



**ANNUAL REPORT ■ MARYLAND
WORKFORCE INVESTMENT ACT TITLE 1-B
PROGRAM YEAR 2004**

Robert L. Ehrlich, Jr., *Governor*

Michael S. Steele, *Lieutenant Governor*

James D. Fielder, Jr., Ph.D., *Secretary*

John M. Wasilisin, *Deputy Secretary*

Bernard L. Antkowiak, *Assistant Secretary*

**DEPARTMENT OF LABOR, LICENSING AND REGULATION
DIVISION OF WORKFORCE DEVELOPMENT**

WORKFORCE INVESTMENT ACT TITLE 1-B ANNUAL REPORT PROGRAM YEAR 2004

STATE: Maryland

**ELECTRONIC
SUBMISSION
DATE:** September 30, 2005

**AUTHORIZED
OFFICIAL:** Bernard L. Antkowiak, Assistant Secretary
Department of Labor, Licensing and Regulation
Division of Workforce Development

**MISSION
STATEMENT:** The employees of the Department of Labor, Licensing and Regulation (DLLR) are committed to safeguarding and protecting Maryland citizens and supporting the economic stability of the state by providing businesses, the workforce, and the consuming public with high-quality, customer focused regulatory, and employment and training services.

“Maryland's continued economic strength is directly linked to its ability to produce and continuously develop a highly skilled workforce.”

Robert L. Ehrlich, Jr., Governor



MARYLAND'S WORKFORCE DEVELOPMENT SYSTEM

At the most general level, Maryland's economic and workforce development goals are the same: to create a prosperous, competitive and growing economy. Traditionally, economic development policies have focused on the needs of business for infrastructure, financing, fast permitting and favorable taxes, while workforce development policies focused on the needs of unemployed and disadvantaged workers. Growing shortages of skilled workers have targeted the attention of both workforce and economic development managers on improving the skills of the workforce at large in order to prepare today's job seekers for productive careers in the "new economy."

Governor Robert L. Ehrlich, Jr., and Lieutenant Governor Michael S. Steele have set the stage for Maryland to become a national leader in workforce development. Their vision of creating a demand-driven workforce development system that prepares residents for careers and meets the needs of business is driving the work of state and local workforce and economic development agencies. The Governor's belief that a successful public workforce development system is at the heart of any successful economic development policy is changing the way in which public, private, faith-based and community organizations work together to meet the needs of business and the citizens of Maryland.

The Governor's Workforce Investment Board (GWIB) is the chief policy-making body for workforce development, as mandated by the federal Workforce Investment Act. Newly appointed business members, representing 13 targeted industry clusters, are high-level private sector executives, selected because of their industry expertise, business acumen, ability to influence others and to bring resources to the workforce development system. By Executive Order, the Governor has broadened the scope of the GWIB beyond the federal Workforce Investment Act to encompass all aspects of the workforce development system. The board has been charged with identifying inefficiencies within the state's workforce development delivery system, developing improvement strategies and reducing costs. The GWIB Subcabinet, consisting of assistant secretaries from the Departments of Labor, Licensing & Regulation, Education, Business & Economic Development, Higher Education, Rehabilitation Services, Human Resources, Housing and Health & Mental Hygiene, meets monthly to work collaboratively on this effort.

In addition to the state-level workforce investment board, there are 12 local workforce investment boards (LWIB) representing the designated local workforce investment areas in Maryland. The local boards are guided by local private industry leaders to meet the specific needs of the employer community in each area. As an integral part of the community, the local boards are in the best position to identify skill shortages in their areas and to foster partnerships to address them.

Under the leadership of the Governor and its Secretary, the Department of Labor, Licensing and Regulation has created a new division strategically focused on workforce development. The division has been reorganized by function rather than program, creating efficiencies and eliminating duplication. The Office of Apprenticeship and Training has been moved into the division and a new unit, the Office of Labor Market Information and Performance, has been created to focus on these two important components of the workforce investment system. A renewed emphasis has been placed on coordinated planning and policy development. At the

local level, a network of 38 One-Stop Career Centers provides comprehensive services to both job seekers and businesses. In the absence of federal consolidation legislation, the department has instituted a “guidance” model at the local level where Wagner-Peyser funded staff remain state employees, but take daily direction from local WIA directors, ensuring a coordinated and more seamless delivery of service. DLLR has provided training sessions, including Wagner-Peyser 101 for WIA directors, to broaden staff knowledge and skills and encourage communication. An integrated approach to business services has been implemented, encouraging Wagner-Peyser, WIA, Veterans and other workforce professionals to coordinate their efforts and provide improved services to the business customer. The Maryland Institute for Employment and Training Professionals has created professional development courses for multi-program One-Stop teams that support integrated services and cross training. An integrated web-based information and case management system called the Maryland Workforce Exchange supports the workforce development system and is now accessible through the Internet from a job seeker’s home or an employer’s office.

The primary provider of workforce information is DLLR’s Office of Labor Statistics. Creating a demand-driven system requires that reliable workforce information be analyzed by business and government and then used to develop strategies to meet state and local needs. At the local One-Stop Career Center level, it is critical that limited federal job training resources be targeted to industries and occupations with a high demand and the potential for career growth. Education partners are particularly interested in long-range forecasts as they add or modify curricula and provide career guidance to both young and adult learners. Strengthening the partnerships between state and local government, education and training providers, and business is critical to maintaining a coordinated, demand-driven workforce investment system and will continue to be a priority.

FUTURE DIRECTION OF WORKFORCE DEVELOPMENT IN MARYLAND

The State of Maryland is building a workforce investment system that is demand-driven, fully integrated and the system of choice within the employer community. Initial steps have been taken to strengthen the Governor’s Workforce Investment Board, reorganize the Department of Labor, Licensing & Regulation, create efficiencies, eliminate duplication, promote integrated planning and systems, coordinate policy guidance and improve customer service.

The GWIB is responsible for developing policies and strategies that support the workforce investment system and bringing together those partners and stakeholders who will help the system produce a highly skilled workforce. The board has adopted the Industry Cluster-Based Approach to Workforce Development, a nationally recognized demand-driven model for identifying and addressing workforce development issues in targeted industry clusters. Thirteen key industry clusters were identified as priorities in Maryland, encompassing 85% of the total workforce. They include Aerospace, Biotechnology, Business Services, Communications, Building, Education, Finance & Insurance, Healthcare, Hospitality & Tourism, Information Technology, Manufacturing, Retail and Transportation & Warehousing. Industry leaders help drive the five-phase cluster-based process: organizing a steering committee, identifying issues, convening a summit, implementing an action plan and sustaining industry partnerships. Through a grant from the U.S. Department of Labor, the Center for Industry Initiatives was established and significant work has already been accomplished on four clusters, including Healthcare,

Aerospace, Biotechnology and Hospitality & Tourism. Over the next year, work will begin on the remaining nine clusters.

Through the work of the GWIB and its industry sector steering committees, several key issues have been identified as ongoing challenges:

- Keeping pace with changing technology and ensuring that new and incumbent workers have the essential education and skills to meet employer needs,
- Engaging higher education and industry trainers to create non-traditional learning opportunities for both new and incumbent workers,
- Identifying current and future workforce shortages that will be compounded by the exit of baby boomers from the workforce over the next decade,
- Encouraging young people to explore career opportunities in high-growth, high-demand industries and occupations,
- Helping special populations such as ex-offenders, persons with disabilities, senior citizens, long-term public assistance recipients and at-risk youth to enter the workforce,
- Attracting transitioning military personnel and their spouses to employment opportunities in Maryland, and
- Working to resolve immigration issues, such as the H-2B visa program and the impact this law has on vital Maryland industries such as agriculture, seafood processing and hospitality and tourism.

The workforce issues and proposed solutions that come out of GWIB's cluster-based initiative will be business-driven, but will require the involvement of every workforce investment partner at both the state and local level to be fully resolved.

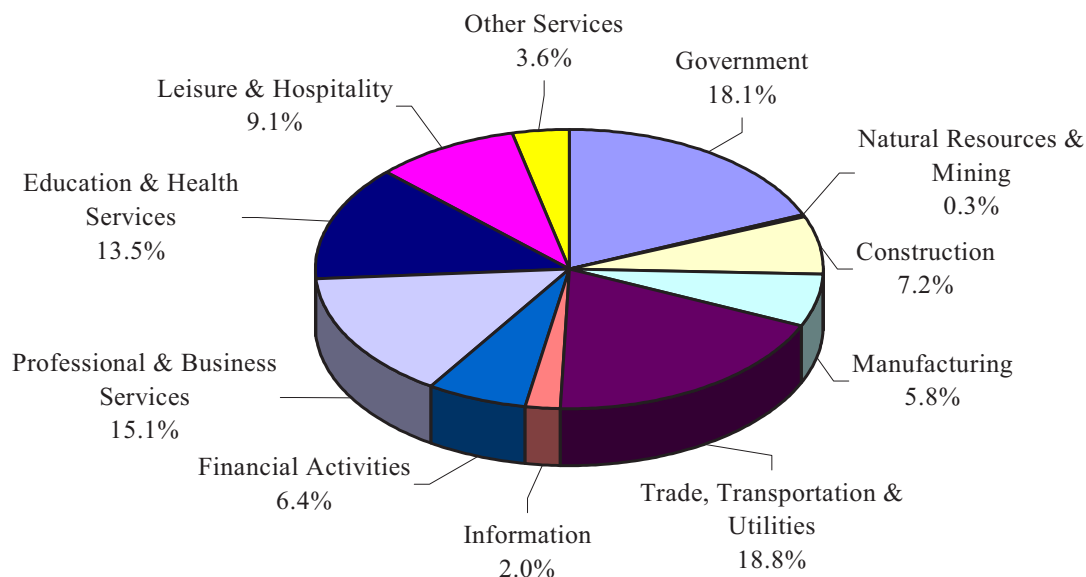
LABOR MARKET AND ECONOMIC OUTLOOK

Maryland's economy, much like that of the nation, is predominantly service-based, supported by a framework of industries whose activities are centered on providing the services required to accommodate a growing residential/business population. The shift towards a service economy, one that has been altering the face of the marketplace for the last few decades, has in fact become even more pronounced since the cyclical downturn of 2001. Job reductions resulting from this downturn, as well as continuing technological advances that have diminished the need for a labor-intensive workplace, have taken a further toll on manufacturing payrolls. While reductions in manufacturing were moderated somewhat by continued advances in construction, another goods producer, construction's job gains were unable to tip the balance of Maryland's economic scales. Thus, the service providing industries established an even stronger foothold in Maryland's industrial base.

In 2004, Maryland's job base included an estimated 2,461,074 jobs spread across nearly 156,350 business sites. Small businesses, those employing fewer than 20 workers, represented an overwhelming majority of statewide firms, accounting for just over 87% of Maryland's employer base. About 7 out of every 10 jobs in Maryland's economy are in service-providing industries, a diverse group represented by trade, transportation, utilities, information, finance, professional and business services, education and health services and leisure and hospitality industries. All of the employment expansion over the past few years can be tied to job gains posted among service providers. Within the service economy, the super sectors of trade, transportation and utilities,

professional and business services and education and health services, when combined, provide more than 1.1 million jobs to the statewide market.

Maryland Industrial Composition - 2004



Although the 2001 downturn was milder than some of the previously experienced cyclical slowdowns, a number of other factors such as security issues surrounding air travel, the Iraq conflict and subsequent peacekeeping efforts, and sharply rising fuel prices clouded the economic picture. While the Federal Reserve tried to jump start the recovery with its monetary policies, overall performance in the economy remained generally muted through 2003, lacking the support needed from both consumers and businesses to build a sustainable momentum. Job growth, while continuing, moved at a slower pace, with contributions being made by just a few industries. Businesses were welcoming renewed consumer spending, but they were remaining cautious in rebuilding their inventories and restoring their workforces. The recovery that was taking place was a “jobless recovery.”

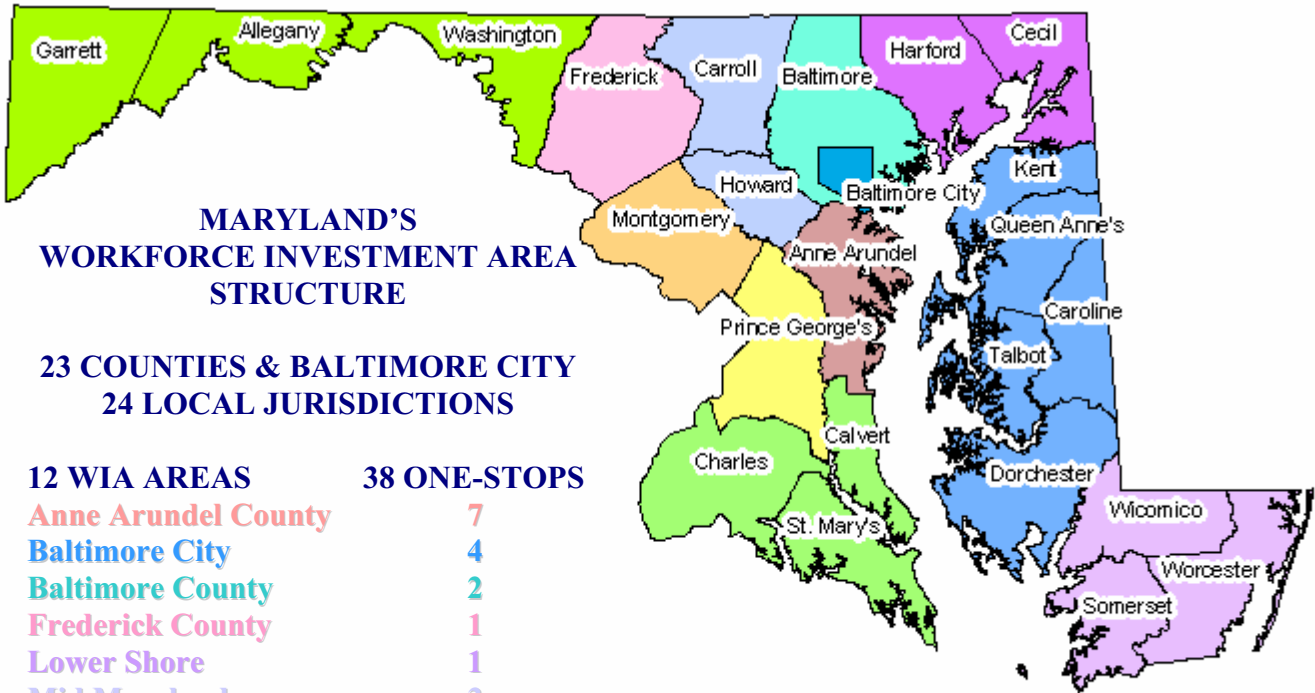
As 2004 unfolded, momentum began to build; some industries, however, continued below pre-recession levels. What can we expect to see in the short-term? For some industries, particularly select manufacturing industries where advanced technologies have reduced manpower needs, losses may never be regained. For others, particularly those in trade and transportation industries, the short-term forecast will be a period of recouping jobs lost during the downturn. Recouping these losses will increase short-term demand in marketing/management positions, in sales-related occupations and among truck drivers, industrial truck operators and material handlers. For those industries where expansion continued during the downturn, but at a slower pace, such as construction, professional and business services, education and health, and leisure and hospitality, expansion rates should begin to escalate. Construction trades workers such as carpenters, plumbers, electricians, unskilled laborers, management analysts, computer systems managers, analysts and programmers, operations specialties managers, registered nurses, medical assistants, nursing aides, food service managers/supervisors, food preparation workers and

housekeeping workers will be among the occupations benefiting from short-term forecasts for these industries.

In Maryland, the goal is to maximize both workforce and business capacity. In working toward this goal, the Department of Labor, Licensing and Regulation has adopted the prevailing philosophy that “workforce development is economic development.”

The labor issues facing Maryland, as well as the nation, involve the interplay of multiple factors such as changing demographics, technology, business practices and public policies. Ongoing structural and recent cyclical changes in the economy have created a leaner working environment. As the economy has become more information-driven, the concerns of the business community for a highly-skilled workforce have become even greater. At the same time, growth in lower-skilled service economy jobs, those jobs fundamental to meeting basic consumer demand, will continue, creating a completely different set of problems concerning the need to address basic skill set development. These concerns make it imperative for the employment and training community to develop approaches that will balance the needs of business and make it possible for career planners to focus on the training, education and skill set development needs of new and incumbent workers. Training success will help to ensure that Maryland businesses will expand and be able to effectively compete in national and global markets and prospective employers will have the needed incentives to choose Maryland as the place to do business.

MARYLAND'S LABOR MARKET VIEW



MARYLAND'S WORKFORCE INVESTMENT AREA STRUCTURE

23 COUNTIES & BALTIMORE CITY
24 LOCAL JURISDICTIONS

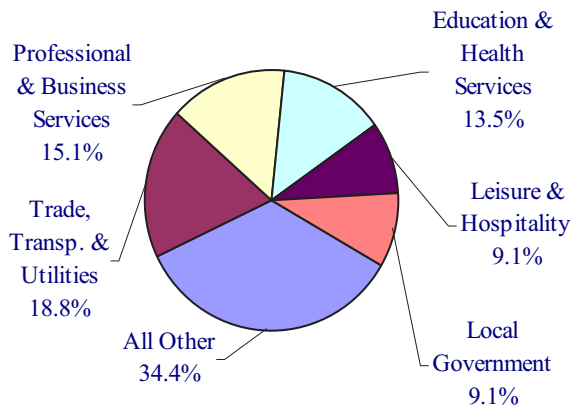
12 WIA AREAS	38 ONE-STOPS
Anne Arundel County	7
Baltimore City	4
Baltimore County	2
Frederick County	1
Lower Shore	1
Mid Maryland	3
Montgomery County	2
Prince George's County	4
Southern Maryland	3
Susquehanna Region	3
Upper Shore	5
Western Maryland	3

Quick Facts

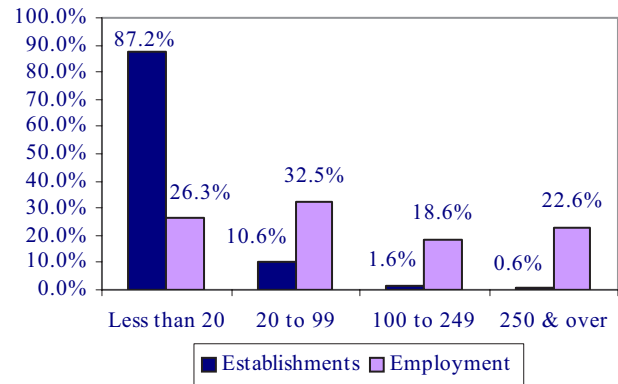
• Population (2004)	5,558,058
• Civilian Labor Force (2004)	2,882,638
Employment	2,761,015
Unemployment	121,623
Unemployment Rate	4.2%
• Industry Employment (2004)	2,461,074
• Business Establishments (2004)	156,345
• Average Weekly Wage by Industry (2004)	\$818
• Total Projected Job Openings Through 2012	1,068,525

MARYLAND'S LABOR MARKET VIEW

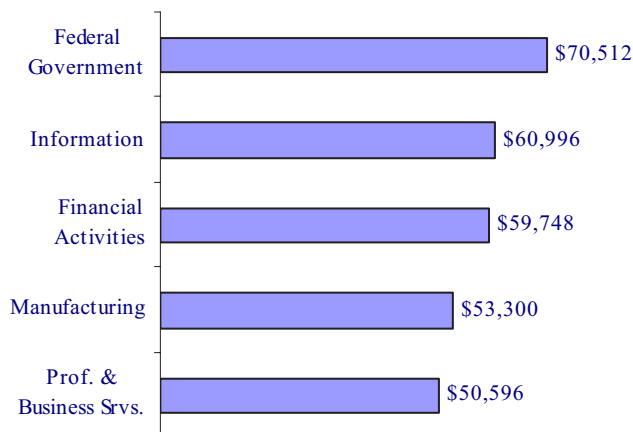
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

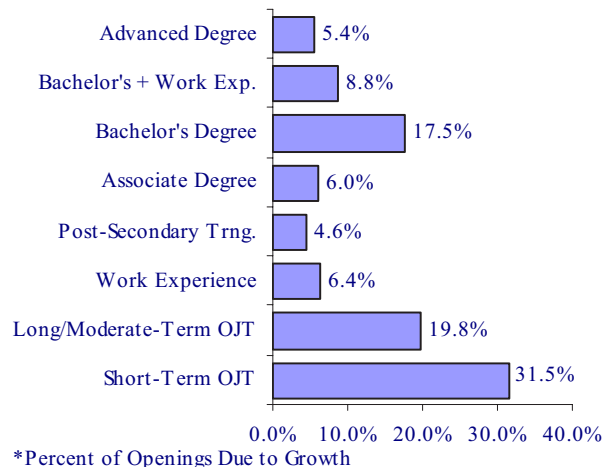
Professional & Technical Services	5,799
Specialty Trade Contractors	4,840
Administrative & Support Services	4,581
Food Services & Drinking Places	3,361
Construction of Buildings	2,114
Ambulatory Health Care Services	2,051
Educational Services	1,824
Hospitals	1,623
General Merchandise Stores	1,348
Building Material & Garden Supply Stores	1,182
Nursing & Residential Care Facilities	989

**Top Performing Occupations
2002-2012**

Occupation	Total Openings*
Cashiers	39,985
Retail Salespersons	37,905
Combined Food Prep & Srvg. Wrkrs., inc. Fast Food	27,095
Waiters & Waitresses	26,505
General Managers	26,465
Registered Nurses	20,980
Janitors & Cleaners, Exc. Maids & Housekeeping	19,130
Office Clerks, General	18,605
Laborers & Freight, Stock & Material Movers, Hand	14,565
Receptionists & Information Clerks	12,990

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



STATEWIDE HIGHLIGHTS AND SUCCESSES

MARYLAND BUSINESS WORKS

In his March 2, 2005, visit to Maryland, President Bush praised the leadership the State has shown in implementing his job training proposals. Noteworthy among his praise was Maryland Business Works (MBW), an incumbent worker training program the Maryland Department of Labor, Licensing and Regulation initiated in PY 2003. Using federal WIA performance incentive funds, DLLR has awarded nearly \$2 million in grants in the first two years of the program.

