



EARN MARYLAND



2016 Annual Report

The Honorable Larry Hogan, Governor
The Honorable Thomas M. Middleton, Chair, Senate Finance Committee
The Honorable Dereck E. Davis, Chair, House Economic Matters Committee

RE: MSAR 9663

Dear Governor Hogan and Chairmen Middleton and Davis:

I am pleased to present to you the 2016 annual report for the Employment Advancement Right Now (EARN) Maryland program. For the second time in as many years, EARN Maryland has been recognized as national best practice for its innovative, industry-led model. The program has made significant progress in 2016, transforming not only traditional workforce training models, but also the lives of thousands of Marylanders.

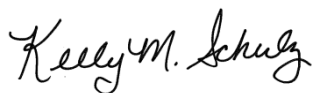
EARN Maryland represents a paradigm shift from traditional workforce training programs, tasking the business community with identifying training needs and program development. I am pleased to report that over 650 employer partners are now participating, or have participated in EARN Maryland, an increase of over 200% since program inception. EARN Maryland is addressing business and workforce needs, while truly strengthening the business climate across the State.

As of October 2016, 1,425 unemployed or underemployed participants, many of whom have multiple barriers to employment, obtained employment as a result of EARN Maryland. Over 3,000 incumbent workers obtained a new credential, certification or skill as a result of their participation in training.

Through the first two and a half years of implementation, the program has made a tremendous impact on the business community and the state overall. In a recent study on the economic impact of EARN Maryland, the Business Economic and Community Outreach Network (BEACON) at Salisbury University found that for every dollar that the State invests into the program, \$14.88 in additional economic activity is created in Maryland.

In short, the impact that EARN has made on the business community and Maryland's jobseekers is profound. The Department is proud to support this program, and looks forward to sharing its successes for many years to come.

Best Regards,



Kelly M. Schulz
Secretary

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A National Best-Practice

Established in 2014, Employment Advancement Right Now (EARN) Maryland is the State's nationally-recognized competitive workforce program. EARN Maryland is industry-led, designed with the flexibility to ensure that Maryland's businesses have the talent they need to compete and grow. The program provides targeted education and skills training to Maryland jobseekers, including support for individuals with specific barriers to employment, and career advancement strategies for incumbent workers.

EARN Maryland continues to be a national leader in sector-based programs and a model for other states looking to implement similar initiatives. For the second time in as many years, EARN Maryland has been recognized as a leader in industry-led initiatives. After being recognized in 2015 as a best practice by the National Skills Coalition, EARN Maryland received similar accolades in 2016 from the Urban Institute. The report is included as **Appendix A** to this report.

The program focuses on three important subsets: the unemployed, the underemployed, and the incumbent worker in need of training. A highly skilled workforce is critical to expansion, retention and improved outcomes for businesses across the State. As of October 2016, 3,024 incumbent workers have received training, attaining a new credential, certification, or skill. As a direct result, employer partners report improved productivity, cost savings, wages, and job retention.

Also, as of October 2016, 1,740 EARN Maryland participants completed entry level training programs. Of those, 1,425, or 82%, obtained employment. As a result, EARN's Strategic Industry Partnerships are developing a pipeline of entry level workers with relevant skills who are ready and able to work.

Engaging Employers

Recognizing that a workforce system disconnected from business fails to meet the needs of jobseekers, EARN places businesses and workforce intermediaries in the center of the identification of workforce needs, the development of curriculum, the design of trainings, and the placement of successful participants. While traditional workforce programs look to training entities or higher education to fill this role, EARN Maryland looks first to employer and industry partners to drive this process. Based upon industry demand, employers must identify workforce needs and develop curriculum that will effectively meet those needs. Leading program development breeds confidence from employers that

The EARN Maryland program works to foster collaboration between workforce and economic development stakeholders in the state by allowing employers in a [Strategic Industry Partnership] to identify workforce needs, develop a curriculum, participate in trainings, and in the case of entry-level candidates, interview successful partners.

-The Urban Institute, "State Workforce and Economic Development: Opportunities for Collaboration," November 2016.

Lives have been forever changed
because of EARN Maryland.

EARN's accomplishments prove
that when Maryland's businesses
are given the tools they need to
succeed, the State is truly changed
for the better.

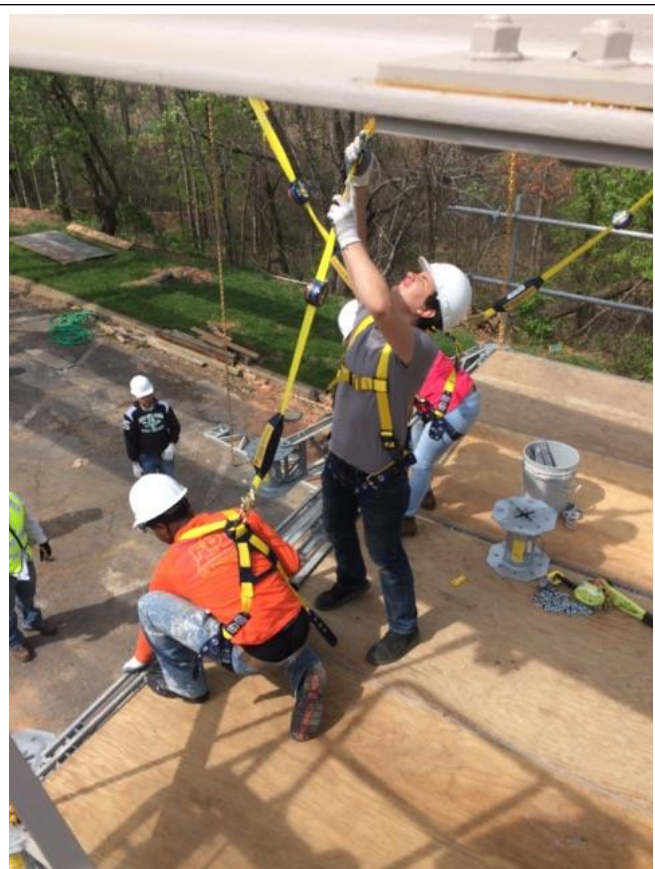
- Kelly M. Schulz
Maryland Labor Secretary

program participants possess the relevant skills that will allow them to be contributing employees who will help improve their business.

Because EARN is an industry-led program, employer engagement is paramount to program success. Partnerships are encouraged to continually engage new employers to participate in the program. As word has spread regarding the caliber of training programs and the participants who complete, the employer base within EARN has grown. At program inception, 206 employers were committed to EARN. As of this report, over 650 employers have participated in the program, representing an increase of over 200%. The rapid growth of employer representation is a testament to the industry-led model.

EARN was crafted with intentional flexibility to meet the evolving training needs of industry. Grants provided to Strategic Industry Partnerships are for a period of two years. Much can change within that time period. Therefore, the Department encourages partnerships to continually convene employers to assess industry demand. With communication to the Department, workforce training plans can be altered so that they continue to provide in-demand, relevant training.

Many partnerships have chosen to modify training plans based upon feedback received from employer partners. For example, the Maritime Transportation and Logistics Partnership, led by Maryland New Directions, responding to the needs of its industry partners, modified its training plan to eliminate training for certifications that became obsolete due to new technology. Now, the partnership's revised training plan delivers in-demand training for the maritime industry, and employer partners and the jobseekers participating in training are more effectively served.



