Superintendent Wright, Secretary Wu, Charnetia Young

## Upcoming Priorities

- Finalizing statewide CTE Framework
- Guiding implementation across agencies as Maryland scales apprenticeships and IRCs
- Deploying CTE Expert Review Teams (GWDB members invited to participate!)
- Increasing role in *Blueprint* career coaching program guidance, support, evaluation

# The *Blueprint's* 45% Goal Components

**High school students must complete one of the following by graduation to be counted**

1

**Registered  
Apprenticeship (RA)**

- **Gold standard** for fulfilling the *Blueprint's* 45% goal
- Requires **144+ hours of related instruction** (RI) and **250+ hours of on-the-job training** (OJT) before graduation
- Does not require completion of entire RA during high school



2

**Industry-Recognized  
Credential (IRC)**

- Student must complete an IRC as defined and approved by the GWDB CTE Committee<sup>1</sup>
- Student can also complete as part of a YA (see below)
- Should be pursued when an RA is not available



**Youth  
Apprenticeship  
(YA) + IRC**

- Student must have completed an IRC, per above, as part of their YA (counts toward IRC category of 45%)



**YA only**

- Completion of YA without an IRC may still be a valuable experience for some students and employers, but cannot count toward the *Blueprint* 45% goal<sup>2</sup>



1. To view the GWDB CTE Committee's IRC policy of what IRCs are approved and the definition of what counts as completion of an IRC to date, please visit [www.gwdb.maryland.gov/ctecomm/ctecomm-ircpolicy52224.pdf](http://www.gwdb.maryland.gov/ctecomm/ctecomm-ircpolicy52224.pdf)

2. YA only cannot be included in the 45% goal given statutory definitions and interpretation of the law from the AIB.

# Tools to Expand Apprenticeship

- CTE programs provide the related instruction (RI)
- LEAs award credit toward a high school diploma for on-the-job training (OJT) and RI
- OJT can take place during traditional school hours and during non-school hours
- Perkins funds may be used to support RA
- Age does not impact worker compensation rates
- Hazardous occupation exemptions
- Funding opportunities:
  - [Apprenticeship Grants](#)
  - [Maryland Tax Credit for Eligible Apprentices](#)
  - [Local Workforce Development Boards](#)
- 32 full-time MATP staff available to assist with creating and expanding programs

1. Targeting Resources & Investment

2. Increasing Employer Engagement

3. Removing Barriers to Participation for High School Students

4. Improving Data Tracking & Performance Monitoring

5. Addressing Regulatory Barriers



# CTE Committee | CTE Expert Review Teams

Purpose: Monitor progress on the Blueprint apprenticeship and IRC goals, analyze challenges, elevate best practices, and provide recommendations on policy and program/practice changes to the GWDB CTE Committee and the AIB.

## ✓ Priority Members

- 1-3 CTE Committee Staff
- 1 CTE Teacher
- 1 School Leader (prefer neighboring LEA)
- 1 Employer, trade union representative, and/or apprenticeship sponsor





## ✓ Optional Members

- CTE Committee Member or Designee
- LWDB representative
- Local Community College representative
- Representatives from other agencies





# CTE Committee | FY24-FY25 Work Plan

Item	Timeline	Status	Notes
Define Industry-Recognized Credentials	Oct. '23 – Aug. '24		<ul style="list-style-type: none"> <li>- <a href="#">Policy</a> passed by CTE Committee</li> <li>- Approved by the AIB</li> </ul>
Define High School Level of a Registered Apprenticeship	Nov. '23 – Aug. '24		<ul style="list-style-type: none"> <li>- <a href="#">Policy</a> passed by CTE Committee</li> <li>- With AIB for review and approval</li> </ul>
Develop FY24-27 Implementation Plan	April '24 – Aug. '24		<ul style="list-style-type: none"> <li>- With AIB for review and approval</li> </ul>
Pilot CTE Expert Review Team (ERT) & Develop Deployment Plan	2023-2024 SY		<ul style="list-style-type: none"> <li>- <a href="#">Plan</a> passed by CTE Committee</li> <li>- With AIB for review and approval</li> </ul>
Develop CTE Framework	Jan. '24 – Fall '24		
Set 45% Targets	April '24 – Fall '24		
Full CTE ERT Deployment	2024-2025 SY		
Career Counseling Technical Assistance	Ongoing		

# GWDB 2025 Meeting Dates

GWDB Quarterly Public Meetings (held in-person from 3:00 - 5:00 pm; virtual option available)

- Wednesday, March 26, 2025
- Wednesday, June 11, 2025
- Wednesday, September 10, 2025
- Wednesday, December 10, 2025

# Next Steps

## Staff

- Distributing Local & Regional Plan Guidance; providing support as needed
- Youth employment event planning in partnership with AECF
- Launching Systems Governance work group; developing framework and staffing plan to support GWDB policy and system governance functions
- Disseminate Industry-Recognized Credential policy issuance

## Members

- Engage in youth employment event planning (contact Rachael)
- Save-the-date for National Apprenticeship Week: November 17-23 (staff will share event details as available)
- Sign up to join the CTE Expert Review Team on visits Nov-May (staff will share dates and sign-up information)
- Reach out to engage / connect on Committee projects!