This initiative supports existing Maryland businesses in the retention and growth of their workforce. Funds are primarily targeted for training projects with small businesses (50 employees or less) and the healthcare industry. Local workforce investment areas can determine additional priority industries, an advantage noted at a recent GWIB meeting where leaders of the local WIBs praised MBW because it is such a flexible tool. This program offers small businesses the opportunity to provide skills training, literacy instruction and English as a Second Language (ESL) courses to their employees, with 50% of the cost absorbed by state incentive dollars. The application and approval process has been streamlined to make access easily available to small businesses.

During Program Year 2004, MBW supported 214 projects, serving 2,347 workers. These projects accounted for 575 job promotions and 298 newly created positions at an average cost of \$636 per trainee. As a result, many Maryland employers are more productive, profitable and competitive. MBW has also provided employment retention, career growth and increased wages for workers through training in transferable skills or industry-recognized certification or credential programs. Maryland's continued economic strength is directly linked to its ability to produce and continuously develop a highly skilled workforce with programs such as Maryland Business Works.



Maryland Business Works Achieves 1,000 Employees Trained on Upper Shore

The Upper Shore Workforce Investment Board and local businesses in the five counties that include Caroline, Dorchester, Queen Anne's, Caroline and Kent have reached a benchmark of 1,000 employees trained. This milestone was reached through a partnership with 200 Upper Shore businesses, the economic development officials in each county and the Maryland Department of Labor, Licensing and Regulation. The Maryland Business Works program is designed to help employers train their current workforce to upgrade, retool and learn new skills, helping businesses remain competitive in the local economy. The Upper Shore Workforce Investment Board and the Maryland Department of Labor, Licensing and Regulation provided \$ 178,000 to local area businesses. The total value of the program, when the employer dollar-for-dollar match is included, is \$ 356,000 for the period between July 1, 2004 and June 30, 2005. Most of the businesses are small companies with limited budgets for professional development and upgrade training. "It's a perfect fit for encouraging existing employees to stay, and helping smaller organizations gain the technologies and skills they need to remain competitive", Hoyt Heinmuller, President of the USWIB, says of the program.

MARYLAND WORKFORCE EXCHANGE

The Maryland Workforce Exchange (www.mwejobs.com) is Maryland's comprehensive, web-based information and case management system. This state-of-the-art system was launched in March 2004 and is now available to the public from any computer with Internet access, both in local One-Stop Centers and from home or office. Never before have employers or job seekers been able to access the state's workforce development system 24 hours a day, seven days a week. The new "Exchange" system has become a powerful workforce development tool. It supports the integration of workforce development programs and offers One-Stop professionals valuable case management and tracking capabilities. Innovative system features include:

- The comprehensive case management system tracks job seekers' enrollment, multiple program registrations, services, training, education, résumés, job preferences, job referral history, employment placement history, employment outcomes, workforce activity events and informal and formal assessments.
- Employers who enroll in the Exchange can post job orders, sign up for workforce events, match job seekers to their job orders, perform labor market research and create a web page advertising their company information and benefits directly on the site.
- Job seekers who enroll in the system can create multiple résumés, search for jobs by industry or occupation, perform an automatic job match, apply for jobs, manage job referrals, sign up for workforce events, research careers and research employers and training.
- The Maryland State Approved Training Provider List is maintained on the Exchange. Staff members and job seekers are able to access this list to review program performance information, including completion and placement rates.
- Required federal and internal management reports are generated to improve service delivery and accountability. Case management reports provide a mechanism for case managers to stay "on-top" of their caseloads so that customers receive the appropriate services when they need them. The system provides real time on-line management reports accessible by One-Stop staff and data from the Exchange is used to prepare federal WIA performance reports.

The screenshot shows the homepage of the Maryland Workforce Exchange. At the top, there is a navigation bar with icons for Job Seeker Services, Employer Services, Provider Services, Events Calendar, and Labor Market Information. Below this is a secondary navigation bar with links for Welcome, About Us, Site Map, and Feedback, along with a Text Only option. The main content area features the Maryland Workforce Exchange logo and the tagline "Where Business and People Connect". A list of services is provided, including Discover Our Services, Why Should I Enroll?, Find A Job, Post Your Resume, Find Qualified Workers, Find Training, and Research the Local Job Market. There are three main sections for user interaction: "Enroll in Workforce Exchange Today!" with a dropdown menu for "I am a"; "Forgot your UserID/ Password !!" with a dropdown menu for "I am a"; and "Already enrolled in MWE !!" with input fields for "User ID:" and "Password:" and a "Login" button. At the bottom, there are links for Privacy Statement, Terms Of Use, and Submit Questions, along with a "Service Locations" link and a "Login" icon.

DISABILITY NAVIGATOR PROGRAM

During Program Year 2004, Maryland received federal funding for twelve “Disability Navigators” - one in each of the state’s local workforce investment areas. Through this initiative, the Department of Labor, Licensing and Regulation worked closely with the Maryland Department of Disabilities, the U.S. Department of Labor, and the Social Security Administration to help job seekers with disabilities access the employment and training services available in Maryland’s One-Stop Career Centers.

The role of the Disability Navigator includes: facilitating universal access to the One-Stop system; conducting outreach to disability service providers; developing links with One-Stop business services staff to increase the recruitment, hiring and accommodation of persons with disabilities; and working directly with customers to access available programs and ensure the provision of necessary benefits, services and supports.

This year navigators completed reviews of every One-Stop Center and shared the results with managers from DLLR and the Department of Disabilities. Many of the issues or problems identified through the review process have already been corrected. DLLR identified \$50,000 in WIA incentive dollars for the purchase of assistive technologies in each of the local workforce investment areas. Requested items include computer hardware, special accessories, scanners and special software such as JAWS, ZoomTest Xtra and Kurzweil.

The Maryland Department of Disabilities has convened an “Employment Services Transformation Task Force” to facilitate and support disability employment systems change in Maryland. This is part of a comprehensive plan to organize all services in Maryland that affect persons with disabilities. DLLR’s Manager of One-Stop Services and the lead Disability Navigator are members of this task force and they will assist the department in refining strategies to meet the needs of this population.

RAPID RESPONSE AND NATIONAL EMERGENCY GRANT ACTIVITIES

The State of Maryland’s Dislocation Services Unit (DSU) coordinates rapid response activities and works closely as a team with all twelve workforce investment areas and their designated professionals in an effort to assist companies faced with closure or mass layoffs. In addition to the state DSU Representative, Unemployment Insurance and One-Stop staff present program services to affected workers through a series of informational sessions. Applying for TAA or NEG funds and placing Rapid Response funds in place play a major role in providing the necessary financial resources for major dislocation events. The DSU works with the employer and local transition team to establish on-site assistance services, unemployment insurance seminars and other group benefit seminars. These types of services are typical of those provided to Maryland firms experiencing dislocations. During PY 2004, Maryland received 46 WARN Notifications and provided assistance in 55 WARN and non-WARN dislocation events. The sighted dislocations impacted 7803 workers. Some of the major events of the past program year include 403 employees of PNC Bank, 290 Fleetwood Travel Trailer workers, 215 Peake Plastics employees, 415 GST AutoLeather workers and 400 Giant Food employees.

During PY 2004, Maryland secured NEG Dual Enrollment funds of \$378,000 to assist with providing transition services to Trade Impacted Workers and Supplemental Trade Adjustment Assistance Funds of \$284,000. These trade impacted worker funds have been provided to the Business and Workforce Development Corporation of Anne Arundel to assist the Nevemar impacted workers and to the Western Maryland Consortium to assist GST AutoLeather, Maryland Ribbon and MeadeWestvaco dislocated employees.

The State's Health Coverage Tax Credit (HCTC) National Emergency Grant (NEG) GAP-Filler Program, known as MDHCTC, continues to serve Trade Impacted Workers and Pension Benefit Guarantee Corporation (PBGC) Recipients. The program provides coverage for up to 65% of the actual monthly medical health insurance premium through payments to the insurance provider. Efforts have been made to publicize the MDHCTC Program through mass mailings, print media and rapid response events, but the uptake of the program has been slow. As of June 30, 2005, total applicants have numbered 204 with 115 receiving health coverage payments through MDHCTC. Other media venues are being explored to expand public exposure to this valuable healthcare insurance assistance. The state is also looking to expand the program regionally with the assistance of the U.S. Department of Labor.

In June 2005, Maryland applied for Workforce Investment Act NEG Base Realignment and Closure Planning (BRAC) Funds. The state was one of 39 to be approved for funding and the only one approved for dealing with downsized and expansion base realignment. DLLR requested and received \$1,237,500 in BRAC Planning Funds. These funds are earmarked to assist with community planning for the realignment of employment levels based on Department of Defense reorganization decisions at Fort Meade, Aberdeen Proving Ground, National Geospatial Center and the Bethesda Naval Hospital. The funds will be available through December 31, 2005. In addition to DLLR, the planning effort will involve the Department of Business and Economic Development, the three local workforce investment boards, local economic development, base personnel and other local and state agencies.

GWIB CENTER FOR INDUSTRY INITIATIVES

As a result of the success of Maryland's healthcare industry initiative, the U.S. Department of Labor, Employment and Training Administration recognized the demand-driven, industry-led approach as a model to be applied to other industries in Maryland and awarded GWIB \$1 million to establish the Center for Industry Initiatives. The center and its staff are responsible for guiding and monitoring initiatives for industries vital to the state's economy.

An industry leaders' executive summary process guide, *Building Your Industry's Workforce: A Cluster-Based Approach to Workforce Development*, was published to help industry leaders understand the basic philosophy and strategies involved in an industry initiative. A complementary and more comprehensive guide will also be published. This "cookbook" presents the ingredients of an industry-led, demand-driven initiative including specific tasks, activity, support documents and details that are necessary for a successful initiative process. The guide will be beneficial for industry leaders, and particularly steering committee chairs, who are directly engaged in their industry's initiative process.

The center will ultimately address thirteen targeted industries which were identified by a body of representatives from business, government and education. Among other important variables, three criteria for selecting these industries were high growth potential, workforce population

numbers and the industry's value to Maryland's economic development and stability. The targeted industries are:

Aerospace*	Healthcare*
Biotechnology*	Hospitality & Tourism*
Building	Information Technology
Business Services	Manufacturing
Communications	Retail
Education	Transportation & Warehousing
Finance & Insurance	

The asterisks (*) above indicate those industries that are actively engaged in the demand-driven, industry-led initiative process.

The five phase industry initiative process is:

Phase One: Getting Organized and Identifying Industry Leaders
Phase Two: Identifying the Issues/Creating an Action Plan
Phase Three: Convening a Summit
Phase Four: Implementing the Action Plan for the industry
Phase Five: Sustaining the Partnerships

TEACH FOR THE HEALTH OF IT

Maryland received \$1.5 million in federal funding to support an initiative called "Teach for the Health of It." The initiative's primary focus is to increase the number of faculty in nursing programs, and as a result, to increase the number of individuals trained as nurses. The development of this initiative was a direct outgrowth of the work of the Healthcare Steering Committee and its identification of workforce demands and the limited number of nursing graduates produced by Maryland's higher education institutions.

The initiative is structured in three tiers:

Tier One commits \$400,000 to assist Masters' prepared registered nurses with obtaining the credentials necessary to become nursing program faculty. Through partnerships with healthcare providers and educational institutions, up to \$10,000 in scholarship assistance is available to each nurse who participates. Healthcare providers retain the nurse on payroll and educational institutions reimburse the employer for the wages normally paid to a nursing instructor. To date, 11 of the 12 proposals submitted have been awarded, resulting in 59 teaching positions, with the majority of participants progressing from BSN to MSN.

Tier Two is called Succession Planning and commits another \$400,000 to assist students enrolled in nursing education programs to backfill the vacancies created by the involvement of healthcare employers in Component One. Students may be employees of the sponsoring institution or an individual recruited specifically for the program. They may be enrolled in registered nursing programs, BSN completion, graduate studies or certificate programs that prepare nurses for educational roles. To date, 10 of 11 proposals submitted have been funded, resulting in 140 individuals progressing from RN to BSN.

Tier Three commits the remaining \$700,000 to businesses for training incumbent workers for occupations that address documented workforce shortages in the healthcare industry. The incumbent worker component allows existing workers to gain skills in various healthcare professions, leading to career growth and increased wages. Phase Three funds may be used for up to 50% of the training costs, requiring a match from the participating employer. Component One and Two employers are given priority for funding in Component Three. To date, 14 proposals have been approved for 11 different employers. The proposals include training for more than 140 individuals from six local workforce investment areas covering topics such as School at Work, Certified Nursing Assistant, Geriatric Nursing Assistant, Certified Medical Assistant, Patient Care Technician, LPN Licensure Preparation, RN Graduate University, Medical Surgical Nurse Internships, Critical Care Internships, and Peer Mentoring for Geriatric Nursing Assistants.

2004 GOVERNOR'S WORKFORCE CONFERENCE

In November, more than 360 people attended the first annual Governor's Workforce Conference: *Business-Driven Solutions for Today and Tomorrow* at The Johns Hopkins University Applied Physics Laboratory. The statewide invitational conference was designed to bring together leading CEOs, high-level business executives, human resource managers and top state and local workforce, economic development and education leaders. Sixty-five percent of the attendees were from private sector businesses.

The agenda was designed to provide an open discussion between private sector business leaders and state officials on the needs of Maryland businesses in recruiting, retaining and retraining their workforce. Emily Stover DeRocco, Assistant Secretary, U.S. DOL, Employment and Training Administration, discussed the status of President Bush's High-Growth Training Initiative. Attendees participated in a variety of sessions, including a presentation regarding Maryland's workforce trends, current demographics and the implications for the state presented by Ms. Julia Lane, Senior Fellow of the U.S. Census Bureau. The morning schedule included two panels, which discussed ways in which business, education and government could work together to address workforce development challenges.

Lieutenant Governor Michael S. Steele was the luncheon keynote speaker. Afternoon breakout sessions covered the GWIB's newly created Center for Industry Initiatives and recruitment and training assistance resources available at the local level.

SPECIAL INITIATIVES FOR VETERANS

PROVET HEALTHCARE PROGRAM

Maryland has seven military installations, including Bethesda Naval Hospital, within its borders and Walter Reed Army Hospital in nearby Washington, D.C. There are many separating military personnel in these installations with experience and training in medical occupations where the supply of jobs exceeds the number of experienced workers in Maryland.

The **ProVET** initiative began in January 2005. **ProVET** stands for **P**romoting **R**eemployment **O**pportunities for **V**ETerans and their spouses with occupational skills in the healthcare field. The program's goal is to help service members with healthcare experience make a successful transition to civilian employment in Maryland after separating from active duty. The veteran's

military training is assessed to see if it qualifies for state licensing and/or certification. ProVET can obtain funds for training, licensure or certification costs and when the veteran is job ready, ProVET provides referrals to employment.

Success stories include placing a military spouse in employment as a dietitian, finding funding to assist a physician to take board exams after G.I. bill funds were exhausted, and helping an RN with résumé writing and interviewing skills and providing a job lead resulting in employment at a major hospital. Currently, 31 people who expect to leave the military by June 2007 are now working on career transition plans. At Veterans Vocational Rehabilitation and Employment, 7 allied health workers have nearly completed their training and are looking for employment, while 31 are in different stages of their training. 14 RNs are in different stages of training.



DISABLED VETERANS' HIRING INITIATIVE

The Department of Labor, Veterans Employment and Training and DLLR's Division of Workforce Development have established a Disabled Veterans' Hiring Initiative (DVHI) that concentrates on employment opportunities with federal agencies within the Washington Metropolitan market. Specifically, the focus is to assist wounded and disabled veterans returning from Operation Iraqi Freedom and Operation Enduring Freedom in their pursuit for career employment with the federal government. In addition, DVHI provides referrals to state, federal and local supportive services to meet the customized needs of each individual veteran.

DVHI's extensive outreach program has already led to several hires. Since October 2004, staff outreach and referrals have included:

- 24 presentations to transitioning military personnel at eight Transition Assistance Program facilities and two REALifeline locations in Maryland and Washington, D.C.
- Six "Ten Steps to Federal Careers Workshop" presentations to veteran customers on "How to prepare for your search in entering the Federal Workforce"
- 18 presentations to Federal workforce human resource and hiring managers on the initiative to hire "Qualified Disabled Veterans" utilizing "Special Hiring Authorities"
- 12 presentations to Local Workforce Investment Area Veterans' Employment Staff on their roles in assessment, referring and assisting qualified disabled veterans
- Assisting in the implementation of "Federal Job Search Workshops" and "Federal Job EXPO" in Local Workforce Investment Areas
- 59 résumés of disabled veterans seeking federal workforce opportunities referred from Local Workforce Veteran Employment Representatives
- 352 résumé matches with existing federal workforce opportunities
- 37 résumé matches with existing state, local and municipal workforce opportunities



This new program, initiated in January 2005 provides individualized job training, counseling and reemployment services for returning veterans who were seriously injured or wounded during active duty.

Bethesda Naval Hospital and Walter Reed Army Medical Center are major recovery centers for severely wounded and injured returning military. Many of these men and women will be separating from active duty because of their injuries. Many will need specialized assistance in order to reenter the workforce. Through coordination and dedicated staff at each of the medical

facilities, we are able not only to assist the veterans but to support their families as well. Through systems being made available to the program staff person on site, we are able to track the military member indefinitely to ensure quality services are being provided that will lead to employment.

EX-OFFENDER INITIATIVE

Each year, thousands of inmates are released from Maryland correctional facilities and approximately 50% of them return to prison within three years of release. A comprehensive offender reentry program has recently been initiated by the Department of Public Safety and Correctional Services to provide offenders with the tools needed to successfully transition from prison to the community. Numerous programs and services will be provided to inmates as part of a comprehensive individualized case management plan, developed through a risk and needs assessment, and transition coordinators will develop discharge plans to link inmates to services and support in their communities.

Research shows that stable, post-prison employment is a key contributor to an offender's successful transition and overall reductions in recidivism. A partnership with the Department of Labor, Licensing and Regulation will focus resources on the employment and training needs of this population in Maryland. Through the partnership, a project coordinator and two One-Stop case managers will be hired to facilitate offender reentry into the workforce and identify positive solutions to existing employment and training barriers.

One of these barriers relates to licensure and credentialing for training received "behind the fence." Top level managers from the two state departments are meeting to identify occupations where changes in law or policy can expand licensure opportunities for this population. As a result of these discussions, correctional staff will also be provided with information to better assess the types of training that should be offered and how to determine an inmate's suitability for some occupations. Maryland will also be looking at ways to provide apprenticeship credit for appropriate occupational training and work experience that inmates receive during incarceration.

Through an opportunity made available by the Governor's Advisory Council on Offender Employment Coordination, several teams of workforce development professionals received certification as Offender Workforce Development Specialists during PY2004. This training is designed to enhance the ability of these employees to help the offender population determine their strengths and make more informed employment and training choices. Several of these individuals will receive additional credentials that will allow them to train other One-Stop staff and enhance the effectiveness of the entire system.

NEW PROGRAM FOR PRE-RELEASE INMATES

Mid-Maryland's Business and Employment Resource Center developed and provided a 6-week job search and job readiness workshop to Carroll County Detention Center inmates in pre-release. The workshop assisted inmates with goal setting, creating an action plan, application skills and quick tips to obtain and retain a job.

MARYLAND WORKFORCE DEVELOPMENT ASSOCIATION

ANNUAL CONFERENCE

DLLR joined the U.S. Department of Labor, Region II, is co-sponsoring Above the Bar 2005, the annual Maryland Workforce Development Association (MWDA) conference held June 15-17, 2005. MWDA is a coalition of the directors of the 12 WIAs across the state. They are local partners with and deliverers of services for the statewide system under DLLR's purview. DLLR's sponsorship of the MWDA Conference has helped to make it one of the premier conferences for workforce development professionals in the Mid-Atlantic region.

Approximately 750 people attended one or more days of the conference, which began with full-day Pre-Conference Sessions on June 15. These focused, hands-on seminars took an in-depth look at key workforce issues. The next two days featured keynote presentations, 150 minute two-part in-depth workshops and 75 minute topical overview workshops in six critical areas that included job seeker services, business services, program planning/management, leadership, personal development and economic and workforce development.

Representatives from MWDA "affiliates" include the Department of Labor, Licensing and Regulation, local workforce investment areas, the Department of Human Resources, the Maryland State Department of Education and the Department of Social Services, One-Stop operators, higher education, K-12 education, TANF, vocational rehabilitation, corrections, and various non-profit and community based human services organizations.

DLLR's Pearline Muldrow (on left) was congratulated by DLLR Secretary, James D. Fielder, Jr., Ph.D. for being selected by her peers to receive the "Above the Bar" award along with one outstanding staff member from each of the 12 WIAs.



LOCAL WORKFORCE INVESTMENT AREA HIGHLIGHTS

The following highlights capture a few of the innovative and ground breaking strategies that Maryland's local workforce investment areas employ on a daily basis to meet the needs of their local employer and job seeker customers. Examples have been assembled into the following categories: Adult and Dislocated Worker Services, Youth Activities, Services to Special Populations, Demand-Driven Business Solutions and Partnership/Leveraging Resources.

ADULT AND DISLOCATED WORKER SERVICES

READY-TO-WORK CREDENTIAL

The ready-to-work credential designed by the Upper Shore Workforce Investment Area validates that an adult applicant is prepared for entry-level work and has learned job-keeping skills, based on a pre-determined list of objectives. The objectives are based on experience gleaned from employer comments. The credential tells prospective employers exactly what skills the potential employee has mastered. The credential comes with a guarantee - if an employer feels that a certified worker is not ready to work the Upper Shore Workforce Investment Board will provide additional assistance to the worker to address the employer's concern. Since its inception in January 2005, 53 credentials have been awarded and the local business community has provided positive feedback.

EXCEEDING CUSTOMER EXPECTATIONS

The mission of Frederick County Workforce Services includes exceeding customer expectations. One of the major initiatives in achieving exemplary customer service this past year was to initiate a secret shopper program at the Business and Employment Center. A taskforce was assigned to develop a customer satisfaction questionnaire which provided valuable feedback regarding services provided to customers. Two secret shoppers visited the Center. Using suggestions and feedback from their reports, staff instituted several changes such as:

- Performing an initial needs assessment to each customer's first visit to better direct them to appropriate/immediate services;
- Developing a training plan for staff that identifies tasks, knowledge, aptitudes and skills to ensure consistency of service;
- Creating the new customer guide *16 Steps to an Effective Job Search*; and
- Improving center aesthetics to create a more welcoming environment for customers.