Participants with the Suburban Maryland Construction Initiative led by the Finishing Trades Institute

Benefits to EARN Maryland's Approach to Workforce Development

In two and a half years, the EARN Maryland program has changed the way the nation has approached training needs and changed thousands of Marylanders' lives for the better. Here are some of the many benefits to the EARN Maryland approach to workforce development.



Over 1,100 unemployed or underemployed have careers and over 3,000 workers received the skills they need.

EARN Maryland is an industry-led State initiative designed to ensure that Maryland businesses have the talent they need to compete and grow while providing targeted education and skills training to Maryland workers.

Over 650 of Maryland's businesses contributed to program design and implementation

Partnerships across the State are delivering training in a variety of industries, including information technology, healthcare, manufacturing and construction.



Over \$8 million in State, federal and foundation funding has been awarded to EARN grant recipients.



Nine EARN grantees received funding through the \$5 million One Baltimore For Jobs initiative. Funding for this initiative, which was in response to unrest within Baltimore City in April 2015, was made possible through the collaboration of the Maryland Department of Labor, Licensing and Regulation, the Baltimore Mayor's Office of Employment Development and the United States Department of Labor.

Employers also provide feedback on candidates they interview and/or hire, and continually improve curriculum to ensure those who complete EARN programs are ready to enter the workforce with honed, relevant skillsets.

As partnerships have continued to improve processes and curriculum, the effectiveness of programs has increased. For those completing entry-level training programs, 82 percent are placed into employment, an increase of 4 percentage points over 2015.

Additional Benefits to the EARN Approach to Workforce Development

The Department is pleased with the level of success EARN Maryland has experienced over the past two and a half years. The program has brought together organizations that are traditionally disconnected

from each other and tasked them with developing collaborative workforce training models. Partnerships have worked with industry to design training programs that include innovative models that challenge the way that workforce training is traditionally carried out. While the main focus of the program is skills training and addressing business workforce needs, many secondary benefits have emerged as a result of EARN Maryland.

Leveraged Funding

The formation of EARN's industry-led partnerships has led to at least \$8 million in State, Federal and foundation funding being awarded to lead applicant organizations. Grantees indicate that their experience implementing an industry-led partnership and the ability to demonstrate success has contributed to their capacity to compete for, and receive, additional funding. Nine EARN grantees received funding through the One Baltimore for Jobs initiative, a \$5 million demonstration grant provided through a partnership between the United States Department of Labor and the Maryland Department of Labor, Licensing and Regulation in response to the unrest in Baltimore City in April 2015. Leveraged funding will allow for organizations to increase capacity and train a larger number of Marylanders.

In 2016, the Maryland Department of Human Resources, in partnership with the United States Department of Agriculture, introduced the Food Supplement Employment Training program, which will enable Marylanders with low skills and education to obtain job-driven training. The USDA-FNS will reimburse participating organizations up to 50% of allowable program costs, thereby growing the State and other nonfederal funders' investment by half and enabling the programs to reach more Marylanders. The program, which is currently operating in Baltimore City, will expand Statewide in 2017. Of the six organizations chosen to participate, four are EARN grantees. Because EARN funding can be used as a match, grantees who participate in the FSET program will be able to train more Marylanders.



Governor Hogan visits Vehicles for Change at the signing of an agreement between Vehicles for Change and the Maryland Transit Administration

Photo Credit: Steve Kwak with the Governor's Office

Return on Investment

As part of program evaluation, the Business Economic and Community Outreach Network (BEACON) at Salisbury University performed an economic impact study to determine the return on investment for EARN Maryland. The calculations, which were done for each partnership, included three variables: wage improvements by program participants, improvements of firm outputs attributable to an improved workforce, and reductions of public expenditures as workers retain jobs or attain better paying jobs. The analysis shows that for each dollar the State invests in EARN Maryland, an additional \$14.88 in economic activity is created. In comparison, the nationwide average return on investment for workforce development programs is \$3.41. This return on investment study further demonstrates EARN Maryland's meaningful impact on the State's economic and workforce development.

By supporting EARN and other innovative programs that address regional workforce needs, our administration remains committed to ensuring Maryland employers have the talent they need to compete in and contribute to Maryland's growing economy.

-Governor Larry Hogan
April 21, 2016

Business Improvement

Aside from a pipeline of qualified candidates or a more highly skilled incumbent workforce, employer partners are reporting additional benefits as a result of EARN, including cost savings, increased productivity and company growth. For instance, Civic Works provided one of its employer partners with the business development technical assistance necessary to bring installation services in-house, and helped to reduce the risk and costs associated with the expansion by helping to secure a large energy efficiency contract.

An employer partner for the Maryland Advanced Manufacturing and Plastics Partnership realized a 14% increase in run hours and efficiencies as a result of EARN-funded training, leading to increased



MD Labor Secretary Kelly M. Schulz, Dep. Secretary David McGlone and recent graduates from the Humanim/Movable Feast Culinary training program

productivity. Similarly, a local EARN partnership is currently exploring the possibility of assisting an employer partner that identified the need to add a third shift to their day-to-day operations, but struggled to find the qualified workforce to fill the pipeline. The partnership's steady pipeline of qualified



US Dept. of Agriculture’s Under Secretary for Food, Nutrition, and Consumer Services with Md. Dept. of Human Resources Secretary Malhotra with EARN grantees chosen to participate in the FSET program

workers with industry-recognized certifications is now a solution to a need that was once thought as insurmountable.

Systems Change

EARN Maryland and its Strategic Industry Partners are affecting systems change throughout the State, both in workforce development and within industry. On April 1, 2016, the Department submitted its Workforce Innovation and Opportunity Act State Plan to the United States Department of Labor. This document serves as Governor Hogan’s blueprint for the creation of an effective and efficient workforce system. EARN, specifically its use of the industry-led model, was referenced often and will serve as the

model moving forward as the State implements the Workforce Innovation and Opportunity Act.

The National Skills Coalition, in its July 2016 report entitled, “Realizing Innovation and Opportunity in WIOA: Implementing the Playbook for Creating Effective State Plans” highlighted Maryland’s accentuation of the EARN model within its State workforce plan.

In 2016, the Department applied for and received funding from the United States Department of Labor to expand apprenticeship in both traditional and non-traditional occupations. More than half of the EARN partnerships provided Letters of Support for the Department’s proposal, in addition to many employer and industry partners. Recognizing the value of the model, many EARN Partnerships are exploring apprenticeship as a next step to their Workforce Training Plans and the Department looks forward to supporting these entities in their efforts.

In addition to its industry-driven approach to workforce development, EARN Maryland also brings together organizations who traditionally operated independently from one another. The resulting relationships have far reaching benefits. For instance, the Baltimore BioTechnology Partnership connected three training

The relationships I have built among the other partners have enabled opportunities to share information (i.e. problems and solutions) of technology challenges we all share regardless of industry.

—First United Bank and Trust
Regarding the Western Maryland
Center for IT Excellence

Meet Antoine...

Antoine went to prison at the age of 17. He was released at 38, having spent more than half of his life behind prison walls. While in prison, Oglesby took classes at the Occupational Skills Training Center. The program was offered through the Maryland Department of Labor, Licensing and Regulation's Office of Correctional Education.

He was accepted in to Automotive Technicians for Change program in September 2015, making the trip from the Baltimore Pre-Release Unit on a daily basis. Antoine earned four ASE certifications and was later offered a full-time job as a mechanic in Catonsville.

Antoine has the special honor of being the first former inmate to be hired at any of the MileOne dealerships in Maryland.

entities who had not worked together in the past.