YOUTH ACTIVITIES

5TH ANNUAL YOUTH SYMPOSIUM

On May 12, 2005, the Baltimore County Office of Employment and Training and the Baltimore County Youth Council, a subcommittee of the Workforce Development Council sponsored its 5th Youth Symposium for area youth providers. This full-day event provided an opportunity for frontline staff to share ideas, network and forge new partnerships. Attendees were exposed to best

practices and successful strategies for meeting the evolving needs of at-risk youth through workshops presented by national, state and local leaders and experts.

Over 200 area professionals attended the event, representing state and local government, public schools, post-secondary education and community-based organizations. The 5th Annual Youth Symposium received its highest satisfaction rating to date, with 100% of the attendees rating the experience as excellent or good.

SUMMER YOUTH EMPLOYMENT

Baltimore County's Summer Youth Employment initiative was a six-week work experience designed to expose at-risk students to the world of work. The primary goal of the collaborative partnership between the Baltimore County Office of Employment and Training and private and public sector employers was to help students gain an appreciation of the labor market, gain insights into their own strengths as employable citizens, and learn occupational skills. The corollary goal was for students to observe first-hand the link between workplace skills and academic skills, motivating them to complete their high school education.

Students began the experience by engaging in a job interview with their prospective employer. If the student was selected, the employer identified specific occupational skills that the student was expected to master. At the end of the program, the employer conducted a post assessment of the student's employment goals.

ACADEMY FOR COLLEGE AND CAREER EXPLORATION

In September 2004, the Academy for College and Career Exploration (ACCE) opened its doors to 153 ninth grade students. The 9 a.m. to 5 p.m., year-round curriculum combines challenging academics with internships, work experience, college preparation, and an exciting menu of courses designed to introduce students to non-traditional careers.

In partnership with the Sar Levitan Center of The Johns Hopkins University, Institute of Policy Studies, the Mayor's Office of Employment Development created this new *innovation* high school that features a research-based curriculum that hones students' abilities to be successful in high school and beyond. ACCE offers city students a small, personalized learning community. At ACCE, careers in science, government, the arts and technology are prominently featured. The classroom extends beyond the school building and into the city and its many businesses, attractions and organizations. ACCE promotes post-secondary education as the next step for students and encourages students to think of themselves as "Baltimore's future leaders."

ANNE ARUNDEL YOUTHWORKS JOB FAIR

Over 600 individuals attended Anne Arundel Workforce Development Corporation's (AAWDC) Anne Arundel YouthWorks Job Fair on June 4th at the Arundel Mills Mall. The job fair was staged in outdoor tents at the Anne Arundel Community College (AACC) location and attended by youth, their families, and friends from Anne Arundel, Prince Georges, Baltimore and Howard Counties and Baltimore City. Thirty employers and seventeen community organizations participated in the four-hour event.

The Anne Arundel YouthWorks Job Fair was the first youth-focused job fair held by AAWDC and also the first opportunity for many youth to meet face-to-face with employers. Event supporters included: AACC, Anne Arundel County Public Schools, Maryland's Department of Labor, Licensing & Regulation's Division of Workforce Development, Department of Social Services, Maryland State Department of Education's Division of Rehabilitation Services, UPS, Verizon and The Mills Corporation.

SERVICES TO SPECIAL POPULATIONS

PEOPLE ACQUIRING SKILLS FOR SUCCESS (PASS) PROGRAM

Anne Arundel Workforce Development Corporation's PASS program addresses an unmet community need for hard-to-serve populations, offenders and subsidized housing residents by encouraging the formation of long-term partnerships with grassroots faith-based and community organizations (FBCOs) to provide workforce services. Anne Arundel PASS is funded through a \$490,000 grant from the U.S. Department of Labor Center for Faith-based and Community Initiatives to establish mini One-Stop Career Centers. Centers were established at Freetown and Meade Village's public housing communities and Jennifer and Ordnance Road detention centers. AAWDC committed to serving a minimum of 250 residents and providing career training for at least 100 eligible individuals.

Twelve months into the 18-month grant and seven months into the establishment of the PASS mini One-Stop Career Centers, program outcomes are as follows:

- 260 participants have been served;
- 16 individuals have been placed in post-secondary education or career training;
- 20 participants have been placed in a job;
- 62 participants have received computer skills training;
- 27 received employability skills training;
- 84 have received job search services; and
- 43 have received supportive services.

Participants represented a variety of targeted populations including low income, unemployed, veterans, ex-offenders, homeless, youth, individuals with disabilities and those receiving public assistance.

GULF COAST RECRUITMENT A SUCCESS FOR MONTGOMERYWORKS

MontgomeryWorks, Montgomery County's One-Stop Career Center, working together with its service partners, has recently completed a series of recruitment events for Gulf Coast Enterprises (GCE). A division of Lakeview Center, Inc., an Affiliate of Baptist Health Care, GCE sought assistance in locating qualified candidates, particularly those with documented disabilities, to staff its food service contract at the Armed Forces Retirement Home (AFRH) in Washington, DC. Openings ranged from chef/cooks and bakers to food service workers and dining facility managers. Over 30 individuals were interviewed by GCE with job offers extended to 15, five of whom were veterans, two just returning from active duty in Iraq.

Mr. Gerald Murphy, GCE Contract Administrator, termed his experience working with MontgomeryWorks "the best organized session that we had in the entire metro area."

TREATMENT COURT INITIATIVE

Through a grant funded by the Governor's Office of Crime Control and Prevention, AAWDC now offers career counseling and employment assistance to participants of Anne Arundel County's Adult Drug and DUI/DWI Treatment Court and Juvenile Drug Court programs. An estimated 50% of Treatment Court participants are either unemployed or underemployed. AAWDC's goal is to reduce that percentage and provide participants with the workplace skills they need to find living wage employment. Participants are referred to utilize available workforce services by Treatment Court judges or case managers. Treatment Court is a relatively new court model designed to create a different judicial path that can address addictions and implement consequences in a supportive environment. The concept is based on treating the root cause of the criminal behavior in hopes of preventing future offenses. Anne Arundel County's program is designed to modify behavior and reduce recidivism, stop abuse of alcohol and other drugs related to criminal activity, and collaborate with and utilize community resources that can add support to the program.

DEMAND-DRIVEN BUSINESS SOLUTIONS

PARTNERSHIP BRINGS JOBS TO WESTERN MARYLAND

American Woodmark, "America's First Choice in Cabinetry," made Allegany County, Maryland, their first choice for a new plant thanks to a team of state and county economic and workforce development partners. Their hard work and initiative brings 500 jobs to rural Allegany County within four years and the commitment by American Woodmark to build an additional plant in neighboring Garrett County that will employ 250.

American Woodmark was very specific about the way they wanted their recruitment handled. They have previously been successful using a system called Profile XT™, a "total person" online employment profile and application process that assesses the job-related qualities that make a person productive and matches the applicant with the right job, which increases productivity and retention. Obtaining this package, along with other incentives offered by the Maryland Departments of Economic and Business Development and Labor, Licensing and Regulation, Allegany College and Allegany County Economic Development helped to seal the deal.

The American Woodmark plant opened January 5, 2005. Over 100 people have been hired and the retention rate is high. To date, over 4,000 applicants have registered using Profile XT™. Their profiles are kept in the system for consideration as the plant grows. The Allegany County One-Stop Career Center in Cumberland, partnered with the Western Maryland Consortium, the Department of Labor, Licensing and Regulation and Allegany College of Maryland for the initiative.

SALES & SERVICE LEARNING CENTER AVAILABLE FOR EMPLOYERS

Maryland has taken another step to focus attention on retail and related careers. On January 25, 2005, the MontgomeryWorks Sales & Service Learning Center officially opened at Westfield Shoppingtown Wheaton. The center is a partnership between the National Retail Federation Foundation (NRFF) and Montgomery County Division of Workforce Investment Services, and uses space contributed by Westfield.

The opening ceremony demonstrated support from federal, state, county and local government and organizations. Emily DeRocco, Assistant Secretary of the U. S. Department of Labor, Employment and Training Administration, spoke about retail's place in the President's High Growth Job Training Initiative. She sees the Center as a way to promote the wide range of career opportunities in retail and related fields. James D. Fielder, Jr., Ph.D., Secretary, Maryland Department of Labor, Licensing, and Regulation, and County Executive Doug Duncan echoed her remarks.



Center staff encourage job seekers to think about the retail industry and promote the education and training of future and existing retail workers. Maryland State Department of Education, Montgomery College and Montgomery County Public Schools will participate in delivering training, including English as a Second Language and specific retail skills. In addition, the center will offer National Certification in Professional Customer Service[®], an industry-developed credential, to demonstrate the skills and knowledge of job seekers and employees.

EMPLOYERTOOLKIT.COM

As part of its outreach efforts to business, a web-based employer tool kit, **www.EmployerToolkit.com**, was developed and implemented by the Mayor's Office of Employment Development and the Baltimore Workforce Investment Board. This on-line directory provides access to more than 500 low or no-cost human services made available by over 200 public and non-profit organizations. It was designed for easy access to help companies build and retain their workforce, and provides varied information from tax credits to immigration services.

This dynamic web site represents an attempt at providing vital information to employers in one location. EmployerToolkit.com's information categories include: Business Services and Economic Development; Diversity; Employee Assistance and Retention Services; Employee Benefits; Employee Recruitment and Screening; Employment Law; Immigration Services; Labor Market Information; Training and Skills Enhancement and Workforce Reduction Support. Human resource professionals attended a series of focus groups and gave recommendations on which types of information to include in EmployerToolkit.com. The web site currently receives about 15,000 hits per month.

REGIONAL WORKFORCE SUMMIT: EXPLORING AND DISCOVERING YOUR ECONOMIC FUTURE

Southern Maryland Works, Inc. hosted its third annual Regional Workforce Summit in 2004 at Solomons, Maryland. The full-day event included a morning keynote address by Mr. John Metcalf, Senior Partner with Corporation for a Skilled Workforce, a national consulting firm based in Ann Arbor Michigan and a second keynote address by Dr. Willard R. "Bill" Daggett, President of the International Center for Leadership in Education. Workshops included topics relevant to business retention, growth and expansion in Southern Maryland such as Budget Conscious Staffing; Protecting Business Interests; Show Me the Money: Producing a skilled workforce on a limited budget and many more. More than 150 individuals attended the summit with the overwhelming majority of them representing private businesses from across the region and state.

MID-MARYLAND DELIVERS DEMAND-DRIVEN SERVICES

Mid-Maryland responded to business needs by linking area employers to resources such as the Maryland Business Works and MetroTech programs. Seventeen contracts were written for incumbent worker training through Maryland Business Works which resulted in 198 employees receiving skills upgrade training. Additionally, local staff developed 64 MetroTech projects which resulted in 165 IT professionals securing new employment in their field. Staff regularly assists employers with recruitment and other business services.

HIGH-DEMAND/HIGH-GROWTH INDUSTRY PROFILES

Using the Governor's Workforce Investment Board's initial list of high-demand, high-growth industries for Maryland as a starting point, Frederick County Workforce Services researched and identified six high-demand, high-growth industries that were specific to Frederick County. An industry profile was developed for each of the industries that included an industry snapshot, high-growth occupations, the employment outlook, training and advancement opportunities, and local business information. This has enabled Frederick County Workforce Services to focus training and staff resources on those industries and occupations that have the greatest workforce needs and offer the most opportunities to county job seekers.

PARTNERSHIPS/LEVERAGING RESOURCES

LOWER SHORE EXPANDS SERVICES

Beginning March 1, 2005, lower shore job seekers will have more resources and facilities available to help them locate jobs. According to Robert "B.J." Corbin, executive director of the Lower Shore Workforce Alliance, "creative partnerships with libraries, churches and community organizations have been forged to provide more 'access points' for residents to search for jobs." There will be more than a dozen locations for the public to access the Maryland Workforce Exchange system, which includes an online database of available jobs, résumé development, labor market information, job training, employer services and much more. These locations include public libraries in Somerset, Wicomico and Worcester counties, Wicomico Information Learning Library (WILL) sites in Bivalve, Willards and The Centre at Salisbury, the Crisfield Housing Authority, One-Stop Job Center in Princess Anne and One-Stop Job Market in Salisbury. Mr. Corbin feels this plan meets the goal "to expand services while using public dollars more efficiently."

Another example of this approach is the Lower Shore's mobile One-Stop Job Market which offers new technology to businesses and residents. Local businesses can utilize this technology for skill training and for listing job openings, while job seekers will be presented with job search opportunities, career assessments, resume assistance and more.



The Mobile One-Stop is equipped with eleven internet accessible computers, one instructor computer linked to a smart board and an outside screen that displays the smart board for larger groups to see. Mobile One-Stop staff is available to assist people with job search activities and businesses or organizations with career assessment or training needs.

DELAWARE AND MARYLAND WORKING TOGETHER

Recently, a Newark-based small business owner came to the Pencader Industrial Park One-Stop in Delaware with an unusual problem. She had recently been awarded a contract with the Army Air Force Exchange Service (AAFES) to clean the Fort Meade PX and needed workers to handle the job.

The contract was awarded on a Friday and the first day of work at the PX was scheduled for the following Tuesday evening, just four days later. A marketing specialist from the Delaware One-Stop prepared a job order and then contacted his counterpart at the Susquehanna Workforce Development Office. She loaded the job order into the Maryland Workforce Exchange and did a database search, revealing 12 pages of potential applicants that Friday afternoon. The results were sent back to the Delaware office and individuals were contacted for interviews immediately. As a result, all of the jobs were filled and the new employees were ready for work on Tuesday.

The long-standing relationship between the Susquehanna Region's career development professionals and their colleagues in Delaware make positive outcomes such as this possible. The coordination of business services includes (a) weekly sharing of job orders and priority staffing needs, (b) joint promotion and recruitment activities for business start-ups, mass hires, expansions and dislocations, (c) sharing of business retention strategies and services, and (d) regular staff communication and sharing of best practices. Job seekers benefit from the partnership by having the ability to visit the most convenient One-Stop and sharing in the collective employment and training efforts of two different states.

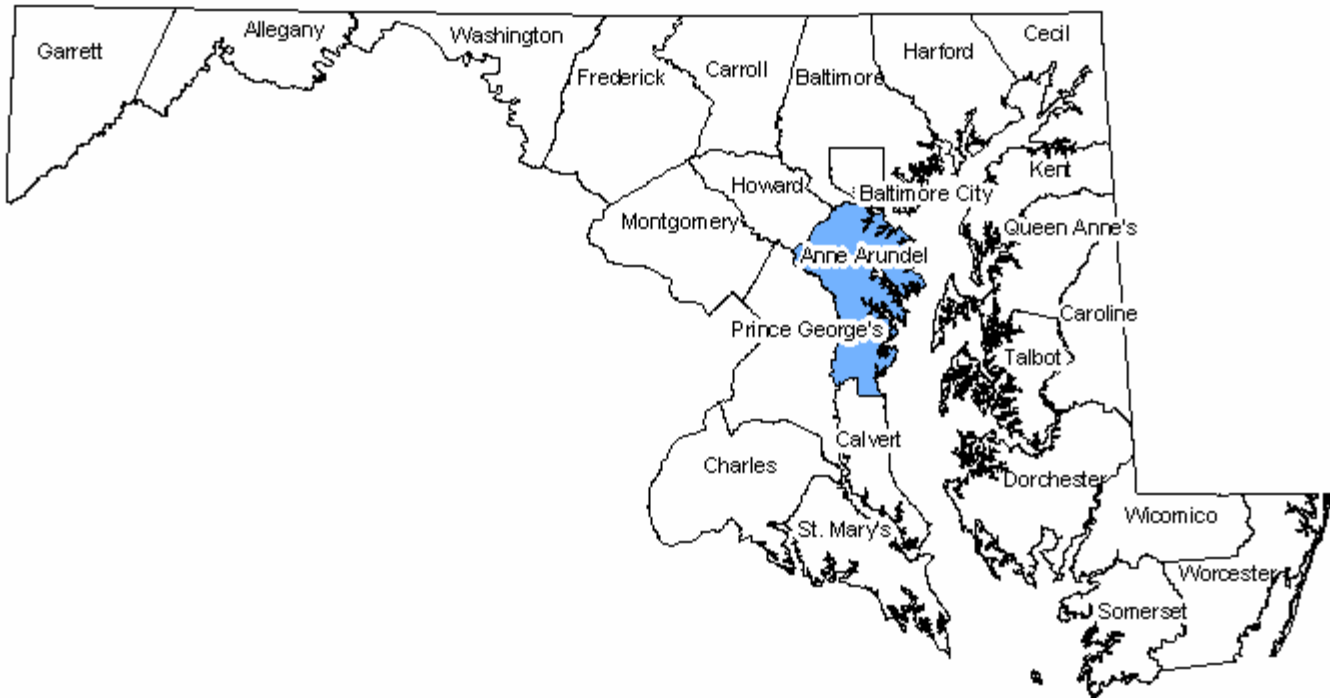
THE PRINCE GEORGE'S WORKFORCE DEVELOPMENT PARTNERSHIP

The Prince George's County Workforce Development Partnership is a coalition of all agencies that provide services to businesses in support of workforce development. Services available through the partnership include workforce assessment, workforce development planning, recruitment and pre-screening, personnel selection and hiring, linkages to co-ops and internships, linkages to certificate and degree programs, outplacement assistance, and access to local, state and federal training programs.

The One-Stop Shop often focuses on the diverse needs of job seekers while the needs of employers are met primarily through recruitment activities in the One-Stop. However, the Prince George's County One-Stop Career Center strives to provide a true "One-Stop" for employers as well as job seekers.

All One-Stop partners, including the public school system, local community, state, and private colleges, the library system, the Division of Rehabilitation Services, the county government, Social Services, and the county and state economic development agencies work with businesses to market and provide information regarding partner agencies and services. More than 125 representatives from all partner agencies serve as a conduit, not only to their own programs, but also to the programs and services of all partner agencies.

ANNE ARUNDEL COUNTY'S LABOR MARKET VIEW

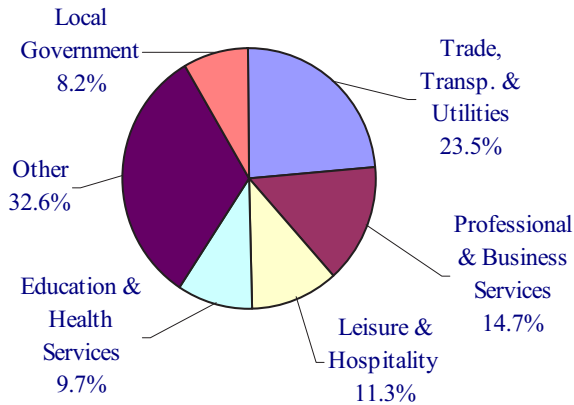


Quick Facts

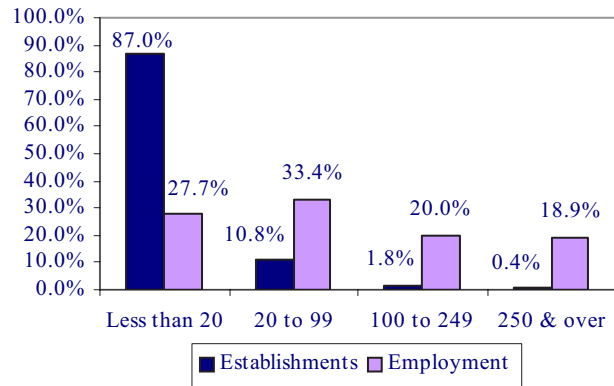
• Population (2004)	508,572
• Civilian Labor Force (2004)	272,165
Employment	262,262
Unemployment	9,903
Unemployment Rate	3.6%
• % of Maryland's Labor Force	9.4%
• Industry Employment (2004)	214,628
• Business Establishments (2004)	13,661
• Average Weekly Wage by Industry (2004)	\$786
• Total Projected Job Openings Through 2012	102,427

ANNE ARUNDEL COUNTY'S LABOR MARKET VIEW

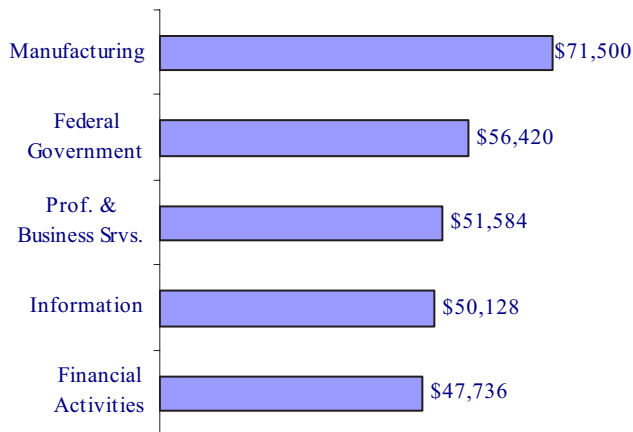
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

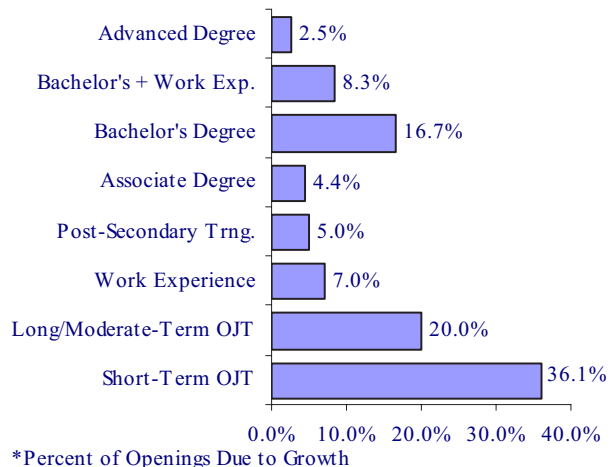
Professional & Technical Services	1,071
Credit Intermediation & Related Services	861
Food Services & Drinking Places	767
Administrative & Support Services	632
Specialty Trade Contractors	589
Computer & Electronic Product Manufacturing	344
Hospitals	334
Food & Beverage Stores	283
Amusements & Recreation	261
Construction of Buildings	236
General Merchandise Stores	217