EARN has also transformed relationships between employers, who traditionally may feel in competition with one another for accounts or talent. The industry-led model encourages conversation around common industry needs and best practices, helping to improve business outcomes.

Hiring practices in some industries have been altered as a result of EARN Maryland. In the automotive industry, many employers initially indicated a strict policy that prohibited the hiring of anyone with a criminal background. The Automotive Technicians for Change program sought to increase employer engagement through honest dialogue and an open-door policy to their facility. Potential employers have been so impressed with the program and the caliber of intern's skillsets and professionalism that they have made exceptions to hiring rules or changed protocol altogether. As a result, the employer representation in this partnership has more than tripled and includes employers who previously did not hire ex-offenders.

On December 13, 2016, Vehicles for Change and the Maryland Motor Transit Authority signed a Memorandum of Understanding stating that the MTA would consider candidates from the Automotive Technicians for Change program. This is a critical milestone, as the MTA has historically not hired any candidate with a criminal background, and is a testament to the Hogan Administration's commitment to re-entry.

Expansion

EARN Maryland has facilitated the expansion, or exploration of expansion, for a number of EARN Partnerships. The Job Opportunities Task Force is now operating in Prince George's County, and Vehicles for Change is actively exploring expansion into a few different regions of the State. The Jane Addams Resource Corporation was able to replicate its successful Chicago-based program in Baltimore City due in part of EARN funding. In 2016, EARN funding allowed for the expansion of a welding program to the Eastern Shore, the first of its kind in that region. The program has experienced great success, with one employer partner calling it, "one of the best welding training programs in the United States".

Identification of Statewide Training Needs

EARN Maryland requires that partnerships prepare a Workforce Training Plan which addresses industry needs, including skills shortages and areas for opportunity. Based upon feedback from industry partners, EARN partnerships provide job readiness and skills training to three distinct subsets of the workforce:

Preparatory – Preparatory training serves individuals who are not ready to enter the workforce, but would benefit from training and education. For instance, many employers indicate that even entry level positions require some level of experience. Thus, some partnerships are providing shadowing and internship opportunities for students who are still completing educational requirements.

For instance, employers in the IT industry indicate that even the most entry level positions require some sort of experience. To alleviate this challenge, the IT Center for Excellence, led by Allegany College, is providing internship opportunities to students who are completing their educational requirements. These vital experiences are preparing students for a career in the industry, while simultaneously forging relationships with local employers and showcasing job opportunities in Western Maryland that they may have otherwise overlooked. Over two hundred participants have received preparatory training, representing an important step towards full employment.

Unemployed/Underemployed – Unemployed refers to an individual without a job and who is available for work. Underemployed refers to an individual who is working part-time but desires full-time employment, or who is working in employment not commensurate with the individual’s demonstrated level of education and/or skill achievement.

Incumbent Worker – An incumbent worker is an individual who is already employed in the target industry, and who seeks to obtain additional training or credential.

EARN continues to address workforce training needs in a variety of industries including Manufacturing, Healthcare, Construction, Information Technology, Transportation and Logistics and Hospitality. The Department intentionally does not identify “target industries” in its Solicitation for Proposals. That being said, all partnerships that have received funding have put forth proposals that focus on in-demand, growth industries. The Department is willing to fund “non-traditional” industries, so long as jobs are



Assistant Secretary James E. Rzepkowski speaking at an event highlighting Civic Works, an EARN MD partnership that has expanded its work under the One Baltimore for Jobs grant.

available and employers are committed. The three industries outlined below are the most represented in the program.

The **Manufacturing** industry is the most represented industry in EARN. Maryland manufacturers report an industry-wide shortage of skilled workers and struggle to fill entry level positions. Moreover, it is anticipated that between 30-50% of the workforce will retire in the next five years. As such, there is great demand to create a pipeline of qualified candidates to fill these positions. Employers also report that increasing the skills of incumbent workers is cost prohibitive, but leads to an increase in productivity, cost savings, wages, and jobs retained. Each of the eleven manufacturing proposals detailed strikingly similar needs for entry level and incumbent training.

Healthcare continues to be a focus for nine EARN partnerships as the Affordable Care Act has changed the landscape within the industry. The law includes mandates that require additional training for incumbent workers, and places an emphasis on customer service. Each of the healthcare partnerships include a focus on essential skills, for both entry level and incumbent workers, along with certification attainment.



Deputy Assistant Secretary Brandon Butler participating in a re-entry forum sponsored by Vehicles for Change

Five partnerships are providing targeted training in the **Construction** industry. According to the Opportunity Collaborative “Regional Talent Development Pipeline Study,” careers in the construction industry are expected to steadily grow through 2020. Maryland has many infrastructure and construction projects scheduled over the next few years, which will require skilled workers. Additionally, industry representatives expressed a need to increase the competitiveness of contractors, which can be achieved by increasing the skillsets of incumbent workers.

Essential skills training

Regardless of industry, region or subset of the workforce, employer partners overwhelmingly identify the need to further develop and teach essential skills. Essential skills, also known as soft skills, are an important component of job-readiness training and directly impact one’s potential to succeed in the workplace. Employer partners indicate that essential skills are equally, if not more important than the technical skills that are necessary to be proficient in a career. Though the curriculum and delivery may vary, all partnerships are implementing essential skills training.

Examples of essential skills include, but are not limited to, skills related to professionalism, problem-solving, timeliness, interpersonal communication, and customer service. Strategic Industry Partnerships are implementing essential skills training in the classroom, as well as modeling on-the-job work experiences throughout the training program. For instance, some partnerships simulate a work environment throughout their program that aligns with the expectations of the workplace. Essential skills are imbedded in this model and it reinforces high standard for personal accountability.

One partnership identified the need to develop consistent, industry-informed essential skills curriculum county-wide. Leveraging relationships with employer partners from

an array of industries, the partnership convened focus groups to understand the essential skills necessary to be successful in the workplace. The *4 C's to Professionalism* curriculum was developed to reflect the standards of employer partners, while meeting the needs of job seekers. The four Cs included: communication, customer service, connecting, and character. The curriculum was piloted in the Spring 2016 and is currently being implemented across non-profit organizations in Montgomery County. Other EARN partners are also utilizing the curriculum in their partnerships.



Mike Kelleher from MEP teaching the Manufacturing Bootcamp made possible through EARN.

Serving Those with Barriers to Employment

In addition to the requirement that at least five employer partners are involved in a partnership, EARN Maryland also stipulates that at least two “diverse entities” participate. These organizations are often non-profit or community-based groups who are equipped to remove any barriers that may prohibit a participant from being successful in the workplace. The participation of these entities has been integral to ensuring that participants not only succeed in training programs, but are successful and retain employment upon completion.

Of the EARN Maryland partnerships providing entry-level training opportunities, many are targeting underserved populations, including returning citizens, veterans, disconnected youth and individuals from economically or educationally disadvantaged backgrounds. These individuals often have significant

barriers that must be overcome to ensure success in the workplace, including lack of transportation, criminal backgrounds, homelessness, addiction, childcare needs and disadvantaged backgrounds. Due to the flexibility of EARN and the composition of partnerships to include non-profit or community-based organizations, many of these barriers are addressed throughout training, increasing the likelihood of success upon entering the workforce.