**Top Performing Occupations
2002-2012**

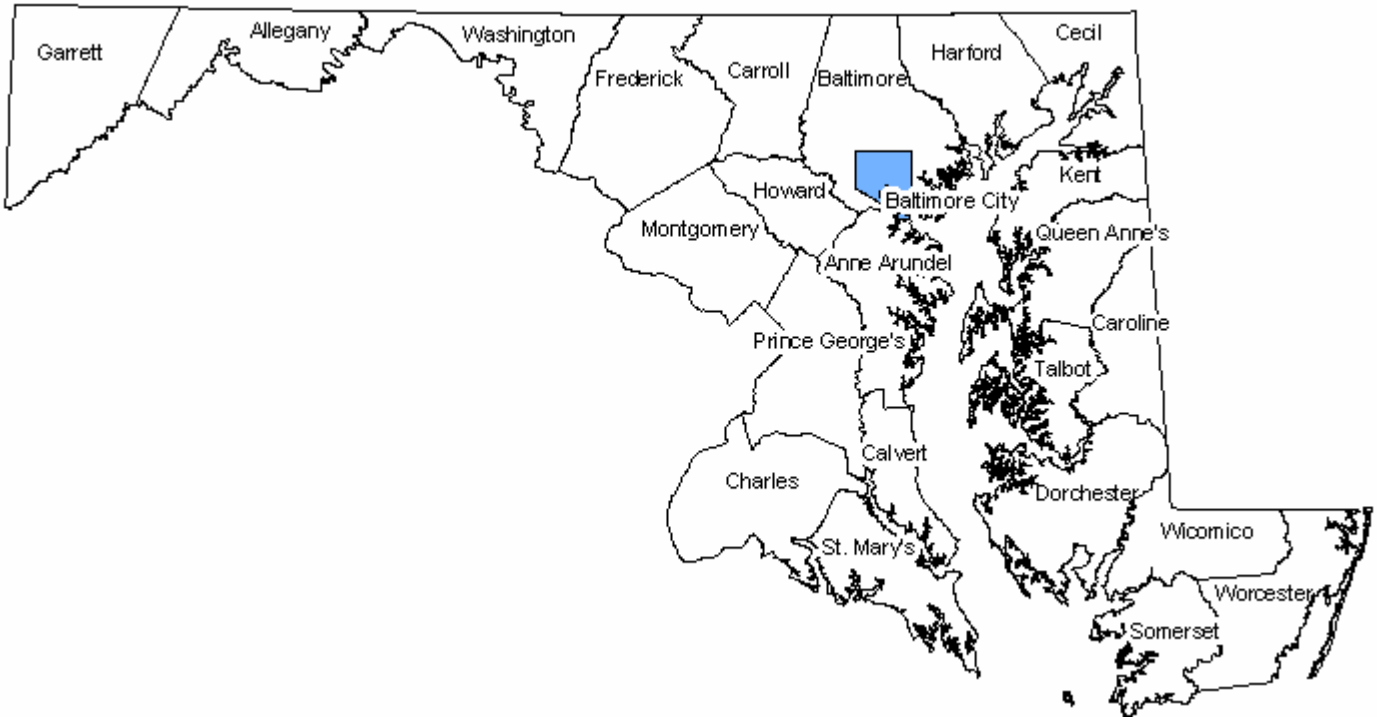
Occupation	Total Openings*
Retail Salespersons	5,111
Combined Food Prep & Srvg. Wrks., inc. Fast Food Cashiers	4,895
Cashiers	4,180
General & Operations Managers	2,679
Office Clerks, General	1,809
Sales Reps., WT & Mfg., exc. Tech./Sc. Products	1,757
Waiters & Waitresses	1,745
Fire Fighters	1,691
Janitors & Cleaners, exc. Maids & Housekeeping	1,636
Registered Nurses	1,536

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



BALTIMORE CITY'S LABOR MARKET VIEW

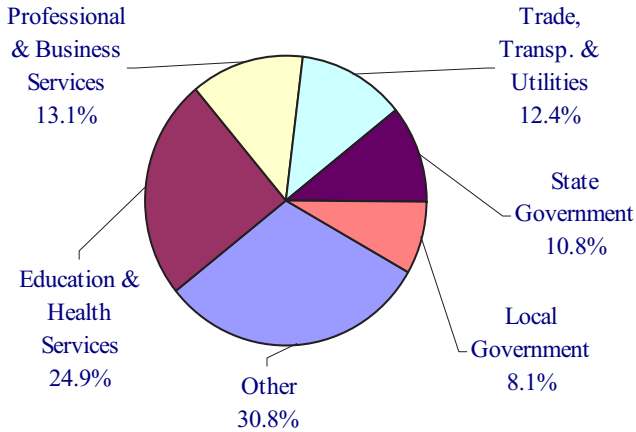


Quick Facts

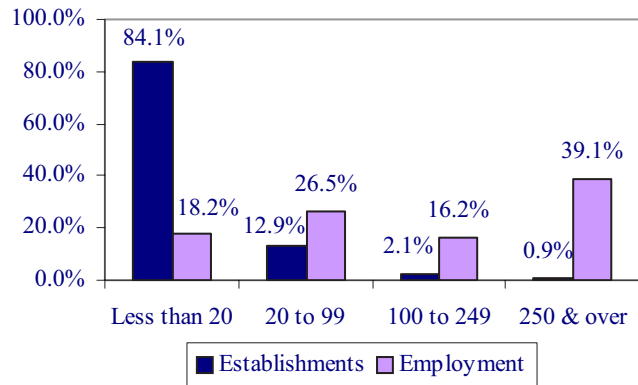
- Population (2004) 636,251
- Civilian Labor Force (2004) 270,291
 - Employment 250,382
 - Unemployment 19,909
 - Unemployment Rate 7.4%
- % of Maryland's Labor Force 9.4%
- Industry Employment (2004) 354,863
- Business Establishments (2004) 14,184
- Average Weekly Wage by Industry (2004) \$869
- Total Projected Job Openings Through 2012 111,204

BALTIMORE CITY'S LABOR MARKET VIEW

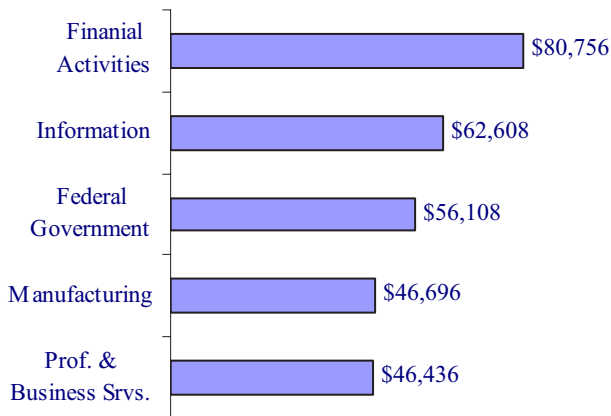
Top Employing Industries



Private Sector Business Establishments & Employment Concentration by Size Class 4th Quarter 2004



Highest Annual Wages



Top Job Gains by Industry 2004

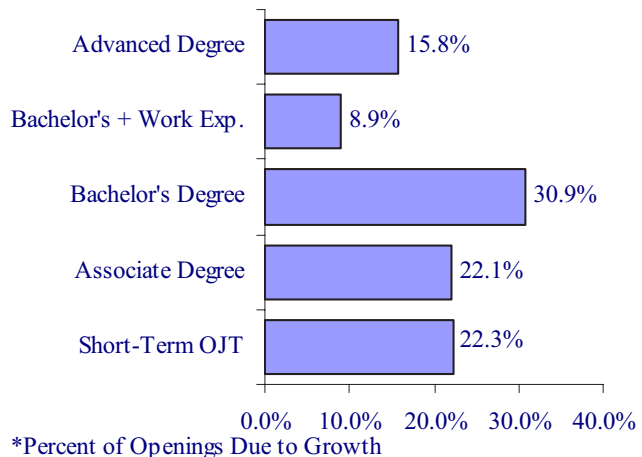
Educational Services	1,051
Hospitals	886
Food Services & Drinking Places	378
Warehousing & Storage	306
Health & Personal Care Stores	227
Support Activities for Transportation	216
Transit & Ground Passenger Transportation	197
General Merchandise Stores	172
Construction of Buildings	161
Heavy & Civil Engineering Construction	140
Specialty Trade Contractors	97

Top Performing Occupations 2002-2012

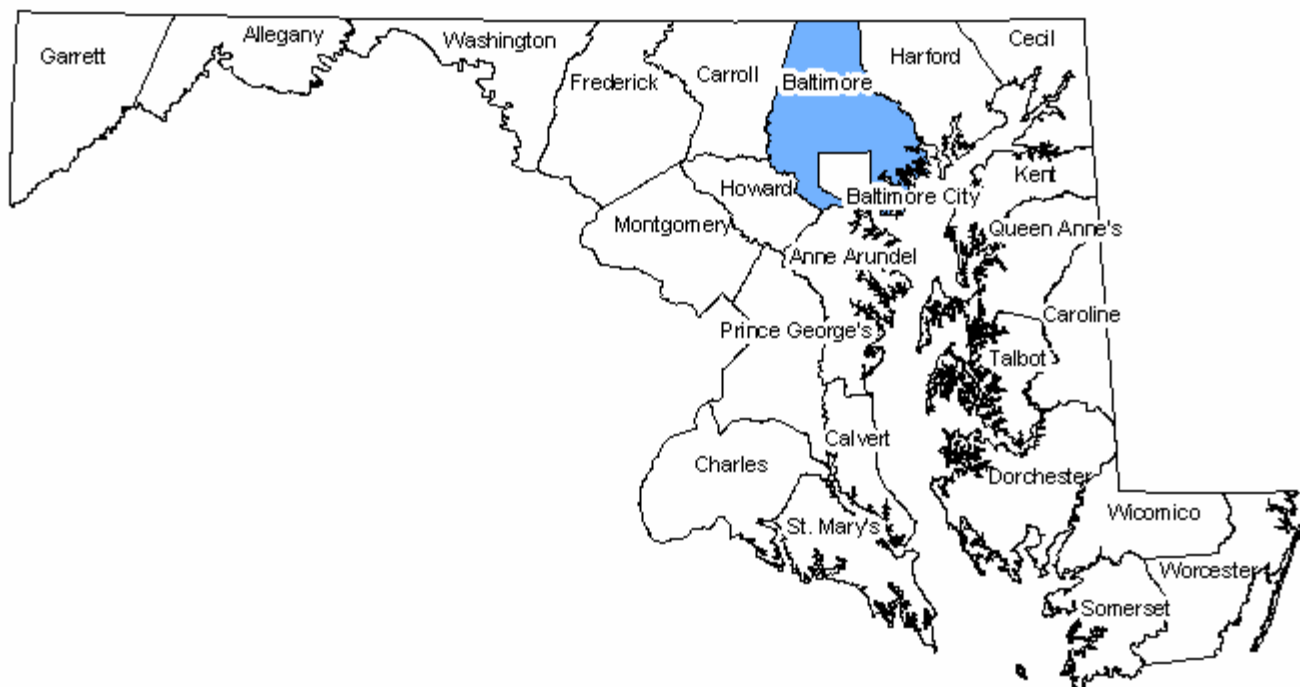
Occupation	Total Openings*
Registered Nurses	4,846
Cashiers	3,076
Janitors & Cleaners, exc. Maids & Housekeeping	2,849
Security Guards	2,555
Combined Food Prep. & Srvg. Wrkrs., inc. Fast Food	2,512
Office Clerks, General	2,492
Waiters & Waitresses	2,253
Retail Salespersons	1,917
Laborers & Freight, Stock, & Material Movers, Hand	1,768
General & Operations Managers	1,721

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



BALTIMORE COUNTY'S LABOR MARKET VIEW

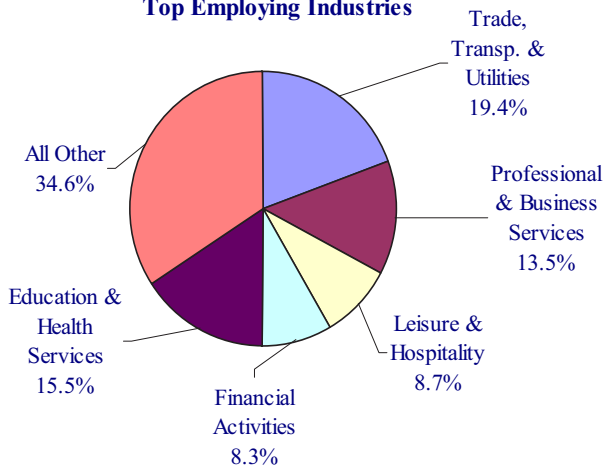


Quick Facts

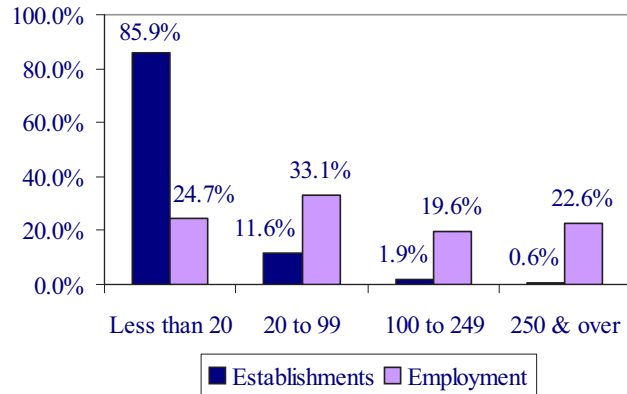
- Population (2004) 780,821
- Civilian Labor Force (2004) 414,355
 - Employment 396,273
 - Unemployment 18,082
 - Unemployment Rate 4.4%
- % of Maryland's Labor Force 14.4%
- Industry Employment (2004) 364,588
- Business Establishments (2004) 20,832
- Average Weekly Wage by Industry (2004) \$782
- Total Projected Job Openings Through 2012 158,311

BALTIMORE COUNTY'S LABOR MARKET VIEW

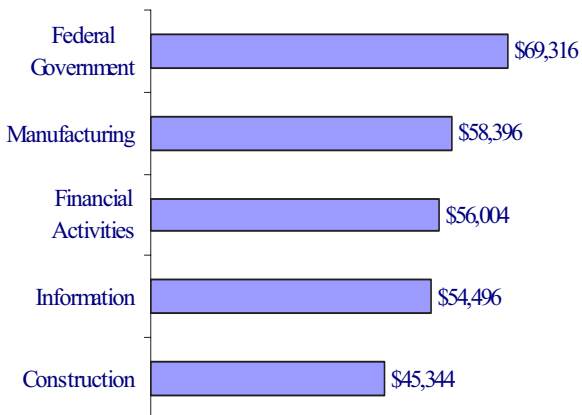
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

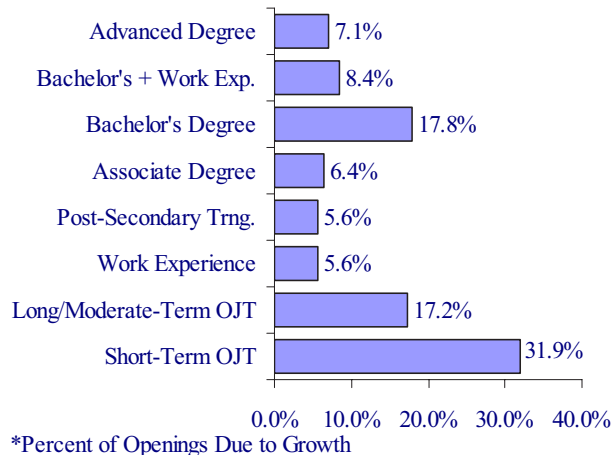
Administrative & Support Services	1,097
Professional & Technical Services	1,012
Food & Beverage Stores	723
Ambulatory Health Care Services	719
Specialty Trade Contractors	659
Nursing & Residential Care Facilities	491
Clothing & Clothing Accessories Stores	382
Performing Arts & Spectator Sports	377
Membership Associations & Organizations	370
Social Assistance	346
Heavy & Civil Engineering Construction	231

**Top Performing Occupations
2002-2012**

Occupation	Total Openings*
Retail Salespersons	5,427
Cashiers	4,749
Waiters & Waitresses	4,577
Combined Food Prep. & Srvg. Wrkrs., inc. Fast Food	4,117
Registered Nurses	3,843
General & Operations Managers	3,679
Nursing Aides, Orderlies & Attendants	3,013
Office Clerks, General	2,586
Receptionists & Information Clerks	2,573
Security Guards	2,480

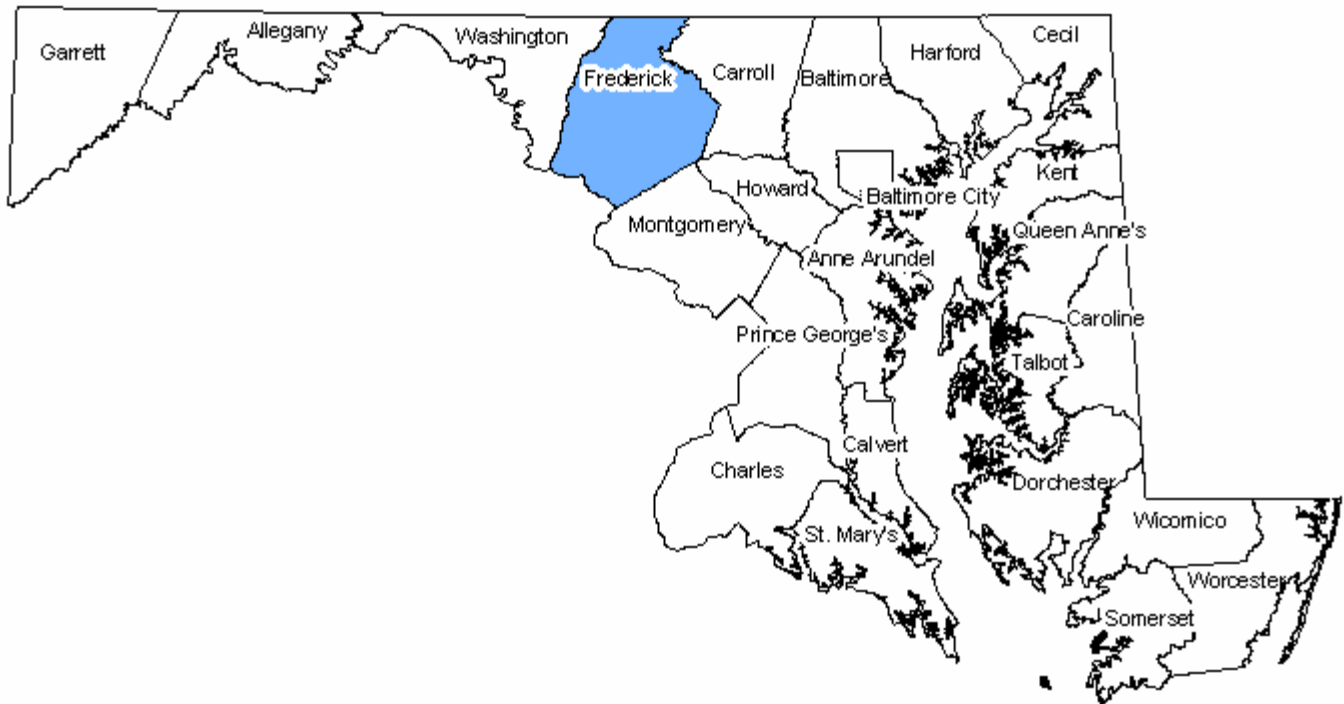
* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



*Percent of Openings Due to Growth

FREDERICK COUNTY'S LABOR MARKET VIEW

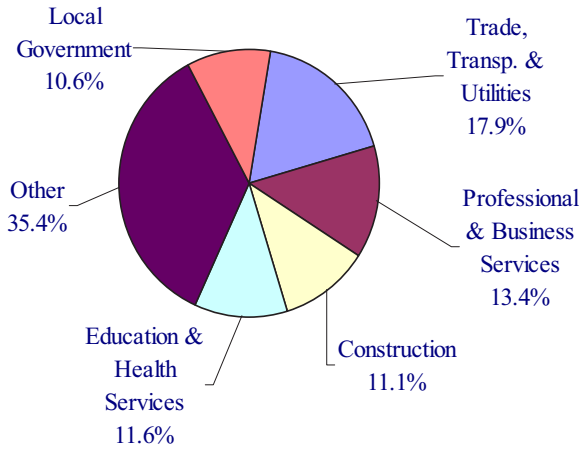


Quick Facts

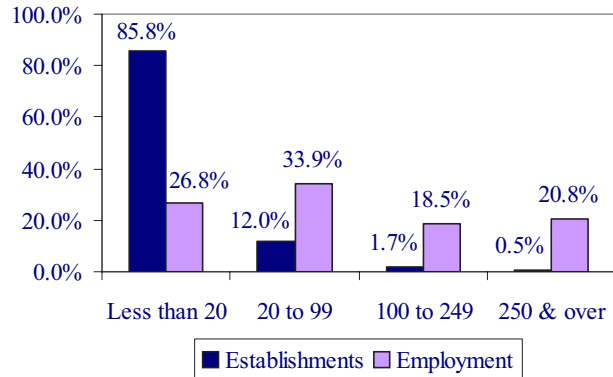
- Population (2004) 217,653
- Civilian Labor Force (2004) 115,994
 - Employment 112,262
 - Unemployment 3,732
 - Unemployment Rate 3.2%
- % of Maryland's Labor Force 4.0%
- Industry Employment (2004) 89,521
- Business Establishments (2004) 5,558
- Average Weekly Wage by Industry (2004) \$727
- Total Projected Job Openings Through 2012 50,173

FREDERICK COUNTY'S LABOR MARKET VIEW

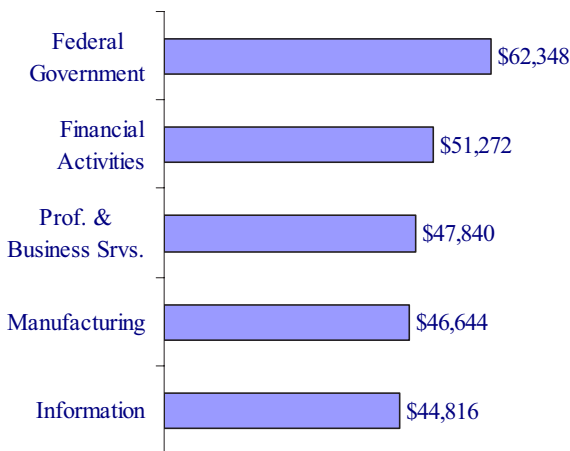
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