The most frequent barrier is lack of transportation. Partnerships are addressing this challenge in different ways. For instance, some Baltimore-city based partnerships have forged agreements with Vehicles for Change. In addition to the Automotive Technicians for Change initiative, the organization has a car award program that provides vehicles to low-income families. Through the car award program, some EARN participants have been awarded vehicles that will allow them to get to and from work. Other partnerships are working with foundations focused on relieving transportation barriers, or providing trainees with bus tokens.

Another recurring barrier is interaction with the criminal justice system. Some partnerships have connected with legal organizations to provide expungement opportunities under certain circumstances. Trainees are also coached on how to address their background in an interview situation. Finally, many partnerships work with employer partners who are “background friendly” and intentionally pair trainees with those employers to increase the likelihood of success following training.

The following is a small sampling of the successes EARN Maryland partnerships have shared, demonstrating the program’s commitment to serving all of Maryland’s jobseekers.

Darris found JumpStart through the Baltimore City Department of Social Services. Having lost his job in May of 2013, and with a felony conviction on his record, Darris was facing significant barriers in obtaining employment. JumpStart would provide what he needed to mitigate his barriers and reach his full potential. He received math remediation courses and passed the Associated Builders and Contractors Apprenticeship Entrance Exam. He excelled with the hands-on projects after receiving intensive skills training. Upon program completion, Darris interviewed with an electrician who is an employer partner of JumpStart. He received an EARN-funded set of starter tools and is earning \$11.00 an hour with full benefits. He received a financial scholarship for a car from Vehicles for Change, so he now has reliable transportation to the job sites.

–Project JumpStart

Before coming to Maryland New Directions, Tyrone had been unemployed since 2010. His criminal background made it difficult to find employment. Tyrone enrolled in the Maritime Training Program. He was surrounded by peers and mentors who encouraged him, and he was able to earn his Forklift Certification. Since completing the program, Tyrone has earned additional port credentials and his Port Identification Card. He is employed as a CDL Tractor Trailer driver, a job he obtained on the spot after a job lead from his coach at MND. Tyrone stated, “It has been a long road. After becoming

employed, it felt great. I went through a lot. Guys went from not great situations, to better ones through this program, and the experience I had at MND was wonderful.”

–Maritime Transportation and Logistics Partnership

Nicole, a single mother of two, has previously worked in many doctor’s offices. She was recently laid off due to a downsizing of the office and was not able to attain employment due to a missing certification. She had been unemployed for so long that she was at risk of losing her home. EARN funding allowed for her to take the training she needed to earn her certification. She received resume guidance and housing assistance that she desperately needed. Her family is now secure, her employment secure, and she is on the path for a career that she can maintain.

–Southern Maryland Healthcare Industry Alliance

CeCe was experiencing the hardships of unemployment, and trying to get her life back on track after her felony arrest when she enrolled in JARC’s CNC program. She obtained her National Institute for Metalworking Skills (NIMS) Certification and obtained employment making a substantial wage with benefits. She received budgeting knowledge and work readiness skills at JARC Baltimore that have helped her to excel in her newfound career. Her hard work paid off as she has just received a promotion and an \$8.00/hr. wage increase, now making \$31/hour. Since CeCe has been employed, she has obtained her driver license and has received a vehicle through Vehicles for Change. CeCe has never had a car, and with four children, transportation has been a constant obstacle. Now she can manage her time better and take better care of her family.

–Careers in Manufacturing Program

Tekia, 25, was raised by her mother, grandmother, and great grandmother, a trio of strong women who served as her advisors and trusted guides throughout her young life. Within a month, she lost her mother and great grandmother. Though feeling lost, Tekia enrolled in the New Pathways program. As a result of all her hard work and effort, Tekeia became earned her certifications in CNA/GNA, medical technician and in first aid and CPR. She immediately obtained employment, and recently re-enrolled in the New Pathways Patient Care Tech program. Today, she is employed full-time in the oncology department at Howard County General Hospital. Tekeia is back in college at Howard Community College studying for her Nursing Degree.

–Healthcare Mentorship Baltimore

Sarah is a single mom who has worked dead end jobs without benefits for years. She came to Cecil College after her hours had been cut below what she needed to provide for her family. She had three job offers waiting when she completed the class. Sarah is currently choosing which company is the right fit for her, and which will allow her to provide for her daughter and be present.

**–Susquehanna Transportation and
Logistics Partnership**

Tracking Success, Accountability, and Participants

EARN Maryland Partnerships awarded Implementation Grant funding are required to comply with specific reporting requirements in order to ensure accountability. These measures, which were detailed in the Solicitation for Implementation Grant Proposals, released on January 30, 2014 and October 22, 2014, are meant to track the metrics set forth in the Labor and Employment Article § 11-709(b)(4) of the Maryland Annotated Code.

Partnership goals, training outcomes, financial expenditures, including leveraged resources, will be assessed quarterly throughout the life of the grant. Grantee progress will be measured against outcomes and goals defined by the Grantee in this Implementation Grant Proposal and agreed upon in any subsequent grant agreement prior to the disbursement of funds.

All Grantees will be required to track and report the following:

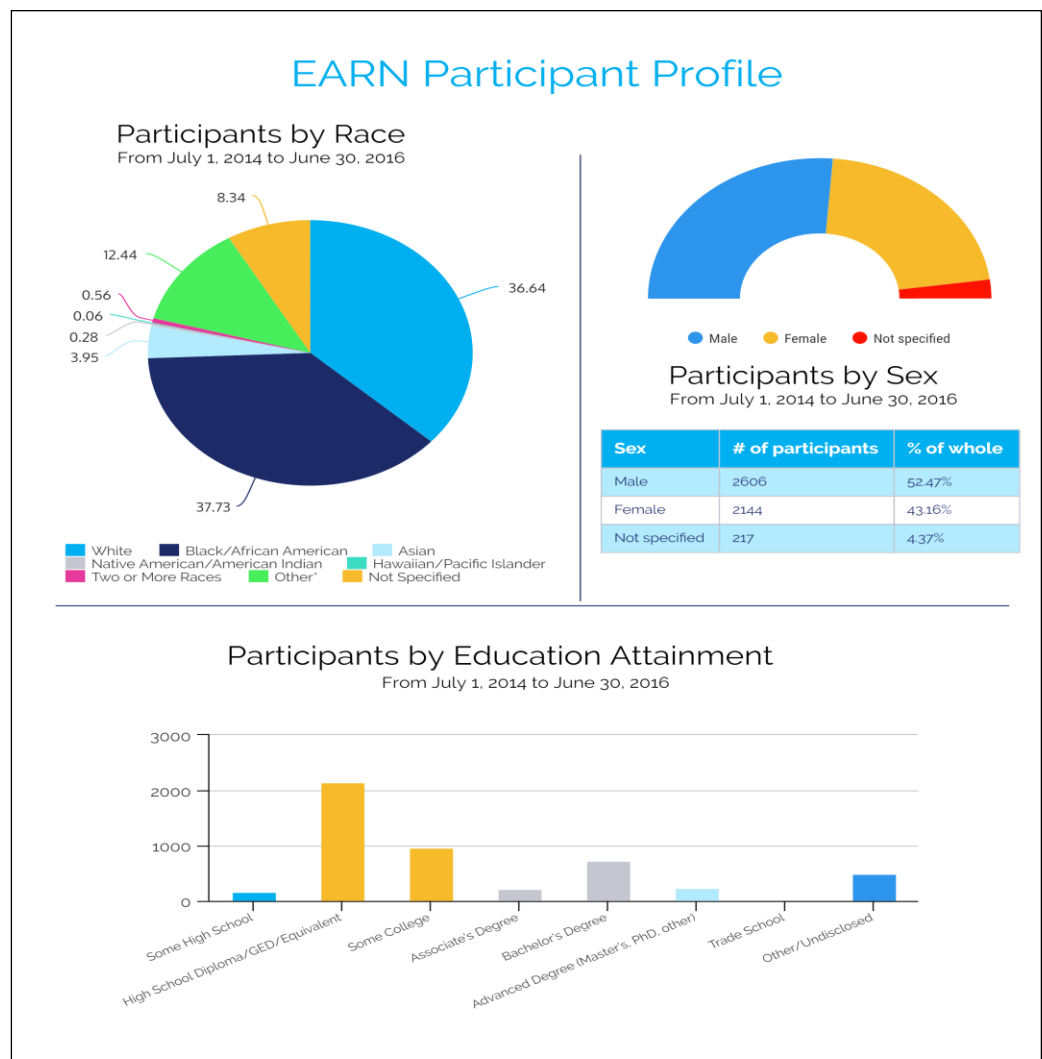
- Training Participant Outcomes
- Industry “Return on Investment” metrics
- Demographic data on individuals participating in any training, including:
 - Sex
 - Race
 - Income
 - National Origin
 - County of Residence
 - Educational Attainment
- Training Participant employment and wage status, including:
 - Employment status upon both entry and exit from EARN-funded training
 - Hourly wage rate upon both entry and exit from EARN-funded training

The required metrics are included as **Appendix B** to this report. As metrics for the period beginning June 1, 2014 through December 31, 2015 did not appear in the 2015 Annual Report, Year 1 and Year 2 metrics are included.

In response to the statutorily required metrics outlined above, EARN Maryland staff, in conjunction with Salisbury University, developed Quarterly Reports that outline grant activity, expenditures, and participant outcomes. Each quarter, grantees must submit the following reports to the Department:

- Quarterly Narrative Report – tracks all grant activity, including project activities, program highlights, challenges and success stories
- Quarterly Financial Report – tracks projected versus actual expenditures and leveraged resources
- Entry Outcome Report – tracks demographic information outlined above. To include all EARN-funded participants that began training in the relevant reporting period. Thus, if a participant began training in the quarter spanning January 1 through March 31, the participant’s data would be included on the entry report submitted April 15.
- Exit Outcome Report – tracks outcomes as a result of training, including wage and employment status, new skills and certifications. Exit outcome data is due two reporting cycles following the completion of training. For instance, if a participant completes training on March 28, the EXIT template with their data is due July 15, rather than April 15.

Initial program guidance required the EXIT template be submitted for all participants who complete or leave EARN-funded training in the relevant reporting period. For instance, if a participant completes training on March 28, their exit outcome data would be included on the EXIT template due April 15. This requirement did not take in to account the amount of time required to secure employment following the completion of training. The interview process, which potentially includes multiple interviews or a background check, varies in its length of time. Additionally, training participants may need to pass an exam to earn a credential or certification in order to obtain employment in a certain field. This requires preparation time and may include a lag in receiving the results and/or the credential/certification.



EARN Maryland staff modified this requirement to allow grantees to report accurate data that portrays a true representation of the effectiveness of training. That being said, because program design differs, EARN Maryland staff is flexible in the timeline for exit reporting. For example, if a participant requires six months to prepare for a certification exam, the grantee can submit exit data past the expected due date with communication to staff.

Program staff have worked with grantees to develop goals and measures of success for their individual partnership. To ensure these goals are met, program staff provide partnership-specific support and technical assistance to all EARN Maryland grantees. This support includes, but is not limited to, site visits and regular meetings with Lead Applicants, partners, and staff responsible for implementing the Strategic Industry Partnership's Workforce Training Plan. EARN Maryland staff work with partnerships to highlight accomplishments of training programs, and to implement technical assistance plans for outcomes that are not being met. Program staff facilitate opportunities for partners to communicate with members of their industry cluster to share best practices and work through challenges.

Fiscal oversight consists of submission of quarterly fiscal and budget reports that are reviewed by at least three staff at the Department. Grantees must keep proof of expenditures, which are examined at periodic on-site fiscal monitoring visits.

A final report is to be submitted to the Department within 45 days of project completion. This report contains a narrative summary describing the effectiveness of funded training, to include related partnership activities, quantitative outcomes, and a comparison of projected outcomes to actual program impact. Any completed studies, surveys, reports or other work products should be included. A final Expenditure Report certified by the highest fiscal officer will be submitted, which includes all projected and actual expenditures.

Third Party Evaluation

The EARN Maryland program continues to partner with the Business Economic and Community Outreach Network (BEACON) at the Perdue School of Business at Salisbury University to track data and evaluate the program, including the return on investment for industry partners and for the State. The broad areas for evaluation include assessment of the value to trainees, the value to employers, the quality and effectiveness of the partnership and systems change among, and within the industry and partner institution.

On October 25, the Department hosted the second EARN Annual Meeting. This gathering provided the opportunity for grantees to come together, learn about changes to the program, brainstorm solutions to challenges and share best practices. EARN Maryland staff provided programmatic updates and solicited feedback from grantees regarding potential changes that could improve the program. BEACON presented an update on program evaluation.

BEACON staff engage representatives from each of the partnerships to understand challenges and successes of the individual programs. These interactions frame the report that BEACON submits to the Department each year. This report, which includes all interview, case study, reporting, evaluation and

accountability documents and tools, provides an independent evaluation of EARN's impact. The 2016 BEACON report is being submitted concurrently with this report.

In this report, BEACON highlights the economic impact study completed in 2016. As highlighted above, for every dollar the State invests, an additional \$14.88 in economic activity is created. The nationwide average Return on Investment for workforce development programs is \$3.41.

EARN Maryland Strategic Industry Partnerships

The 40 partnerships awarded funding through EARN Maryland are listed below, accompanied by a programmatic update. Although the primary jurisdiction in which each partnership is located is identified for each partnership, it is important to note that EARN Maryland partnerships are intended to be regional, both in their make-up and in their reach.

Manufacturing

Careers in Manufacturing

Region: Baltimore City

Description: The Jane Addams Resource Corporation launched the Careers in Manufacturing Program in April 2015, seeking to replicate its successful Chicago program. Since its inception, the program has provided training which has led to 35 unemployed Marylanders obtaining employment. About 77% of participants are eligible to receive public assistance benefits and close to 50% have a criminal record. The Careers in Manufacturing program offers two distinct tracks: welding and CNC machining. Welding trainees are averaging wages of \$18.72 an hour, plus benefits, and CNC completers are making on average \$15 an hour. To date, 28 different employers have hired JARC graduates and the Industry Advisory Council, which was established in 2015, remains engaged in identifying training needs and developing curriculum. In 2017, JARC will continue its Careers in Manufacturing program and also begin an incumbent worker training program in which employers will contribute 50% of training funds.



A participant with the Careers in Manufacturing program offered through the Jane Addams Resource Corporation

Participant Success Story: Before coming to JARC, Christopher was unemployed and the solo provider for his household. His wife and children depended on his income to keep their house and amenities afloat. Although Christopher is experienced in construction, he was not able to advance in his

career. During his most recent job search, he knew he needed to have a certification to support the technical skills he acquired. He found JARC Baltimore, and chose to put his time and energy into obtaining two welding certifications. Christopher stated to his Welding instructor, “JARC is the start to his new life.” Christopher exited JARC’s welding program as a certified welder working for the United Brotherhood of Carpenters Pile Drivers Local Union 179. The Pile Drivers representative placed Christopher as a 2nd year apprentice due to the certifications and training he received at JARC Baltimore. Christopher is currently making \$18.75 an hour with benefits, achieving financial stability and working his way to further his career as a skilled welder.