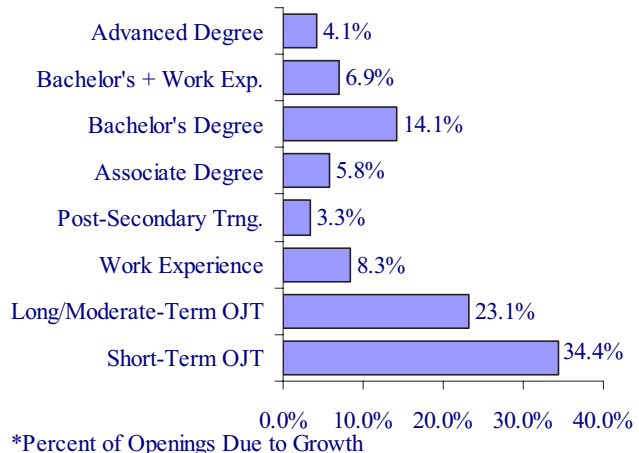
Insurance Carriers & Related Activities	1,218
Specialty Trade Contractors	452
Food Services & Drinking Places	234
Ambulatory Health Care Services	204
Building Material & Garden Supply Stores	150
Food & Beverage Stores	124
Truck Transportation	122
Motor Vehicle & Parts Dealers	96
Clothing & Clothing Accessories Stores	89
Personal & Laundry Services	83
Rental & Leasing Services	82

**Top Performing Occupations
2002-2012**

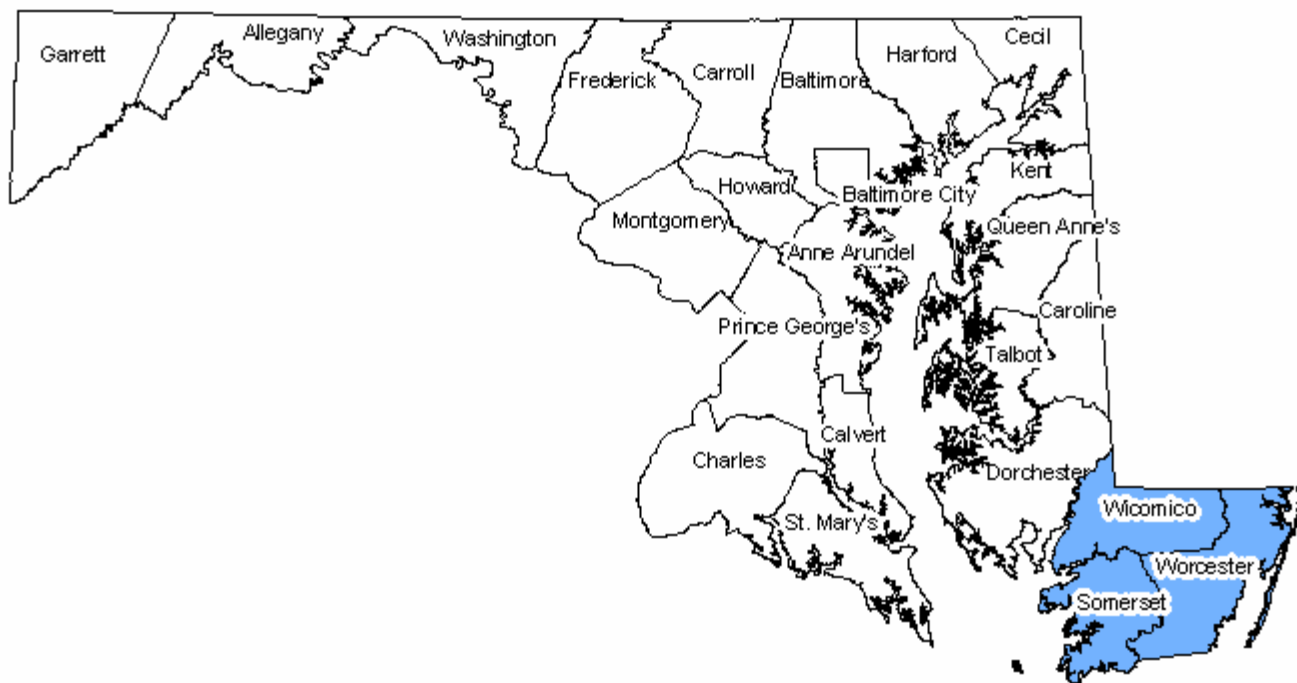
Occupation	Total Openings*
Cashiers	2,178
Retail Salespersons	1,929
Waiters & Waitresses	1,557
Janitors & Cleaners, exc. Maids & Housekeeping	1,525
General & Operations Managers	1,182
Office Clerks, General	985
Registered Nurses	907
Customer Service Representatives	857
Laborers & Freight, Stock, & Material Movers, Hand	763
Stock Clerks & Order Fillers	707

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



LOWER SHORE'S LABOR MARKET VIEW

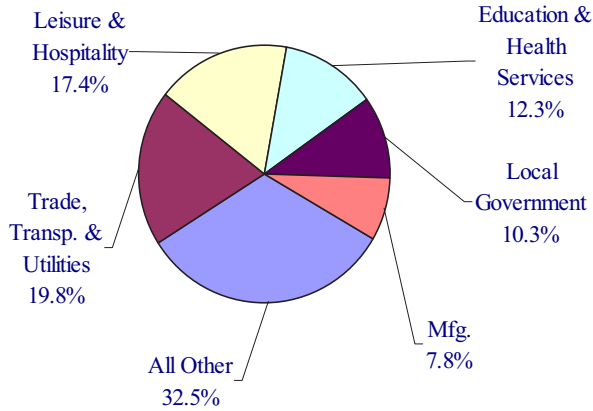


Quick Facts

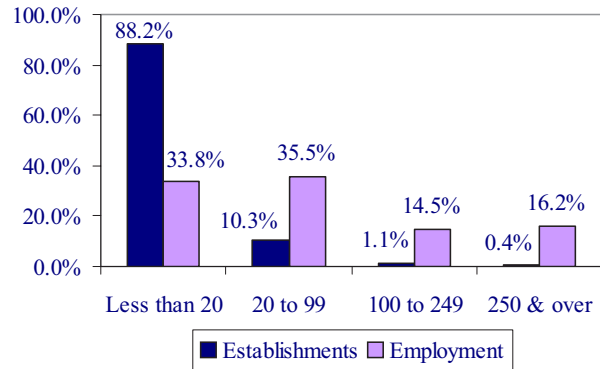
- Population (2004) 163,619
- Civilian Labor Force (2004) 89,034
 - Employment 84,396
 - Unemployment 4,638
 - Unemployment Rate 5.2%
- % of Maryland's Labor Force 3.1%
- Industry Employment (2004) 75,073
- Business Establishments (2004) 5,415
- Average Weekly Wage by Industry (2004) \$554
- Total Projected Job Openings Through 2012 36,964

LOWER SHORE'S LABOR MARKET VIEW

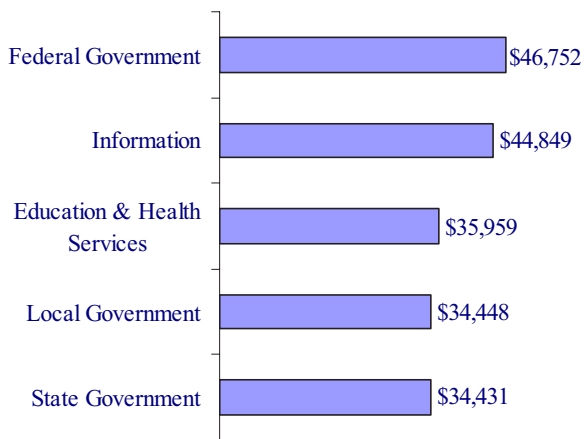
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

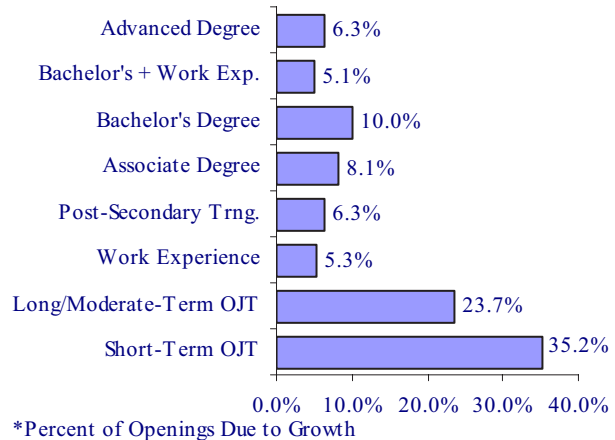
Ambulatory Health Care Services	184
Specialty Trade Contractors	182
Membership Associations & Organizations	168
Administrative & Support Services	152
Professional & Technical Services	139
Computer & Electronic Product Manufacturing	125
Transportation Equipment Manufacturing	125
Construction of Buildings	118
General Merchandise Stores	103
Motor Vehicle & Parts Dealers	90
Rental & Leasing Services	84

**Top Performing Occupations
2002-2012**

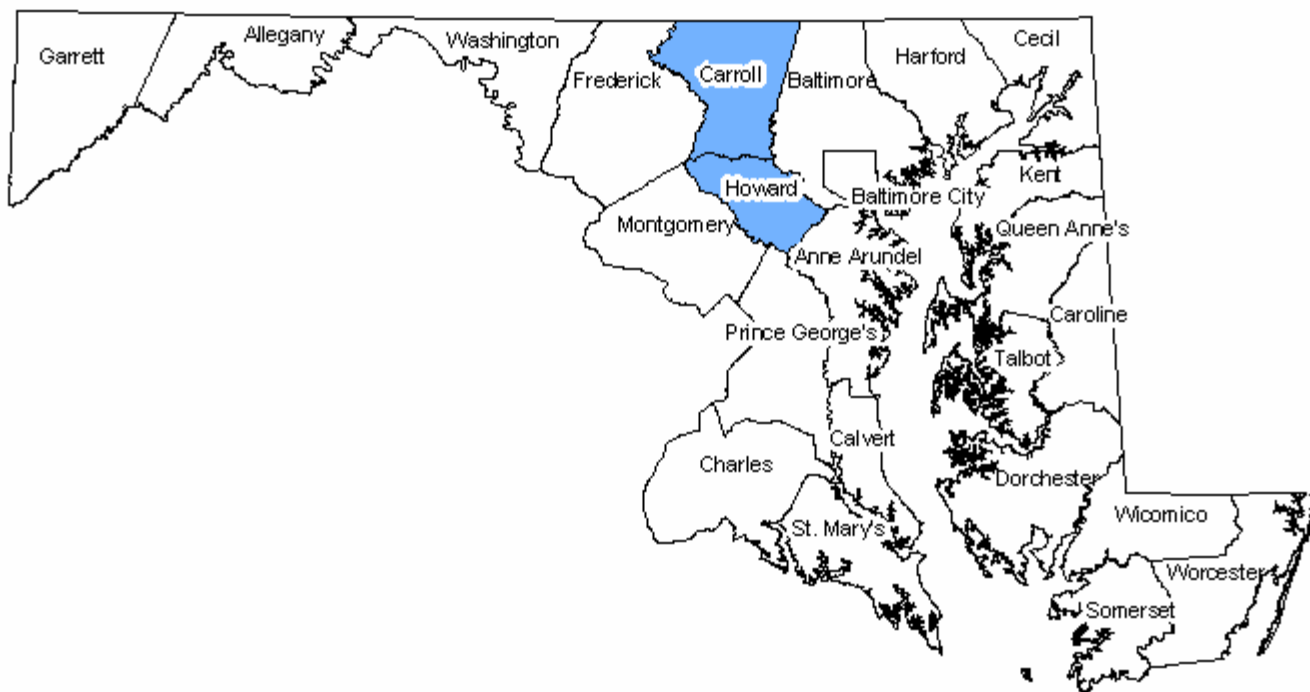
Occupation	Total Openings*
Retail Salespersons	1,865
Waiters & Waitresses	1,681
Cashiers	1,335
Registered Nurses	1,149
Combined Food Prep. & Srvg. Wrkrs., inc. Fast Food	1,048
General & Operations Managers	701
Nursing Aides, Orderlies & Attendants	667
Office Clerks, General	655
Secretaries, Except Legal, Medical, & Executive	490
Janitors & Cleaners, exc. Maids & Housekeeping	454

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



MID-MARYLAND'S LABOR MARKET VIEW

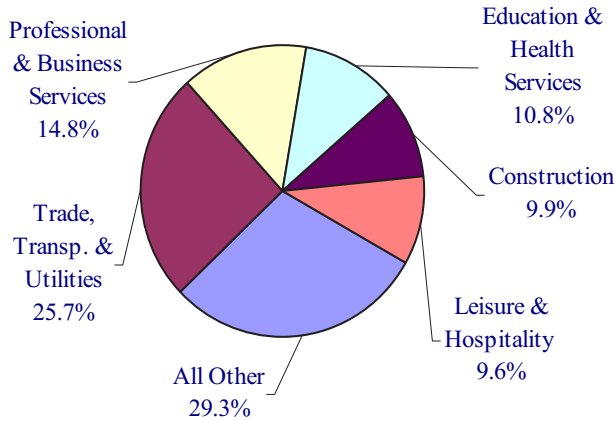


Quick Facts

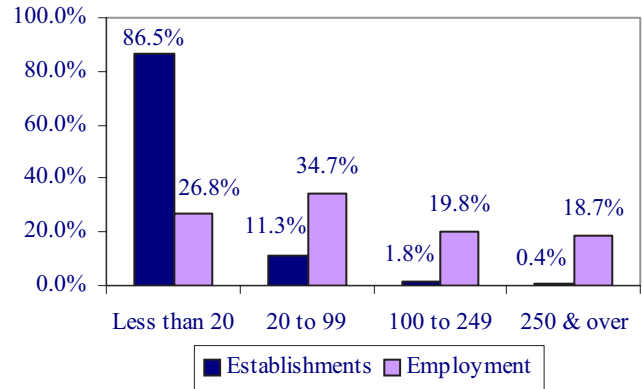
- Population (2004) 432,897
- Civilian Labor Force (2004) 239,895
 - Employment 232,283
 - Unemployment 7,612
 - Unemployment Rate 3.2%
- % of Maryland's Labor Force 8.3%
- Industry Employment (2004) 190,758
- Business Establishments (2004) 12,601
- Average Weekly Wage by Industry (2004) \$793
- Total Projected Job Openings Through 2012 106,458

MID-MARYLAND'S LABOR MARKET VIEW

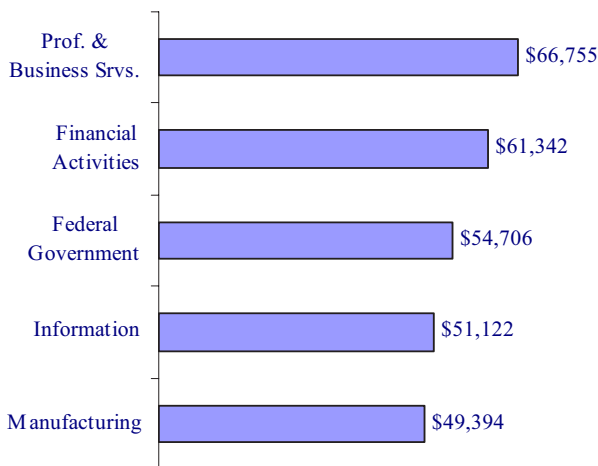
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

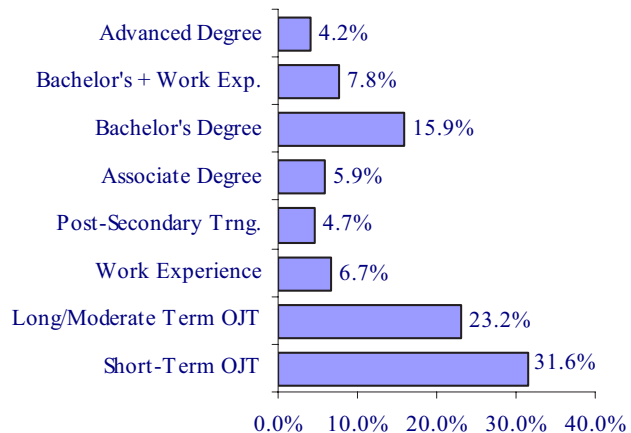
Administrative & Support Services	494
Professional & Technical Services	448
General Merchandise Stores	375
Specialty Trade Contractors	292
Food Services & Drinking Places	259
Ambulatory Health Care Services	216
Construction of Buildings	179
Insurance Carriers & Related Activities	154
Nursing & Residential Care Facilities	138
Wood Product Manufacturing	124
Hospitals	119

**Top Performing Occupations
2002-2012**

Occupation	Total Openings*
Retail Salespersons	6,658
Waiters & Waitresses	4,185
Cashiers	4,114
General & Operations Managers	2,901
Laborers & Freight, Stock, & Material Movers, Hand	1,962
Social & Human Service Assistants	1,874
Registered Nurses	1,808
Combined Food Prep. & Srvg. Wrkrs., inc. Fast Food	1,793
Office Clerks, General	1,791
Computer Software Engineers, Applications	1,678

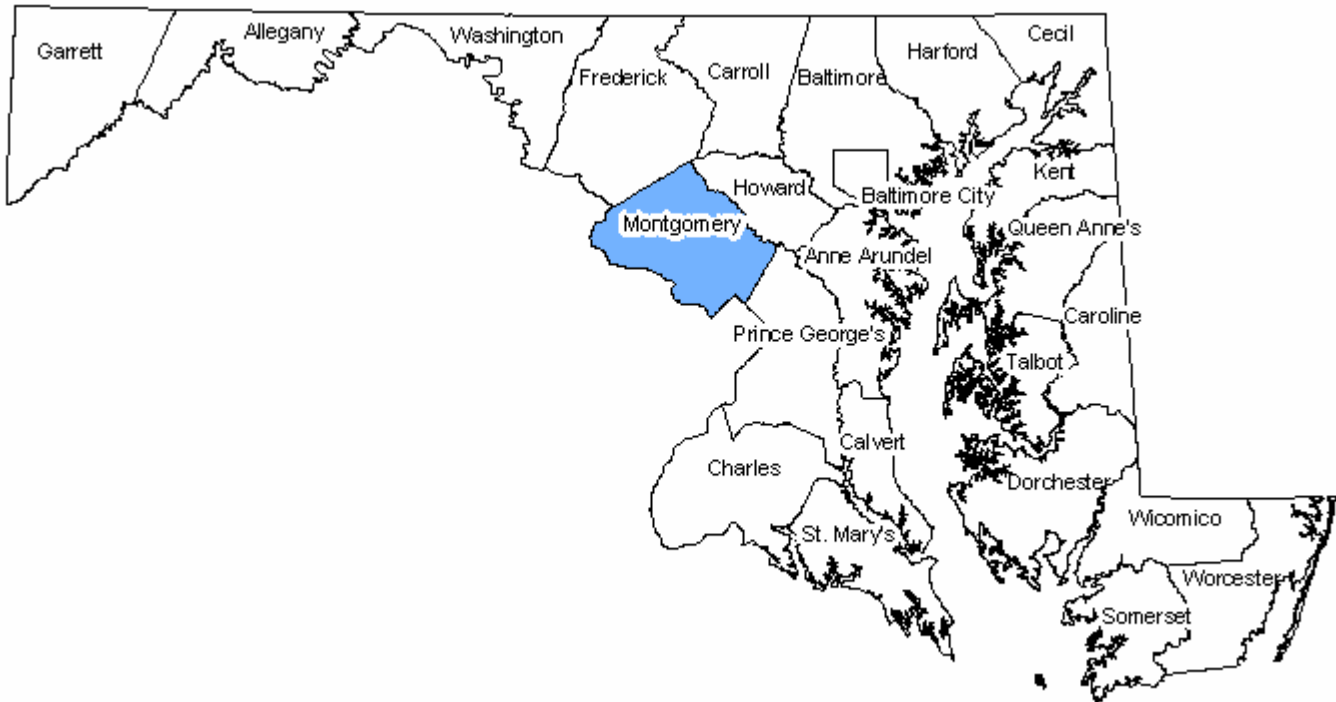
* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



*Percent of Openings Due to Growth

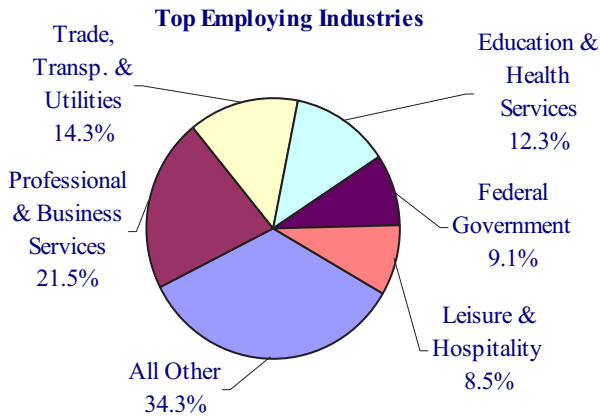
MONTGOMERY COUNTY'S LABOR MARKET VIEW



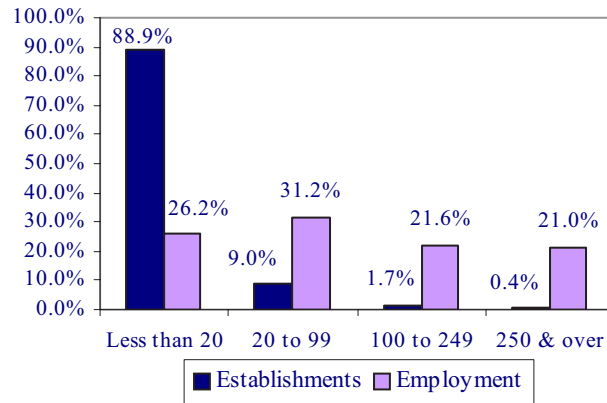
Quick Facts

- Population (2004) 921,690
- Civilian Labor Force (2004) 497,217
 - Employment 481,555
 - Unemployment 15,662
 - Unemployment Rate 3.1%
- % of Maryland's Labor Force 17.2%
- Industry Employment (2004) 448,782
- Business Establishments (2004) 31,760
- Average Weekly Wage by Industry (2004) \$996
- Total Projected Job Openings Through 2012 197,483