Susquehanna Manufacturing Coalition

Region: Susquehanna

Description: Due to the flexibility of EARN funding, the Susquehanna Manufacturing Coalition is able to work closely with its fifteen employer partners to ensure that the group is delivering current and relevant training that meets ever-changing industry demand. In response to manufacturers’ need for a qualified pipeline of workers, this partnership is providing training to unemployed or underemployed candidates. To date, 42 participants have been trained in areas such as Manufacturing Technician, HVAC and Fork Lift. Thirty-six of those trainees, or 86%, have obtained employment. Employers also identify a need to provide additional training to its existing workforce. Through EARN funding, 36 incumbent workers received new certifications or credentials in LEAN, Vibration/Design, New Machine Repair, and Boiler Operations. The partnership will continue to deliver training to unemployed, underemployed and incumbent workers in 2017.

Participant Success Story: Prior to entry into the Manufacturing program, he had a high school diploma and part-time employment as a custodian with no benefits. He had limited employment opportunities. The Entry Level Manufacturing class provided him with skills that he needed to enter the manufacturing industry. He was hired by a manufacturer in an entry level position. His quick learning on the job propelled him to another manufacturer with increased wages, benefits and career advancement opportunities.

Industry Feedback: “We are very grateful for the incumbent worker training grant received through the EARN program. The grant combined with economic development investment allowed for twelve engineers to be trained in new proprietary software training. Without these funds, we would not have been able to provide training to our employees.”

“Due to attrition, the company lost two skilled employees in boiler operations. The need existed to train one employee to be able to work on the boiler in-house. The training not only increased the skill set for the employee but allows us to service our boilers in-house and minimize the need for outside contractors to perform the maintenance work.”

Maryland Offshore Wind Strategic Industry Partnership

Region: Baltimore City, Eastern Shore

Description: Employer partners in the Maryland Offshore Wind SIP identified welding as the largest, most immediate need within their industry. Through the partnership's initial focus on the Baltimore region, 10 of 16 participants were placed into employment, some making wages as high as \$18.00 an hour. In 2016, the partnership shifted its efforts to the Eastern Shore and opened a training center – the first of its kind on the Shore. The program provides 13 weeks of instruction coupled with on-the-job experience. Students have the opportunity to earn the American Welding Society (AWS) certification. To date, 24 students have completed, with 20 (83%) being placed into employment. Employer partners describe immense benefits from the new pipeline of qualified workers. The partnership will continue to address workforce needs on the Eastern Shore in 2017.

Participant Success Story: With an interest in welding, Matthew decided to enroll in the training program. He successfully completed, earning his AWS certification. He obtained employment at Chesapeake Shipbuilding and is making about \$7.00 more an hour than he made at his previous job. His employer provided Matthew with professional development opportunities, and he has since earned additional certifications.

Industry Feedback: “The graduates who Chesapeake Shipbuilding Corporation has hired over the past several months have turned out to be “above average” employees. Several of them have received substantial raises recently. The earliest graduates are starting to be assigned some of the more difficult welding jobs in the shipyard, because they do a good quality job and can be depended on to be thorough without a lot of close supervision. The Arcon Welding School has become an important factor in our recent growth and future expansion plans. I don't hesitate to say this is one of the best welding training programs in the United States, certainly the best in Maryland.”

Maryland Manufacturing Bootcamp

Region: Statewide

Description: The Maryland MEP is reaching entry level and incumbent workers across Maryland. Manufacturers describe a need to find ready and willing entry level workers. To meet this need, MMEP implemented its boot camp program, aimed at teaching basic manufacturing, employability and life skills. Targeting ex-offenders and the long-term unemployed, the boot camp is meant to alleviate the high attrition rate and costly training expenses in manufacturing by weeding out those who are not a good fit. To date, the boot camp has placed 46 unemployed candidates in to employment.

Maryland manufacturers also describe a need to upskill the current workforce, but find this is often cost-prohibitive. With EARN Maryland funding, 214 employees from 11 different manufacturing companies have received employer-identified training. In order to demonstrate commitment from employers, MD MEP requested that training funds be matched. Maryland manufacturers have contributed \$55,000 in

matching funds to date. Employer partners state that the return-on-investment from this incumbent training includes an increase in productivity, cost savings, and wages. This partnership will continue to deliver training to unemployed, underemployed and incumbent workers in 2017.

Participant Feedback: “The MEP program not only prepared me with the proper tools in order to become employed, they also lined me up with different businesses that were hiring. I am currently working at a company that offers competitive wages, healthcare, advancement, and retirement. Without the MEP program and their helpful staff, I wouldn’t be where I am at today.”

Industry Feedback: “The bootcamp does a great job of introducing candidates to the manufacturing industry. The combination of classroom training and job shadowing is an excellent approach to match the needs of workers and employers. This program strives to bring much needed solutions to address the manufacturing skills gap in Maryland.”

Manufacturing Workforce Partnership of Frederick County

Region: Frederick County

Description: Building on the longstanding accomplishments of the Frederick County Manufacturers Roundtable, MWPFPC provided training to over 100 incumbent workers. Manufacturers in the region indicated a need to develop the leadership skills of current employees in preparation for the large number of impending retirements. Front Line Leadership, which is a six-month course, provides supervisory level training, problem solving, and coaching meant to cultivate a more motivated, capable, and loyal workforce. Additionally, the partnership also provided basic and advanced Lean training to over 60 workers, helping employer partners to increase efficiency, quality and employee morale. In response to the need for a qualified pipeline of skilled workers, the partnership partnered with the Maryland Manufacturing Extension Partnership to deliver customized boot camps meant to provide basic manufacturing, employability and life skills. The partnership has chosen to not pursue additional funding, but remains committed to upskilling incumbent workers.

Industry Feedback: “The value EARN Maryland brings to the business community allows employers to address training needs from a different perspective; that of the employer. Frederick is fortunate to have a group of outstanding individuals and companies who understand and support the EARN initiative, and are willing to put in the work to develop relevant training programs. The Manufacturing Workforce Partnership of Frederick County successfully utilized funds awarded by the EARN grant to launch two programs over the last year; one created for unemployed individuals designed to provide the necessary training to successfully enter the manufacturing industry, and the Frontline Leadership series which targets incumbents providing entry level leadership training. Funds awarded by the State’s EARN initiative provided an invaluable tool to employer’s wishing to take a proactive step in building a better and stronger workforce.”

Washington County Manufacturing Partnership

Region: Washington County

Description: Led by Volvo Group Truck Operations, this partnership is seeking to meet the needs of the manufacturing industry in Western Maryland. In the next three to five years, 50% of skilled manufacturers in this region are scheduled to retire. This partnership piloted a boot camp to teach participants manufacturing, employability and life skills. The boot camp was successful and nine unemployed or underemployed participants entered the manufacturing industry. This partnership is also offering incumbent training, leading to increased productivity, cost savings, wages, and jobs retained. Over 60 incumbent workers have been trained, all of whom have received wage increases or are positioned to do so because of their new certifications and increased skillsets. Incumbent training includes Advanced Electrical Equipment, Production Troubleshooting, Hydraulics and Fluid Mechanics, and Predictive Maintenance.