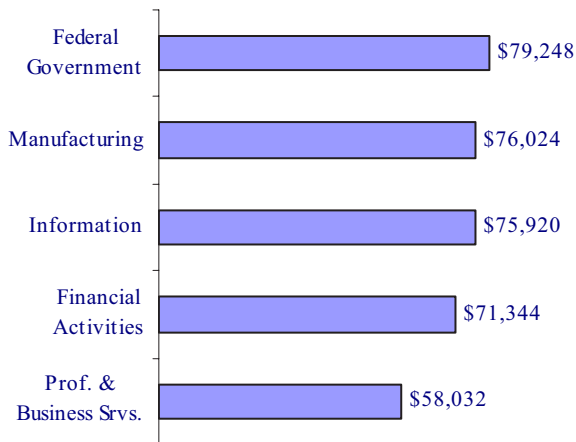
MONTGOMERY COUNTY'S LABOR MARKET VIEW



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

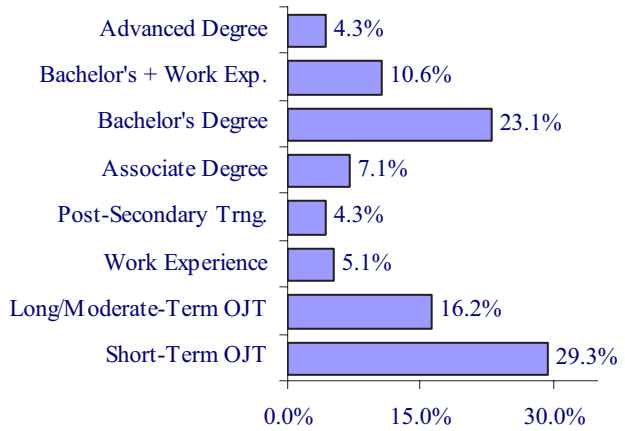
Administrative & Support Services	1,161
Professional & Technical Services	726
Ambulatory Health Care Services	647
Management of Companies & Enterprises	607
Specialty Trade Contractors	469
Construction of Buildings	427
Nursing & Residential Care Facilities	349
Support Activities for Transportation	343
Credit Intermediation & Related Activities	255
Real Estate	252
Educational Services	221

**Top Performing Occupations
2002-2012**

Occupation	Total Openings*
Retail Salespersons	6,513
Cashiers	5,546
General & Operations Managers	5,104
Registered Nurses	4,571
Waiters & Waitresses	3,698
Janitors & Cleaners, exc. Maids & Housekeeping	3,682
Combined Food Prep. & Srvg. Wrkrs., inc. Fast Food	3,430
Security Guards	3,093
Office Clerks, General	2,841
Computer Systems Analysts	2,694

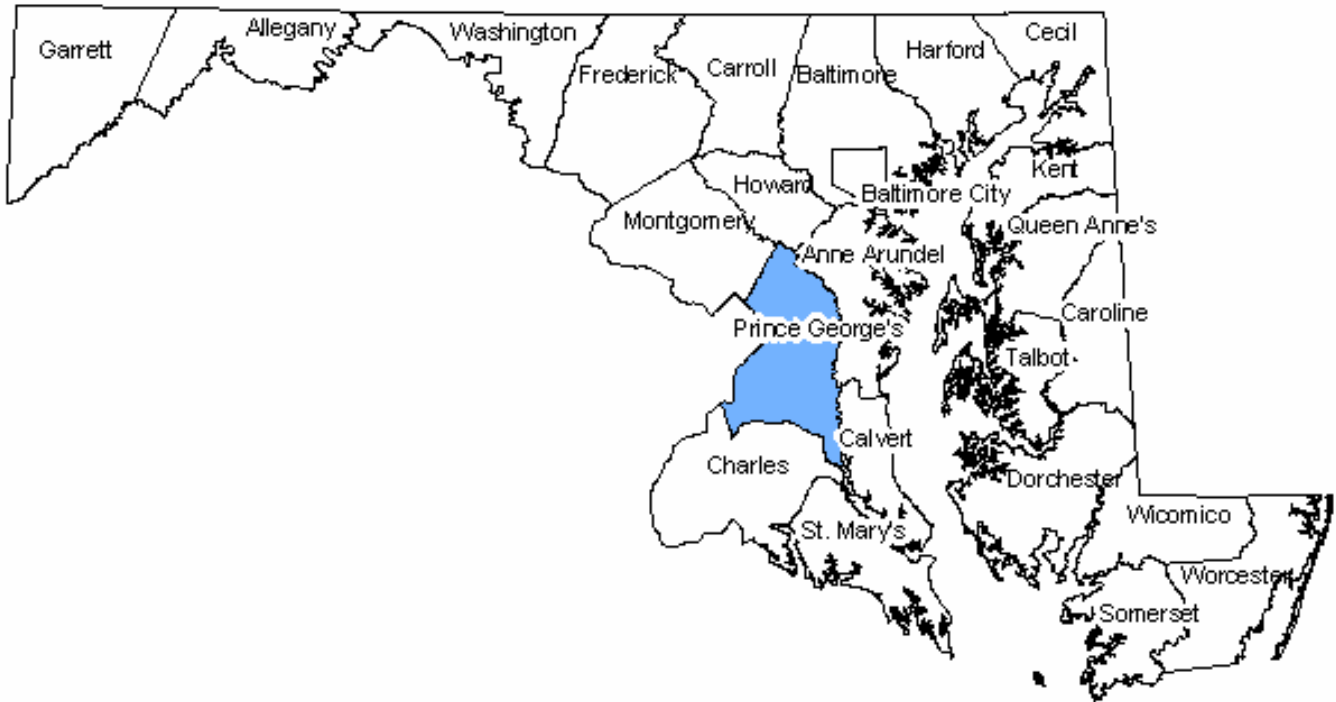
* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



*Percent of Openings Due to Growth

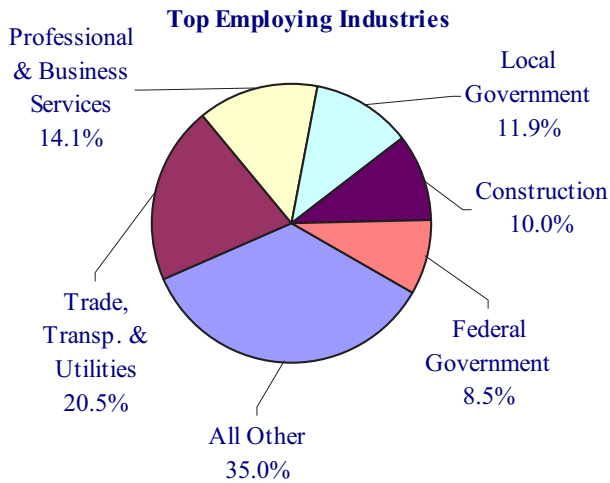
PRINCE GEORGE'S COUNTY'S LABOR MARKET VIEW



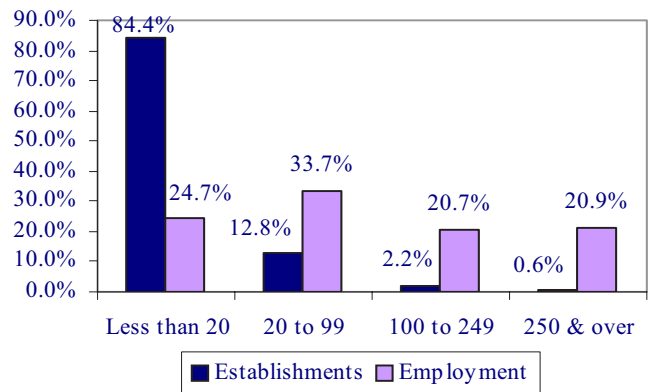
Quick Facts

- Population (2004) 842,967
- Civilian Labor Force (2004) 441,741
 - Employment 421,460
 - Unemployment 20,281
 - Unemployment Rate 4.6%
- % of Maryland's Labor Force 15.3%
- Industry Employment (2004) 312,994
- Business Establishments (2004) 15,201
- Average Weekly Wage by Industry (2004) \$815
- Total Projected Job Openings Through 2012 137,603

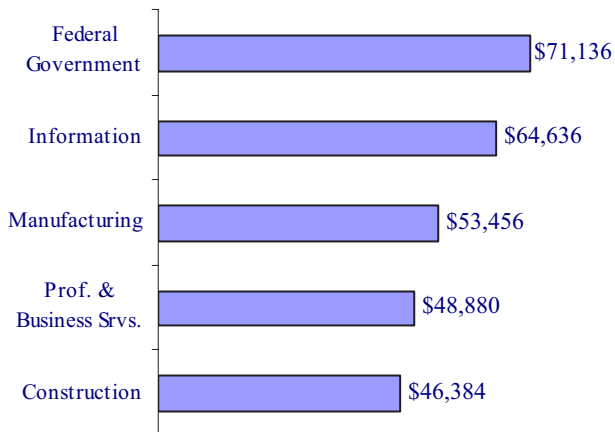
PRINCE GEORGE'S COUNTY'S LABOR MARKET VIEW



Private Sector Business Establishments & Employment Concentration by Size Class 4th Quarter 2004



Highest Annual Wages



Top Job Gains by Industry 2004

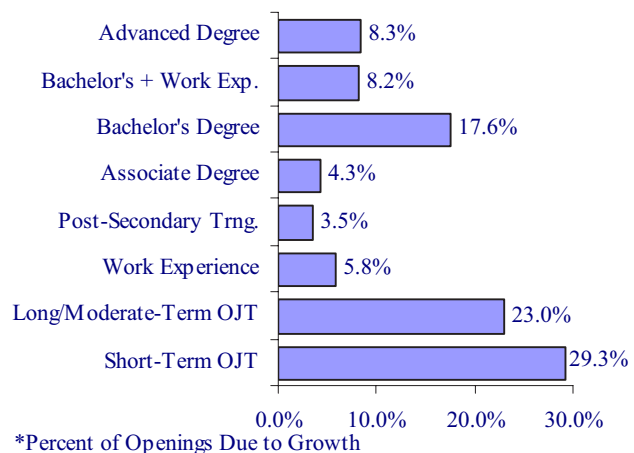
Food Services & Drinking Places	1,740
Specialty Trade Contractors	1,654
Professional & Technical Services	1,121
Food & Beverage Stores	602
General Merchandise Stores	363
Amusements & Recreation	277
Real Estate	238
Merchant Wholesalers, Nondurable Goods	234
Credit Intermediation & Related Activities	191
Health & Personal Care Stores	178
Educational Services	169

Top Performing Occupations 2002-2012

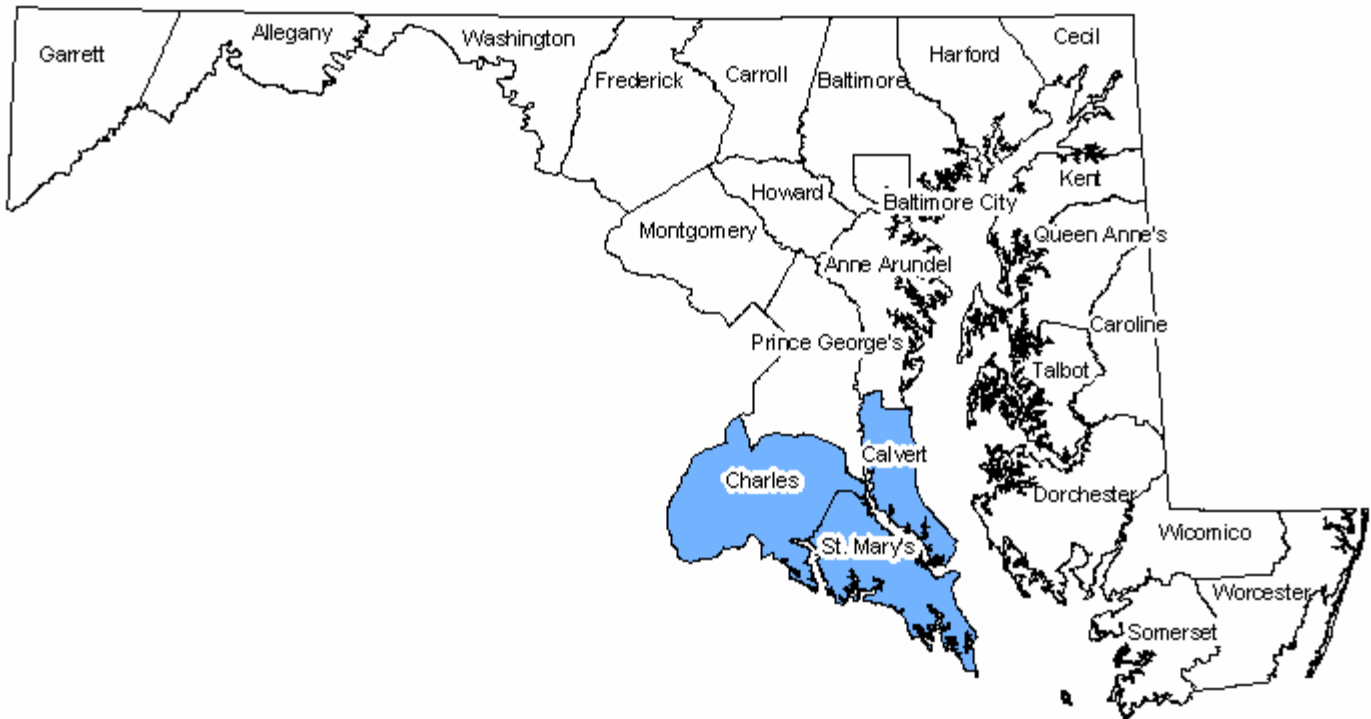
Occupation	Total Openings*
Cashiers	5,405
Retail Salespersons	4,664
General & Operations Managers	2,907
Laborers & Freight, Stock, & Material Movers, Hand	2,823
Security Guards	2,788
Combined Food Prep. & Srvg. Wrkrs., inc. Fast Food	2,646
Waiters & Waitresses	2,510
Office Clerks, General	2,272
Janitors & Cleaners, exc. Maids & Housekeeping	2,086
Stock Clerks & Order Fillers	2,004

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



SOUTHERN MARYLAND'S LABOR MARKET VIEW

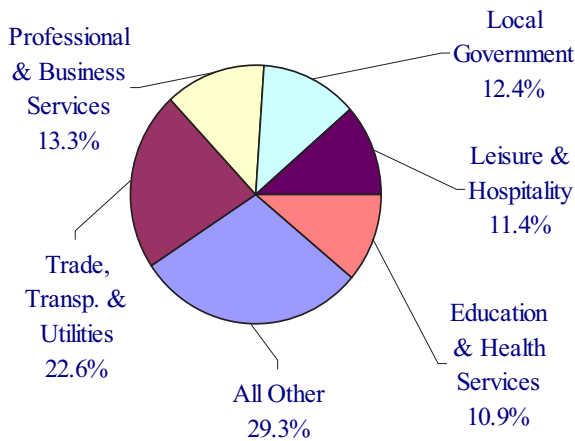


Quick Facts

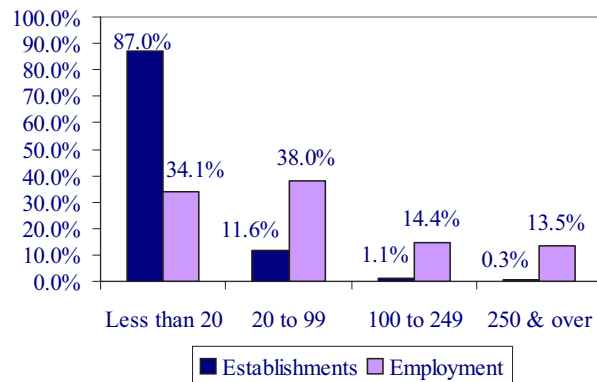
• Population (2004)	317,202
• Civilian Labor Force (2004)	163,011
Employment	157,587
Unemployment	5,424
Unemployment Rate	3.3%
• % of Maryland's Labor Force	5.7%
• Industry Employment (2004)	98,010
• Business Establishments (2004)	6,591
• Average Weekly Wage by Industry (2004)	\$727
• Total Projected Job Openings Through 2012	54,003

SOUTHERN MARYLAND'S LABOR MARKET VIEW

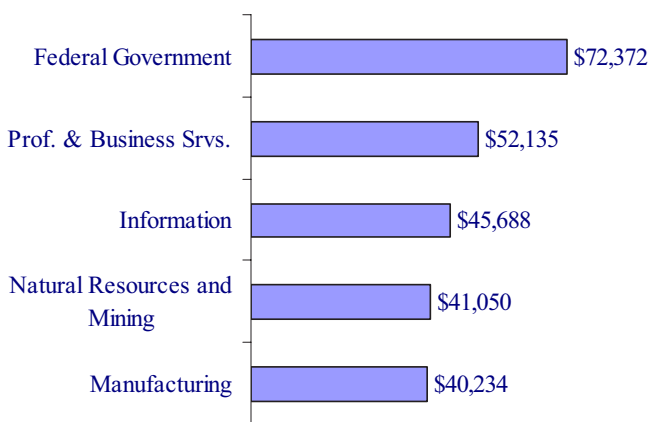
Top Employing Industries



Private Sector Business Establishments & Employment Concentration by Size Class 4th Quarter 2004



Highest Annual Wages



Top Job Gains by Industry 2004

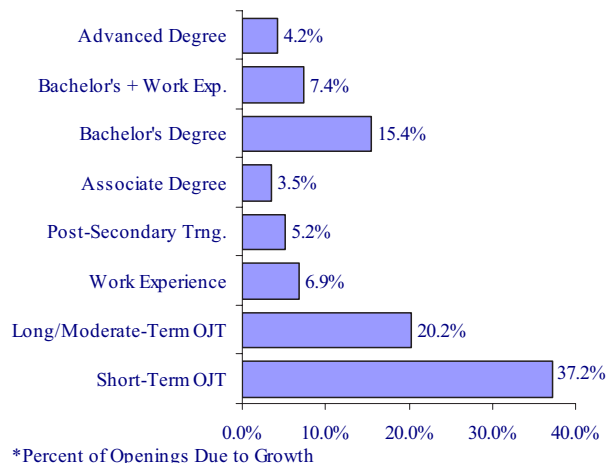
Professional & Technical Services	417
Construction of Buildings	309
Specialty Trade Contractors	138
Building Material & Garden Supply Stores	136
Food Services & Drinking Places	114
Motor Vehicle & Parts Dealers	105
Hospitals	100
Electronics & Appliance Stores	99
Clothing & Clothing Accessories Stores	93
Amusements & Recreation	78
Ambulatory Health Care Services	76

Top Performing Occupations 2002-2012

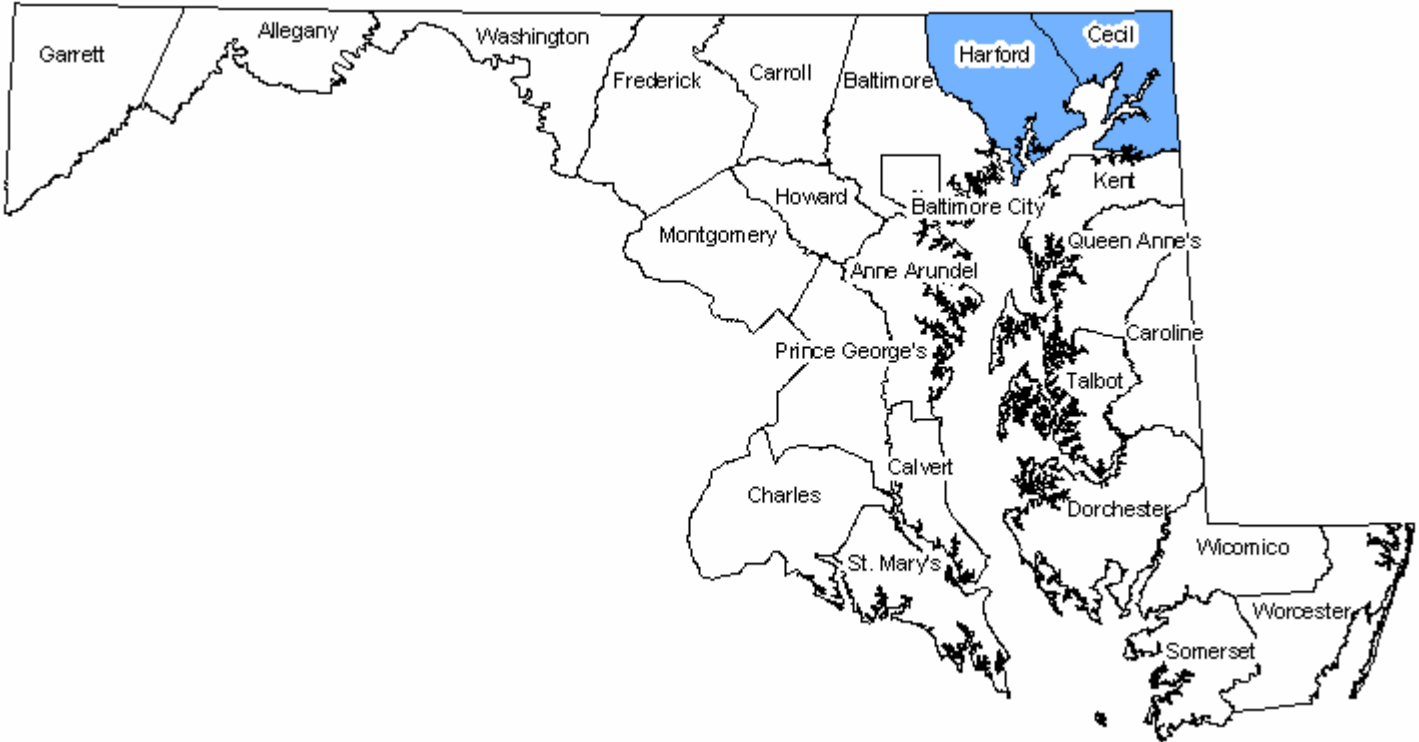
Occupation	Total Openings*
Combined Food Prep & Srvg. Wrkrs., inc. Fast Food Cashiers	3,724
Retail Salespersons	2,377
General & Operations Managers	1,901
Waiters & Waitresses	1,502
Office Clerks, General	1,158
Computer Software Engineers, Systems Software	973
Computer Systems Analysts	877
Registered Nurses	835
Laborers & Freight, Stock, & Material Movers, Hand	756
	740