Careers in Manufacturing

Region: Baltimore City

Description: The Jane Addams Resource Corporation launched the Careers in Manufacturing Program in April 2015, seeking to replicate its successful Chicago program. Since its inception, the program has provided training which has led to 35 unemployed Marylanders obtaining employment. About 77% of participants are eligible to receive public assistance benefits and close to 50% have a criminal record. The Careers in Manufacturing program offers two distinct tracks: welding and CNC machining. Welding trainees are averaging wages of \$18.72 an hour, plus benefits, and CNC completers are making on average \$15 an hour. To date, 28 different employers have hired JARC graduates and the Industry Advisory Council, which was established in 2015, remains engaged in identifying training needs and developing curriculum. In 2017, JARC will continue its Careers in Manufacturing program and also begin an incumbent worker training program in which employers will contribute 50% of training funds.

Participant Success Story: Before coming to JARC, Christopher was unemployed and the solo provider for his household. His wife and children depended on his income to keep their house and amenities afloat. Although Christopher is experienced in construction, he was not able to advance in his career. During his most recent job search, he knew he needed to have a certification to support the technical skills he acquired. He found JARC Baltimore, and chose to put his time and energy into obtaining two welding certifications. Christopher stated to his Welding instructor, “JARC is the start to his new life.” Christopher exited JARC’s welding program as a certified welder working for the United Brotherhood of Carpenters Pile Drivers Local Union 179. The Pile Drivers representative placed Christopher as a 2nd year apprentice due to the certifications and training he received at JARC Baltimore. Christopher is currently making \$18.75 an hour with benefits, achieving financial stability and working his way to further his career as a skilled welder.

PrintSIP

Region: Statewide

Description: Led by the Printing and Graphics Association of Maryland, PrintSIP is seeking to meet the needs of one of the largest industries in Maryland. To date, three different modules have been delivered: Introduction to Graphic Communications, Digital Print Production and Offset Press Operations Binding and Finishing. Twenty-eight incumbent workers from 6 companies have received training, further developing their skills and making printing companies more profitable. The partnership has formulated and is strengthening its relationship with correctional facilities to target returning citizens. In 2017, the partnership will expand its reach to provide training statewide. The partnership's efforts were recently highlighted by *WhatTheyThink*, the printing and publishing industry's leading media organization.

Participant Success Story: The student began his employment with the company as a temporary worker employed in the shipping and receiving division. He signed up for the PrintSIP training to gain more knowledge about new technologies. His demonstration of initiative by taking the course led to his transfer to a higher paying job as a pressman's helper. He is currently enrolled in Offset Press Operations & Binding and Finishing course. There is no other training program currently available that the young man could have taken to advance as rapidly as he has. Department heads at the company have recognized his value and are vying with each other to have him work in their department.

Industry Feedback: "PrintSIP has provided an incredible opportunity for our workforce to improve their skill sets. Some of the employees are new to the print manufacturing field, so the learning provided in the training classes is giving them a foundational understanding and adding value at a much earlier stage in their career development. Other team members who have been with us for a while are learning new skills or updating their skills through the Print SIP training classes. All of these outcomes are supporting our double digit growth as a manufacturer and service business, which in turn is giving back to the Maryland's economic development."

Maryland Advanced Manufacturing and Plastics Partnership

Region: Baltimore

Description: The Maryland Advanced Manufacturing and Plastics Partnership, led by Berry Plastics, is partnering with the Community College of Baltimore County to provide incumbent worker training. To date, over 100 incumbent workers have received training. Thirty-six incumbent workers have received industrial technical training, including basic electricity, hydraulics, pneumatics, and PLC training. Eighteen employees completed a 2,500 hour training in technical machine operation. Other trainings include process optimization, robotics, advanced troubleshooting and injection molding and plastics processing. Incumbents who complete the training will be eligible for wage advancement, and employer partners expect a return-on-investment, to include an increase in productivity, cost savings, wages, and jobs retained. For example, the Berry Plastics Hanover plant realized a 14% increase in run hours and efficiencies as a result of training.

Participant Feedback: "I did get a better understanding on reading schematics that helped me troubleshoot a problem we had with our SB08 based on the understanding of how it works. I was able to troubleshoot it and fix it in a timely manner without having Sidel [outside company] come in and fix it for us. I feel more confident troubleshooting small electrical problems that we have in our blow molding department because of this knowledge."

Industry Feedback: "This program provides training opportunities I wouldn't have been able to set up on my own. I have avenues available now that weren't there before. Participants are more skilled in their current roles and better prepared for wage advancement."

Rapid Advanced Manufacturing Skills Partnership

Region: Statewide

Description: In 2016, this partnership refocused, convening its partners to understand the true needs within the manufacturing industry. Many employer partners expressed concern with the increasingly aging workforce. The problem is two-fold: there is no pipeline of workers to fill the positions of retiring workers and the existing employees lack leadership skills to fill the gaps of retirees. To combat this, the partnership piloted an internship program for 11 college students meant to identify and attract new talent in to the manufacturing industry. The partnership is also providing leadership training to 15 incumbent workers to further develop skills. Finally, employer partners expressed excitement in apprenticeship. Many employer partners have apprenticeship programs that are outdated or inactive. The partnership is providing one employer with technical assistance to identify positions within their program and develop the competencies for the positions. Once developed, the partnership will help re-train individuals, leading to cost-savings and improved retention.

Healthcare

Baltimore Healthcare Partnership

Region: Baltimore

Description: Led by the Baltimore Alliance for Careers in Healthcare (BACH), all 7 major hospitals in Baltimore City participate in this partnership. Through the Baltimore Healthcare Partnership, community partners have been able to remove silos, creating and strengthening relationships with employers. To date, the partnership has trained over 350 Baltimore City residents, placing 79% into employment. BACH has been recognized by the National Fund for Workforce Solutions for its work, and was described as a national partnership model. Since receiving EARN funding, BACH has secured more than \$2 million dollars of Federal, State and foundation funding to expand its work in Baltimore City. Most recently, BACH partnered with the Department of Labor, Licensing and Regulation on its successful ApprenticeshipUSA proposal, and will lead a pilot that will provide skilled immigrants with the tools to re-enter jobs in healthcare.

Participant Success Story: Ashley, a 21 year old single mother, was raised in foster care. Struggling to find full-time employment, Ashley had a part time job making minimum wage. She enrolled in the STRIVE program and learned important interviewing skills and workplace etiquette. Due to the skills she learned in the program, Ashley was offered two employment opportunities. She is currently working full-time earning \$11.25 an hour.

Industry Feedback: “EARN has impacted Genesis significantly. It supports our collaborative partnerships between workforce and educational institutional and Genesis to promote Genesis training-jobs- careers. We worked on a common goal of getting Maryland job seekers training to work. It aligns with Maryland promotion of business.”

Health IT Strategic Industry Partnership

Description: Led by the Community College of Baltimore County, this partnership has successfully launched 5 cohorts in Project Management, Instructional Design Training and Health IT Security. This program is targeting incumbent workers employed at Johns Hopkins Hospital, the University of Maryland Medical Center, Upper Chesapeake Health, Carroll Hospital Center and LifeBridge healthcare systems. To date, 67 Health IT professionals have increased their skill sets to become more effective employees and stronger contributors in their demanding day-to-day work environments. In 2017, the Health IT SIP will continue training incumbent workers but will also pilot a program geared towards unemployed and underemployed students that provides a 4-month internship while participating in a Continuing Education Certificate program.