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



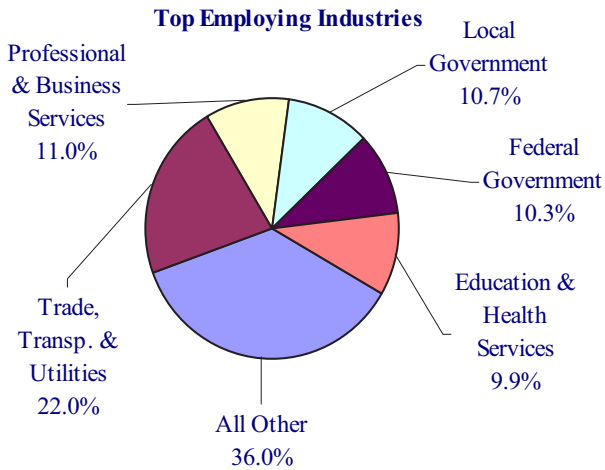
SUSQUEHANNA REGION'S LABOR MARKET VIEW



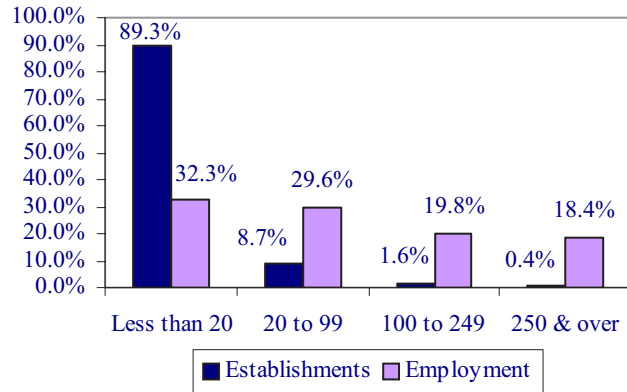
Quick Facts

- Population (2004) 331,120
- Civilian Labor Force (2004) 172,583
 - Employment 165,680
 - Unemployment 6,903
 - Unemployment Rate 4.0%
- % of Maryland's Labor Force 6.0%
- Industry Employment (2004) 105,630
- Business Establishments (2004) 7,095
- Average Weekly Wage by Industry (2004) \$711
- Total Projected Job Openings Through 2012 55,112

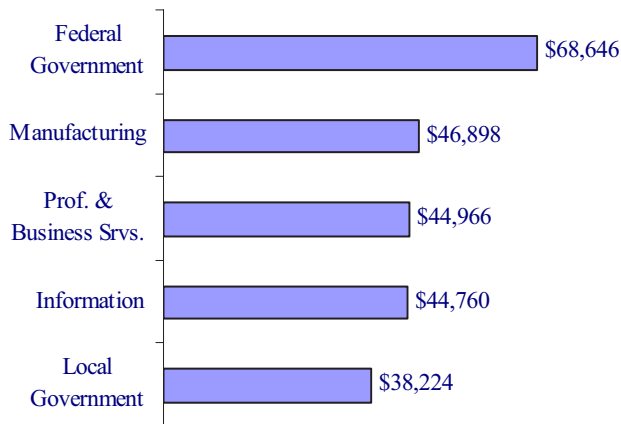
SUSQUEHANNA REGION'S LABOR MARKET VIEW



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

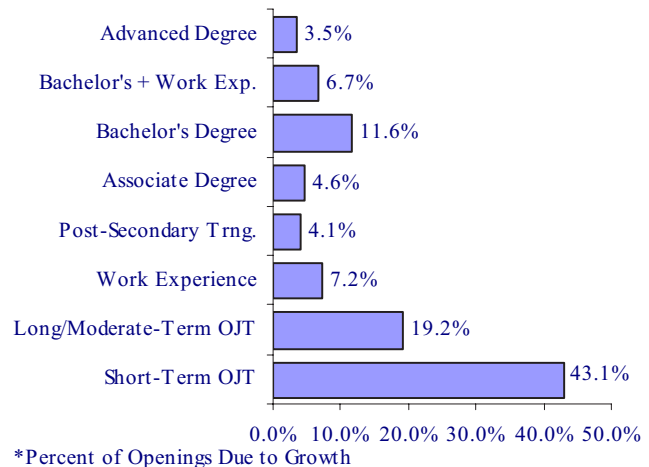
Professional & Technical Services	838
Administrative & Support Services	545
Food & Beverage Stores	492
Plastics & Rubber Products Manufacturing	434
Specialty Trade Contractors	256
Hospitals	184
Heavy & Civil Engineering Construction	151
Insurance Carriers & Related Activities	148
Food Services & Drinking Places	145
Construction of Buildings	133
General Merchandise Stores	129

**Top Performing Occupations
2002-2012**

Occupation	Total Openings*
Retail Salespersons	2,451
Cashiers	2,385
Waiters & Waitresses	2,110
Laborers & Freight, Stock, & Material Movers, Hand	1,697
Industrial Truck & Tractor Operators	1,266
General & Operations Managers	1,227
Combined Food Prep & Srvg. Wrkrs, inc. Fast Food	1,024
Office Clerks, General	865
Truck Drivers, Heavy & Tractor-Trailer	853
Registered Nurses	833

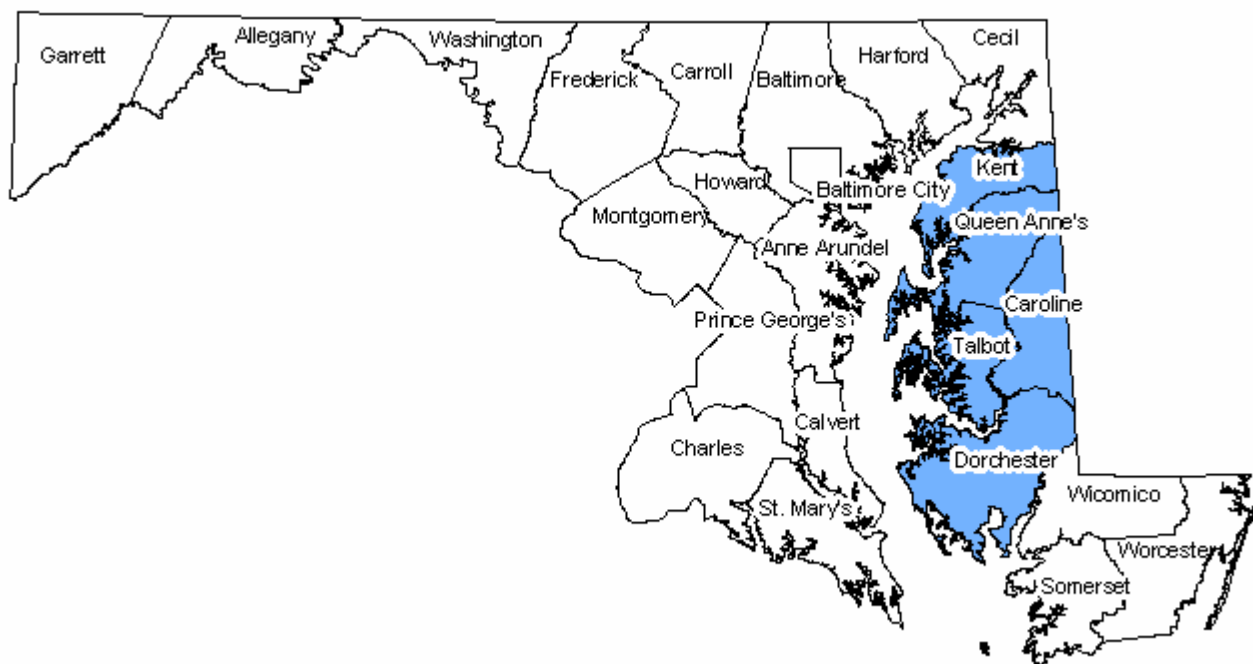
* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



*Percent of Openings Due to Growth

UPPER SHORE'S LABOR MARKET VIEW

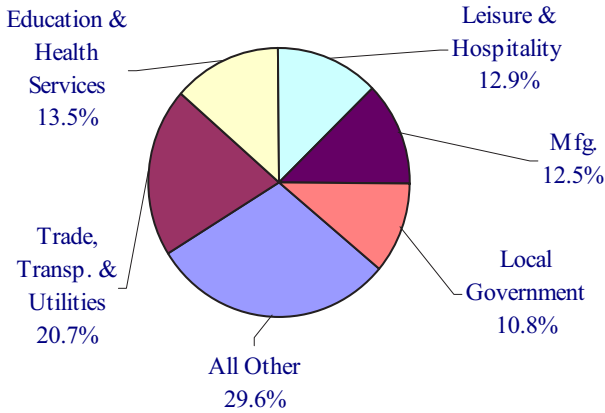


Quick Facts

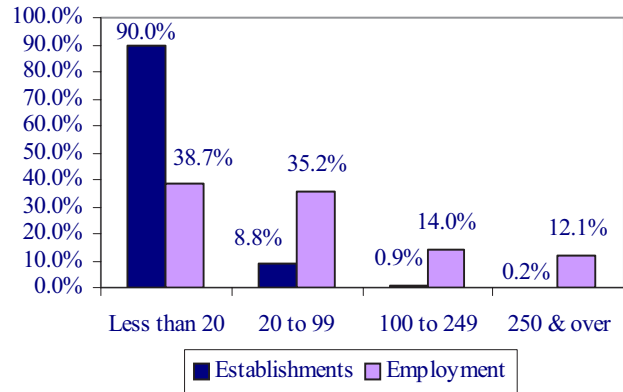
• Population (2004)	161,647
• Civilian Labor Force (2004)	90,845
Employment	87,172
Unemployment	3,673
Unemployment Rate	4.0%
• % of Maryland's Labor Force	3.2%
• Industry Employment (2004)	60,536
• Business Establishments (2004)	5,387
• Average Weekly Wage by Industry (2004)	\$566
• Total Projected Job Openings Through 2012	28,038

UPPER SHORE'S LABOR MARKET VIEW

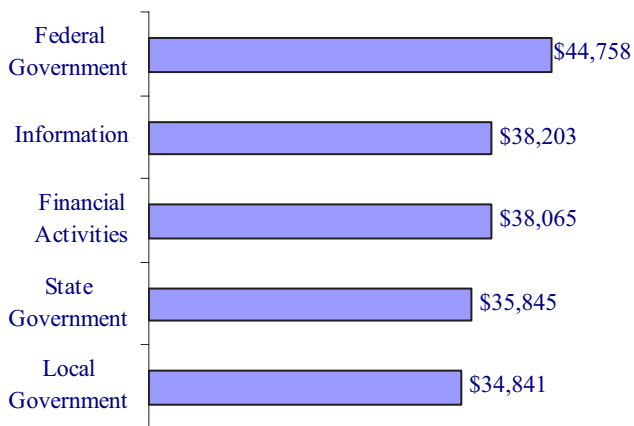
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

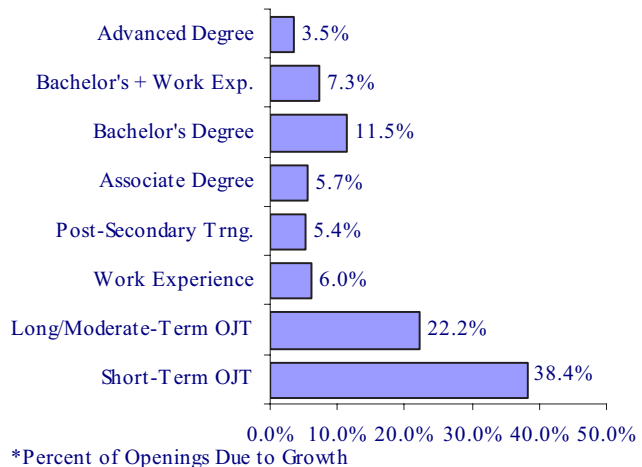
Accommodations	550
Specialty Trade Contractors	240
Food Services & Drinking Places	168
Administrative & Support Services	103
Food Manufacturing	102
Professional & Technical Services	98
Heavy & Civil Engineering Construction	74
Real Estate	69
Motor Vehicle & Parts Dealers	67
Food & Beverage Stores	65
Construction of Buildings	46

**Top Performing Occupations
2002-2012**

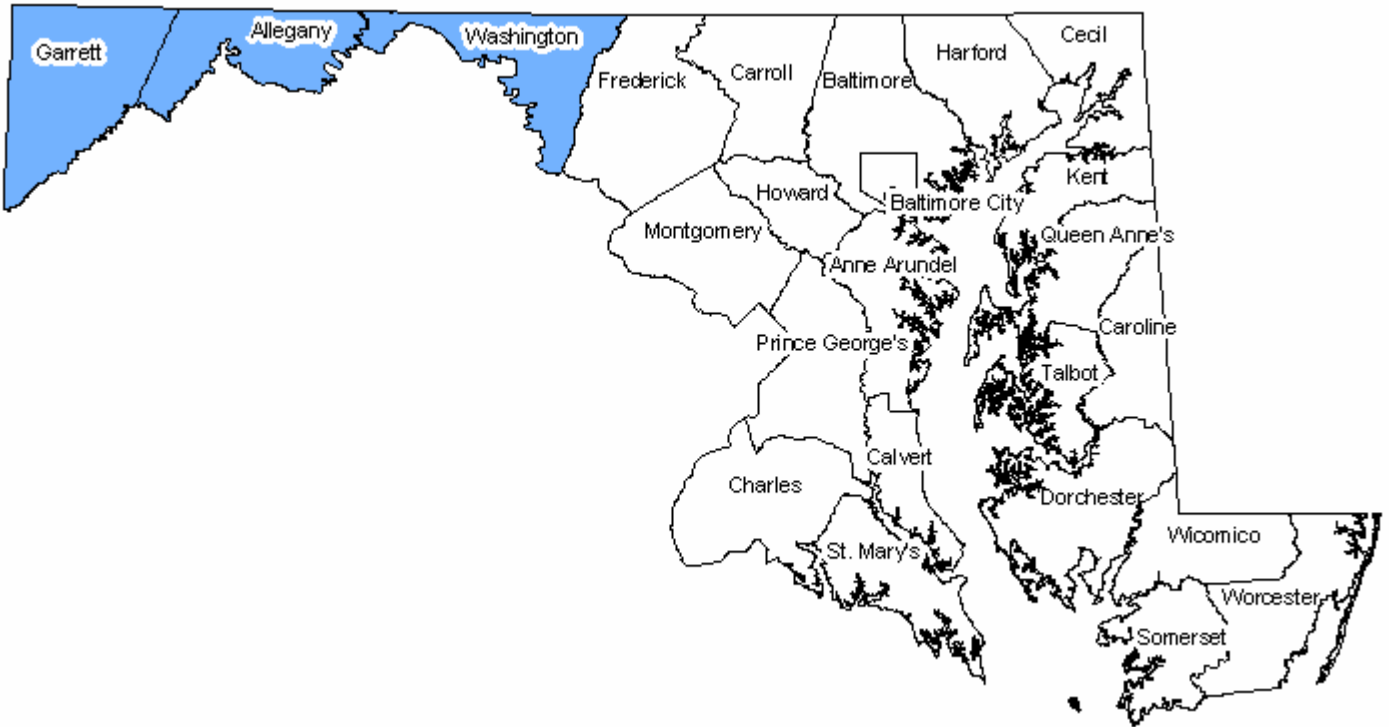
Occupation	Total Openings*
Cashiers	1,331
Retail Salespersons	1,107
Waiters & Waitresses	791
Combined Food Prep & Srvg. Wrkrs., inc. Fast Food	767
General & Operations Managers	725
Registered Nurses	573
Laborers & Freight, Stock, & Material Movers, Hand	518
Painters, Construction & Maintenance	512
Office Clerks, General	502
First-Line Supervisors/Managers of Retail Sales Wrkrs.	426

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



WESTERN MARYLAND'S LABOR MARKET VIEW

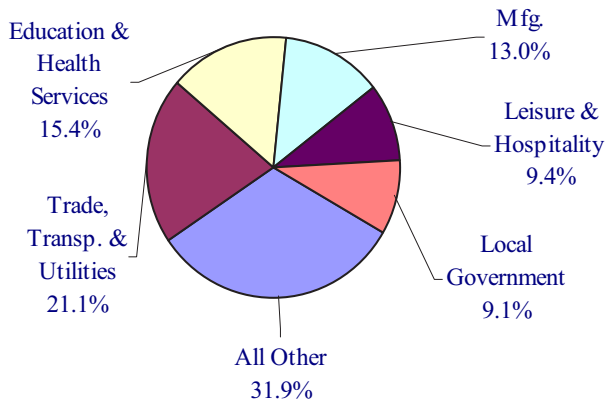


Quick Facts

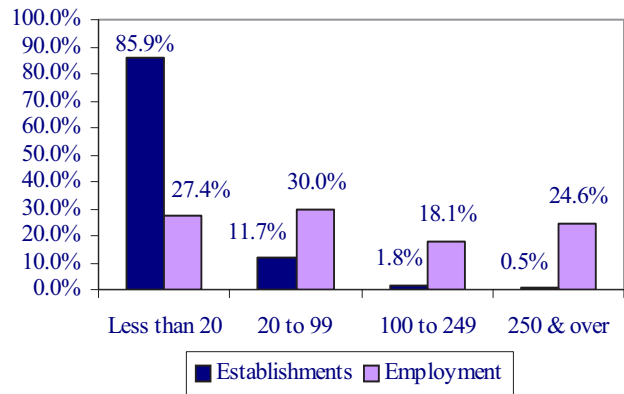
- Population (2004) 243,619
- Civilian Labor Force (2004) 115,509
 - Employment 109,706
 - Unemployment 5,803
 - Unemployment Rate 5.0%
- % of Maryland's Labor Force 4.0%
- Industry Employment (2004) 104,948
- Business Establishments (2004) 6,012
- Average Weekly Wage by Industry (2004) \$584
- Total Projected Job Openings Through 2012 45,768

WESTERN MARYLAND'S LABOR MARKET VIEW

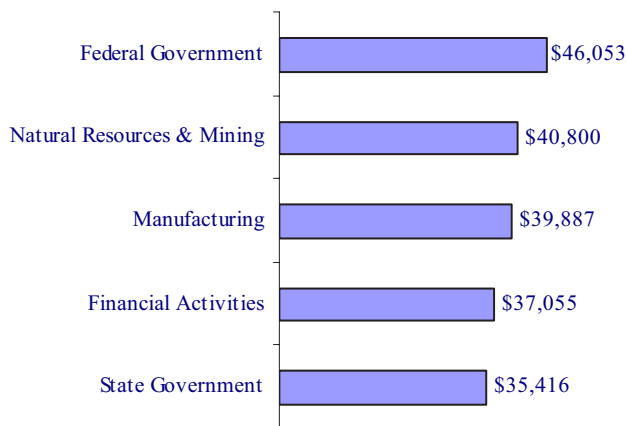
Top Employing Industries



**Private Sector Business Establishments & Employment Concentration by Size Class
4th Quarter 2004**



Highest Annual Wages



**Top Job Gains by Industry
2004**

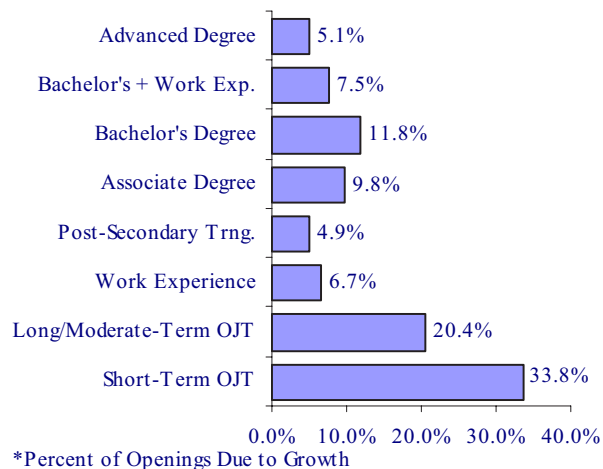
Building Material & Garden Supply Stores	172
Professional & Technical Services	126
Transportation Equipment Manufacturing	110
Social Assistance	103
Motor Vehicle & Parts Dealers	89
Furniture & Related Product Manufacturing	75
Hospitals	75
Fabricated Metal Product Manufacturing	69
Administrative & Support Services	61
Specialty Trade Contractors	59
Credit Intermediation & Related Activities	52

**Top Performing Occupations
2002-2012**

Occupation	Total Openings*
Retail Salespersons	2,033
Cashiers	2,020
Registered Nurses	1,277
Waiters & Waitresses	1,067
General & Operations Managers	1,063
Combined Food Prep. & Srvg. Wrkrs., inc. Fast Food	1,005
Office Clerks, General	807
Nursing Aides, Orderlies & Attendants	745
Correctional Officers & Jailers	738
Laborers & Freight, Stock, & Material Movers, Hand	705

* Combine openings due to growth & replacement demand

Projected Demand* by Education/Training



WORKFORCE INVESTMENT ACT

TITLE 1-B ANNUAL REPORT

PROGRAM YEAR 2004

I. Annual Report Narrative

A. Within each of Maryland's 12 workforce investment areas, the One-Stop Centers have entered into a new era of cooperation and integration with their partners, creating a seamless delivery of services for job seeker and business customers. A wide range of adult and dislocated worker employment and training services are provided to job seekers through WIA core, intensive and training tiers. Core services are universally accessible through the State's network of One-Stop Centers. Many are self-service or provided through Wagner-Peyser funded staff. The One-Stop System is also the primary mechanism for both adults and dislocated workers to access intensive and training services.

Intensive services are provided to unemployed or underemployed individuals who are having difficulty securing appropriate employment through core services. Individuals need to demonstrate barriers that prevent them from retaining or obtaining employment leading to self-sufficiency. Intensive services include but are not limited to: comprehensive and specialized assessment, diagnostic testing, identification of employment barriers through in-depth evaluation, individual employment plan development, group and individual counseling, career planning, case management, and short-term pre-vocational services. Additional intensive services may include out-of-area job search, relocation, literacy readiness, internship and work experience.

Training services are provided to unemployed or underemployed individuals who are having difficulty retaining or obtaining appropriate employment through intensive services. Individuals need to demonstrate barriers that prevent them from retaining or securing employment leading to self-sufficiency. Training services include but are not limited to: occupational skill development, job readiness, adult education combined with other training, and customized training. With few exceptions, training is obtained through the use of Individual Training Accounts (ITAs). The State requires each Local Workforce Investment Board (LWIB) to develop a local policy regarding priority of service for the provision of intensive and training services to Adults and Dislocated Workers under WIA Title I. Any WIA Adult priority of service policy provides priority to recipients of public assistance and other low-income individuals in the local area unless the local area determines that funds are not limited.

Each LWIB develops a local area strategy for providing services to eligible youth, addressing each of the ten youth program elements described in WIA section 129(C)(2). Each LWIB must also develop a local strategy for providing comprehensive services to eligible youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. The State requires each LWIB to link with Job Corps by: inviting Job Corps representatives to participate in Youth Councils; inviting Job Corps representatives to serve on local boards; promoting local youth programs that partner with Job Corps; and assisting in the identification and referral of eligible youth to Job Corps programs.

During PY 2004, the State of Maryland expended \$8,028,978 in Adult program funds to serve 6,773 adults. Expenditures for the Dislocated Worker program totaled \$6,969,738 to serve 4,496 participants. Youth expenditures totaled \$7,648,890 and served 815 Older Youth and 3,537 Younger Youth. See attached WIA Financial Statement for percentage of available funds expended and percentage of carry-in monies expended. Information on funds expended by activity is not available. Please note, however, that over 97% of all carry-in funds and over 81% of all available funds have been expended to provide services to adults, dislocated workers and youth in Maryland.

B. Information on the levels of performance achieved by the State of Maryland with respect to the core indicators of performance and the customer satisfaction indicator have been entered through the online Enterprise Information Management System (EIMS) in Tables A through N. Information regarding the progress of local areas in the State in achieving local performance measures, including information on the levels of performance achieved by the areas with respect to the core indicators of performance and the customer satisfaction indicator have been entered through the EIMS in Table O. The State of Maryland met or exceeded all 17 performance measures including the customer satisfaction response rate requirement for both program participants and employers.

The Department of Labor, Licensing, and Regulation takes a very active role in reviewing performance. The Department works closely with state partner agencies to develop an integrated and comprehensive accountability system for use in evaluating the effectiveness of the state's workforce development system. Performance information, both statewide and by local area, is regularly provided to the system. On a quarterly basis the Department (1) compares the performance of each local area against its negotiated WIA standards, (2) details the performance of the state and each local area on achieving system-wide performance measures, and (3) reports any actions, corrective or otherwise, the State is taking regarding the performance of local areas against their negotiated standards. Quarterly performance reports include not only summary data on each of the WIA performance standards, but the raw data that was used to calculate performance and a data extract file that can be imported into the Mathematica Data Validation software.

The Department of Labor, Licensing and Regulation provides ongoing technical assistance to local workforce investment areas whose performance falls below the negotiated standards. Each quarter, there is ongoing communication regarding performance issues through email, teleconferencing and meetings. During PY 2004, onsite visits were conducted with underachieving local areas to review program strategies and discuss program performance. The department also provided a series of statewide training sessions on enhancing current WIA performance and the transition to Common Measures. A statewide monthly meeting of information system users and a quarterly meeting of staff responsible for local WIA performance help facilitate ongoing communication and the provision of technical assistance.

WIA Financial Statement PY04

Operating Results		Available	Expended	Percentage	Balance Remaining
Total All Funds Sources					
Adult Program Funds	\$8,078,633	\$6,779,713	83.92%	\$1,298,920	
Carryin Monies (no add)	\$1,249,265	\$1,249,265	100.00%	\$0	
Dislocated Worker Program Funds	\$7,042,255	\$5,451,658	77.41%	\$1,590,597	
Carryin Monies (no add)	\$1,518,080	\$1,518,080	100.00%	\$0	
Youth Program Funds	\$8,036,282	\$6,048,636	75.27%	\$1,987,646	
Carryin Monies (no add)	\$1,704,013	\$1,600,254	93.91%	\$103,759	
*Out-of School Youth	\$0	\$4,588,678	0.00%	\$0	
*In-School Youth	\$0	\$3,060,212	0.00%	\$0	
*Summer Employment Opportunities	\$0	\$1,010,049	0.00%	\$0	
Local Administration Funds	\$2,573,019	\$1,970,157	76.57%	\$602,862	
Carryin Monies (no add)	\$1,316,594	\$1,316,594	100.00%	\$0	
Rapid Response Funds	\$1,773,682	\$1,495,275	84.30%	\$278,407	
Carryin Monies (no add)	\$797,616	\$649,374	81.41%	\$148,242	
Statewide Activity Funds	\$4,853,624	\$2,201,138	45.35%	\$2,652,486	
Carryin Monies (no add)	\$3,851,871	\$3,262,850	84.71%	\$589,021	
* No breakout for fund availability by these categories.					

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Customers Surveyed	Number of Customers Eligible for The Survey	Number of Customers Included In the Sample	Response Rate
Program Participants	69	90.9	3130	3621	3621	86.4%
Employers	67	89.3	495	495	495	100.0%

Table B - Adult Program Results At - A - Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72%	83.61%	1,704
			2,038
Employment Retention Rate	82%	89.46%	2,698
			3,016
Earnings Change in Six Months	\$3,475	\$3,887.51	\$10,916,123
			2,808
Employment And Credential Rate	63%	83.15%	760
			914

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	80.00%	76 95	81.69%	58 71	74.19%	69 93	70.63%
Employment Retention Rate	88.10%	111 126	89.52%	111 124	92.48%	123 133	89.29%	150 168
Earnings Change in Six Months	\$5,623.24	\$686,035 122	\$4,211.56	\$471,695 112	\$5,479.35	\$613,687 112	\$1,279.90	\$203,504 159
Employment And Credential Rate	82.00%	41 50	81.82%	27 33	79.31%	46 58	77.78%	35 45

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	88.64%	632	80.91%	1,072
		713		1,325
Employment Retention Rate	91.34%	939	88.48%	1,759
		1,028		1,988
Earnings Change in Six Months	\$4,308.57	\$4,097,453	\$3,671.87	\$6,818,670
		951		1,857

Table E - Dislocated Workers Program Results At - A - Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	75%	88.04%	2,091
			2,375
Employment Retention Rate	88%	92.92%	2,336
			2,514
Earnings Replacement in Six Months	98%	99.14%	\$38,045,169
			\$38,376,055
Employment And Credential Rate	61%	83.56%	971
			1,162

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	82.98%	117 141	78.95%	60 76	80.95%	255 315	90.00%
Employment Retention Rate	93.26%	166 178	87.67%	64 73	92.12%	269 292	95.45%	42 44
Earnings Replacement in Six Months	98.86%	\$2,948,471 \$2,982,362	95.38%	\$1,046,302 \$1,096,928	86.55%	\$4,021,953 \$4,646,974	220.09%	\$510,025 \$231,735
Employment And Credential	84.00%	63 75	75.00%	24 32	76.43%	107 140	88.89%	16 18

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	90.02%	1,046	86.15%
	1,162		1,213	
Employment Retention Rate	93.91%	1,033	92.15%	1,303
		1,100		1,414
Earnings Replacement Rate	100.50%	\$16,094,399	98.16%	\$21,950,770
		\$16,014,953		\$22,361,102

Table H - Older Youth Results At - A - Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65%	87.83%	101
			115
Employment Retention Rate	78%	93.16%	218
			234
Earnings Change in Six Months	\$2,750	\$4,331.52	\$970,260
			224
Employment And Credential Rate	51%	67.38%	95
			141

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out - of - School Youth	
Entered Employment Rate	87.50%	14	0.00%	0	85.71%	12	88.29%	98
		16		0		14		111
Employment Retention Rate	88.00%	22	0.00%	0	88.57%	31	92.99%	199
		25		0		35		214
Earnings Change in Six Months	\$3,228.63	\$77,487	\$0.00	\$0	\$3,962.17	\$114,903	\$4,360.43	\$902,610
		24		0		29		207
Employment And Credential Rate	61.90%	13	0.00%	0	78.95%	15	67.16%	90
		21		0		19		134

Table J - Younger Youth Results At - A - Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	75%	91.72%	2,491
			2,716
Diploma or Equivalent Attainment Rate	57%	69.25%	358
			517
Retention Rate	57%	68.66%	401
			584

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out - of - School Youth	
	Skill Attainment Rate	83.84%	192 229	91.21%	747 819	92.05%
Diploma or Equivalent Attainment Rate	70.21%	33 47	64.34%	157 244	65.63%	147 224
Retention Rate	57.69%	30 52	64.49%	138 214	74.60%	185 248

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	81.51%	2,618	\$3,365.25	9,594,326	1.88%	30	\$5,710.03	\$8,764,897	47.82%	197
		3,212		2,851		1,598		1,535		412
Dislocated Workers	88.82%	2,216	100.38%	36,945,333	2.60%	51	\$7,986.30	\$15,181,952	48.17%	277
		2,495		36,804,607		1,965		1,901		575
Older Youth	83.11%	182	\$4,101.86	840,881	0.00%	0	\$2,854.62	\$262,625		
		219		205		101		92		

Table M - Participants Served

	Total Participants Served	Total Exiters
Adults	6,773	1,980
Dislocated Workers	4,496	1,864
Older Youth	815	109
Younger Youth	3,537	957

Table N - Cost of Program Activities

Program Activity		Total Federal Spending	
Local Adults		\$8,028,978	
Local Dislocated Workers		\$6,969,738	
Local Youth		\$7,648,890	
Rapid Response (up to 25%) 134 (a) (2) (A)		\$2,144,649	
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		\$4,013,650	
Statewide Allowable Activities 134 (a) (3)	Program Activity Description	Capacity Building	\$482,593
		Incumbent Worker Training	\$144,806
		Research and Demonstration	\$250,000
		Administration by State	\$572,939
Total of All Federal Spending Listed Above		\$30,256,243	

Table O - Local Performance

Local Area Name	Adults	150
Anne Arundel County	Dislocated Workers	195
	Older Youth	26
	Younger Youth	95
ETA Assigned #	Adults	18
24055	Dislocated Workers	27
	Older Youth	0
	Younger Youth	1
	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	69.0	95.5
	67.0	95.0
	72.0%	88.1%
Entered Employment Rate	75.0%	87.3%
	65.0%	100.0%
	82.0%	90.6%
Retention Rate	88.0%	91.6%
	78.0%	100.0%
	57.0%	54.6%
Earnings Change/Earnings Replacement in Six Months	\$3,475	\$871
	98.00	87.70
	\$2,750	\$9,771
Credential/Diploma Rate	63.0%	84.7%
	61.0%	81.3%
	51.0%	0.0%
Skill Attainment Rate	57.0%	50%
	75.0%	100.0%
Description of Other State Indicators of Performance		
Overall Status of Local Performance	Not Met	Met
		Exceeded X

Table O - Local Performance

Local Area Name	Total Participants Served		Adults	3489
Baltimore City	Total Participants Served		Dislocated Workers	1104
			Older Youth	499
ETA Assigned #			Younger Youth	1218
24060	Total Exiters		Adults	875
			Dislocated Workers	292
			Older Youth	28
			Younger Youth	179
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		69.0	88.0
	Employers		67.0	87.2
	Adults		72.0%	83.4%
Entered Employment Rate	Dislocated Workers		75.0%	91.2%
	Older Youth		65.0%	94.4%
	Adults		82.0%	87.6%
Retention Rate	Dislocated Workers		88.0%	92.1%
	Older Youth		78.0%	97.3%
	Younger Youth		57.0%	68.2%
Earnings Change/Earnings Replacement in Six Months	Adults		\$3,475	\$4,707
	Dislocated Workers		98.00	116.58
	Older Youth		\$2,750	\$4,898
	Adults		63.0%	78.1%
Credential/Diploma Rate	Dislocated Workers		61.0%	84.1%
	Older Youth		51.0%	69.5%
	Younger Youth		57.0%	100.0%
Skill Attainment Rate	Younger Youth		75.0%	99.2%
Description of Other State Indicators of Performance				
Overall Status of Local Performance	Not Met	Met	Exceeded	X

Table O - Local Performance

Local Area Name			Adults	358
Baltimore County	Total Participants Served		Dislocated Workers	377
			Older Youth	3
ETA Assigned #			Younger Youth	278
24010	Total Exiters		Adults	249
			Dislocated Workers	259
			Older Youth	1
			Younger Youth	195
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		69.0	94.4
	Employers		67.0	93.3
	Adults		72.0%	86.6%
Entered Employment Rate	Dislocated Workers		75.0%	90.5%
	Older Youth		65.0%	100.0%
	Adults		82.0%	90.0%
Retention Rate	Dislocated Workers		88.0%	93.9%
	Older Youth		78.0%	87.5%
	Younger Youth		57.0%	71.5%
Earnings Change/Earnings Replacement in Six Months	Adults		\$3,475	\$4,678
	Dislocated Workers		98.00	93.97
	Older Youth		\$2,750	\$3,143
	Adults		63.0%	88.2%
Credential/Diploma Rate	Dislocated Workers		61.0%	84.9%
	Older Youth		51.0%	100.0%
	Younger Youth		57.0%	74.8%
Skill Attainment Rate	Younger Youth		75.0%	92.4%
Description of Other State Indicators of Performance				
Overall Status of Local Performance			Not Met	Met
				Exceeded
				X

Table O - Local Performance

Local Area Name Frederick County	Total Participants Served	Adults	225
		Dislocated Workers	163
		Older Youth	16
		Younger Youth	48
ETA Assigned # 24015	Total Exiters	Adults	143
		Dislocated Workers	138
		Older Youth	10
		Younger Youth	7
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	79.9
	Employers	67.0	91.4
	Adults	72.0%	97.5%
Entered Employment Rate	Dislocated Workers	75.0%	98.9%
	Older Youth	65.0%	90.0%
	Adults	82.0%	88.2%
Retention Rate	Dislocated Workers	88.0%	89.7%
	Older Youth	78.0%	90.0%
	Younger Youth	57.0%	90.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,475	\$346
	Dislocated Workers	98.00	84.24
	Older Youth	\$2,750	\$2,786
	Adults	63.0%	97.9%
Credential/Diploma Rate	Dislocated Workers	61.0%	95.6%
	Older Youth	51.0%	76.9%
	Younger Youth	57.0%	100.0%
Skill Attainment Rate	Younger Youth	75.0%	90.9%
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

Table O - Local Performance

Local Area Name		Adults	679
Lower Shore	Total Participants Served	Dislocated Workers	174
		Older Youth	50
		Younger Youth	290
ETA Assigned #		Adults	138
24035	Total Exiters	Dislocated Workers	51
		Older Youth	6
		Younger Youth	97
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	93.2
	Employers	67.0	89.7
	Adults	72.0%	100.0%
Entered Employment Rate	Dislocated Workers	75.0%	98.7%
	Older Youth	65.0%	83.3%
	Adults	82.0%	92.9%
Retention Rate	Dislocated Workers	88.0%	92.5%
	Older Youth	78.0%	91.7%
	Younger Youth	57.0%	79.8%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,475	\$3,978
	Dislocated Workers	98.00	92.91
	Older Youth	\$2,750	\$2,105
	Adults	63.0%	97.2%
Credential/Diploma Rate	Dislocated Workers	61.0%	94.6%
	Older Youth	51.0%	66.7%
	Younger Youth	57.0%	98.5%
Skill Attainment Rate	Younger Youth	75.0%	73.3%
Description of Other State Indicators of Performance			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	231
Mid-Maryland		Dislocated Workers	477
		Older Youth	28
		Younger Youth	127
ETA Assigned #		Adults	88
24065	Total Exiters	Dislocated Workers	235
		Older Youth	21
		Younger Youth	72
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	94.3
	Employers	67.0	94.8
	Adults	72.0%	87.8%
Entered Employment Rate	Dislocated Workers	75.0%	90.5%
	Older Youth	65.0%	75.0%
	Adults	82.0%	96.0%
Retention Rate	Dislocated Workers	88.0%	98.0%
	Older Youth	78.0%	100.0%
	Younger Youth	57.0%	71.4%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,475	\$4,287
	Dislocated Workers	98.00	95.42
	Older Youth	\$2,750	\$9,652
Credential/Diploma Rate	Adults	63.0%	85.7%
	Dislocated Workers	61.0%	85.4%
	Older Youth	51.0%	68.8%
	Younger Youth	57.0%	54.7%
Skill Attainment Rate	Younger Youth	75.0%	80.0%
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded X

Table O - Local Performance

Local Area Name Montgomery County	Total Participants Served	Adults	110
		Dislocated Workers	592
		Older Youth	14
		Younger Youth	36
ETA Assigned # 24020	Total Exiters	Adults	15
		Dislocated Workers	226
		Older Youth	1
		Younger Youth	3
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	88.0
	Employers	67.0	88.7
	Adults	72.0%	77.8%
Entered Employment Rate	Dislocated Workers	75.0%	90.8%
	Older Youth	65.0%	100.0%
	Adults	82.0%	92.2%
Retention Rate	Dislocated Workers	88.0%	92.4%
	Older Youth	78.0%	75.0%
	Younger Youth	57.0%	57.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,475	\$3,281
	Dislocated Workers	98.00	106.79
	Older Youth	\$2,750	\$3,967
	Adults	63.0%	66.7%
Credential/Diploma Rate	Dislocated Workers	61.0%	84.8%
	Older Youth	51.0%	100.0%
	Younger Youth	57.0%	100.0%
Skill Attainment Rate	Younger Youth	75.0%	85.0%
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded X

Table O - Local Performance

Local Area Name	Adults	699
Prince George's County	Dislocated Workers	521
	Older Youth	48
	Younger Youth	619
ETA Assigned #	Adults	127
24025	Dislocated Workers	149
	Older Youth	7
	Younger Youth	93
	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	69.0	87.6
	67.0	88.2
	72.0%	61.9%
Entered Employment Rate	75.0%	73.6%
	65.0%	66.7%
	82.0%	89.0%
Retention Rate	88.0%	89.0%
	78.0%	71.4%
	57.0%	47.4%
Earnings Change/Earnings Replacement in Six Months	\$3,475	\$2,598
	98.00	100.81
	\$2,750	\$2,689
Credential/Diploma Rate	63.0%	68.3%
	61.0%	81.0%
	51.0%	33.3%
Skill Attainment Rate	57.0%	41.8%
	75.0%	50.0%
Description of Other State Indicators of Performance		
Overall Status of Local Performance	Not Met X	Met Exceeded

Table O - Local Performance

Local Area Name	Adults	203
Southern Maryland	Dislocated Workers	172
	Older Youth	46
	Younger Youth	38
ETA Assigned #	Adults	61
24050	Dislocated Workers	91
	Older Youth	6
	Younger Youth	12
	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	69.0	83.5
	67.0	92.0
	72.0%	69.0%
Entered Employment Rate	75.0%	83.3%
	65.0%	0.0%
	82.0%	100.0%
Retention Rate	88.0%	94.4%
	78.0%	100.0%
	57.0%	36.4%
Earnings Change/Earnings Replacement in Six Months	\$3,475	\$5,338
	98.00	92.92
	\$2,750	\$4,928
Credential/Diploma Rate	63.0%	47.8%
	61.0%	75.9%
	51.0%	0.0%
Skill Attainment Rate	57.0%	100.0%
	75.0%	86.4%
Description of Other State Indicators of Performance		
Overall Status of Local Performance	Not Met	Met X Exceeded

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	120
Susquehanna Region		Dislocated Workers	105
		Older Youth	36
		Younger Youth	215
ETA Assigned #		Adults	35
24045	Total Exiters	Dislocated Workers	43
		Older Youth	10
		Younger Youth	134
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	89.0
	Employers	67.0	89.1
	Adults	72.0%	89.7%
Entered Employment Rate	Dislocated Workers	75.0%	93.0%
	Older Youth	65.0%	77.8%
	Adults	82.0%	85.7%
Retention Rate	Dislocated Workers	88.0%	96.4%
	Older Youth	78.0%	83.3%
	Younger Youth	57.0%	82.4%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,475	\$6,162
	Dislocated Workers	98.00	95.61
	Older Youth	\$2,750	\$3,185
	Adults	63.0%	66.7%
Credential/Diploma Rate	Dislocated Workers	61.0%	80.8%
	Older Youth	51.0%	60.0%
	Younger Youth	57.0%	52.6%
Skill Attainment Rate	Younger Youth	75.0%	95.7%
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded X

Table O - Local Performance

Local Area Name	Upper Shore	Total Participants Served	Adults	188
			Dislocated Workers	457
			Older Youth	20
			Younger Youth	225
ETA Assigned #	24040	Total Exiters	Adults	100
			Dislocated Workers	248
			Older Youth	11
			Younger Youth	69
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction		Program Participants	69.0	91.5
		Employers	67.0	93.9
		Adults	72.0%	91.4%
Entered Employment Rate		Dislocated Workers	75.0%	87.3%
		Older Youth	65.0%	71.4%
		Adults	82.0%	86.1%
Retention Rate		Dislocated Workers	88.0%	88.6%
		Older Youth	78.0%	90.9%
		Younger Youth	57.0%	84.6%
Earnings Change/Earnings Replacement in Six Months		Adults	\$3,475	\$4,658
		Dislocated Workers	98.00	81.65
		Older Youth	\$2,750	\$1,383
		Adults	63.0%	82.2%
Credential/Diploma Rate		Dislocated Workers	61.0%	80.9%
		Older Youth	51.0%	52.6%
		Younger Youth	57.0%	66.7%
Skill Attainment Rate		Younger Youth	75.0%	92.6%
Description of Other State Indicators of Performance				
Overall Status of Local Performance			Not Met	Met
				Exceeded X

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	319
Western Maryland Consortium		Dislocated Workers	158
		Older Youth	30
		Younger Youth	348
ETA Assigned #		Adults	131
24030	Total Exiters	Dislocated Workers	105
		Older Youth	9
		Younger Youth	96
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69.0	94.2
	Employers	67.0	97.8
	Adults	72.0%	91.3%
Entered Employment Rate	Dislocated Workers	75.0%	93.2%
	Older Youth	65.0%	100.0%
	Adults	82.0%	94.9%
Retention Rate	Dislocated Workers	88.0%	96.3%
	Older Youth	78.0%	75.0%
	Younger Youth	57.0%	76.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,475	\$4,690
	Dislocated Workers	98.00	107.08
	Older Youth	\$2,750	\$2,974
	Adults	63.0%	83.5%
Credential/Diploma Rate	Dislocated Workers	61.0%	76.3%
	Older Youth	51.0%	88.9%
	Younger Youth	57.0%	84.8%
Skill Attainment Rate	Younger Youth	75.0%	85.9%
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X