Participant Success Story: “My boss noticed a difference in my approach to training since I’ve taken the class. I am sure I will receive my maximum bonus for this quarter.”

Industry Feedback: “All of the folks that went through the process (course) are convening to develop some guidelines and standards that we didn’t have in place before. They are learning from each other, and frankly, it has given me options besides hiring consultants to do this work.”

Ready to Care: An Eastern Shore Partnership to Train Healthcare Workers

Region: Eastern Shore

Description: Partnering with over twenty-five employer partners and three community colleges, the Eastern Shore Area Health Education Center is leading the charge to train healthcare workers on the Upper and Lower Shore. Employers express great demand for Certified Nursing Assistants and Geriatric Nursing Assistants. To date, the partnership has trained 28 students, of which, all have received their certification and 93% have obtained employment. Seventy-five incumbent workers completed an eleven-hour course in Behavioral Health, which included fundamentals of behavioral health, Introduction to Recovery, Resilience, Wellness and Recovery Action Planning, Motivational Interviewing and Illness Management Recovery. Successful completers received a Mental Health First

Aid Certification. In 2017, the partnership will continue to focus on training Certified Nursing Assistants, training and placing 51 unemployed and underemployed candidates.

Participant Success Story: As a single mother, Anna was looking for a career that would allow her to support her family. She completed her training and earned her Certified Nursing Assistant Certification. She is currently employed as a CNA making almost \$12 an hour.

Southern Maryland Healthcare Industry Alliance

Description: The Southern Maryland Healthcare Industry Alliance, led by the Tri-County Council for Southern Maryland (TCCSM), is targeting both entry level and incumbent workers. The 15 employer partners identified training needs in data-supported, high demand occupations that consistently remained unfilled, and the need to bolster essential-skills training. Twenty-five unemployed persons received Certified Nursing Assistant and Geriatric Nursing Assistant training. One hundred percent earned their certification and 88% have obtained employment in the field. Employers also identified the need for Certified Clinical Medical Assistants. To meet that demand, fourteen completed training. Ninety-two percent received their certification and have obtained employment. Based upon new quality measures under the Affordable Care Act, employers identified the need to further develop the essential skills of incumbent workers. To date, over 100 incumbent workers have honed their interpersonal communication, customer service and conflict management skills, which employers indicate led to increased outcome measures and improved retention. The College of Southern Maryland is an important partner in this effort, and has contributed additional leveraged funding totaling \$50,000. The Partnership is currently exploring the possibility to request additional funding, and the Tri-County Council for Southern Maryland has expressed interested in replicating this model to other target industries in the region.

Participant Success Story: Marina could not proceed in her career pathway due to her hearing disability. DORS funding restricted the accommodations that could be provided to her for equipment. The cost of a stethoscope for individuals with a hearing impairment far exceeded the program's allotment. Through the EARN grant, this accommodation was provided. Marina excelled in training and is now employed at a pediatrician's office.

Healthcare Partnership of Prince George's and Charles Counties

Region: Southern Maryland

Description: Led by Associated Black Charities, this partnership is providing training for several high-demand occupations including Certified Nursing Assistants, Geriatric Nursing Assistants and Patient Care Technicians. The holistic training includes technical skills, essential skills, on-the-job training, career coaching, and mentoring. The partnership has more than doubled, with 15 employer partners now participating, including Righttime Medical Care and Greater Baden Medical Services. To date, the partnership has trained 66 unemployed and underemployed candidates, with 100% earning certifications or credentials. Eighty-five percent have obtained employment, averaging \$13 an hour. In 2017, this

partnership will provide training to sixty unemployed and underemployed Marylanders, preparing them for careers as a Certified Nursing Assistant or Geriatric Nursing Assistant.

Healthcare Workers: Rx for Employability

Region: Montgomery County

Description: The Rx4E initiative leverages resources and strategic partners to examine and create workforce pipelines and pathways and training for healthcare careers. Fifteen underemployed workers at Adventist Healthcare completed an eight week course to become a sterile tech processor, which include 400 hours of on-the-job experience. Each of the trainees earned their certification and received promotions within the hospital. Under the Affordable Care Act, medical coders were required to complete a new training by October 1, 2015 in order to retain employment. Over 450 incumbent workers received Medical Coder 10 training. Finally, due to the flexibility of EARN, this partnership added an IT component. Twenty-five unemployed candidates completed a rigorous eight-week training, that includes hands-on curriculum surrounding computer hardware and software, setting up networks and troubleshooting mobile devices. Students are prepared to test for the COMP TIA A+ certification, a highly recognized industry credential. To date, 100% of students have earned their certification and 19 students have obtained employment averaging \$18.50/hour. The partnership is convening its employers to determine training needs for 2017.

Participant Success Story: With only a high school diploma, a year of college and no real job skills, Andrew, 22, was unsure what his next steps would be. He enrolled in the Per Scholas program and earned his A+ certification. He was hired as a Quality Assurance Analyst making \$34,000 per year. He gained many skills with this employer, and recently transitioned to a new company, making an annual salary \$41,000 per year plus full benefits. He is receiving additional training in Systems Administration.

Industry Feedback: “I am very proud and thankful for this program, which is enhancing our ability to provide world class safety and care for our patients, and carving a path for professional growth and continued success in sterile processing.”

Welcome Back Behavioral Partnership

Region: Montgomery County

Description: The Welcome Back Center Pilot Program for Behavioral Health is creating a pipeline of experienced, bilingual behavioral health workers to meet Maryland’s need for a diverse health workforce. The pilot enrolled 27 internationally trained psychologists and other behavioral health professionals. These participants are receiving individual coaching and guidance to assist them with the United States licensure and certification process and to help them access the training they need to obtain necessary credentials and find employment in their field. This program is open entry, open exit, meaning that participants are able to enter employment as soon as they are deemed ready. Due to the nature of the training, however, it is anticipated that a participant could be enrolled in training for up to two years. To

date, eight trainees have been placed in to employment making an average of \$23 an hour. The comprehensive model employed by the Welcome Back Center is emerging as a national best practice. The Department of Labor, Licensing and Regulation will seek to replicate this model utilizing Apprenticeship USA funding and will engage the Welcome Back Center to provide expertise, guidance and best practices. The Partnership will continue to focus on the participants currently enrolled in the program, and is interested in exploring the possibility of applying for additional funding at a later date.

Participant Success Story: “I arrived to Maryland in 2013 with the hope of continuing my professional career as a psychologist. Shortly after my arrival to the United States, I noticed the healthcare system was very different from the healthcare system in Bolivia. I realized that it would be difficult to return to work in my profession. I did not have good English skills, nor did I know how to validate my educational credentials. On top of this, I had little free time as I was working full-time to support my family. I was accepted into the Welcome Back Center Pilot Program for Behavioral Health. I am very grateful for this opportunity because it gives me the chance to continue doing what I love. This program is giving me the opportunity to enhance my English skills and providing me with helpful information and a means to validate my credentials. I now have a report demonstrating my United States equivalency of a Bachelor’s degree in Psychology and I am in the process of validating my Master’s degree. These are important preliminary steps towards my goal of entering the Behavioral Health field in Maryland. Today, I feel more confident that I will be able to use my knowledge and expertise to contribute to the community where I live.”

Industry Feedback: “The outcomes of the program thus far have given us the opportunity to hire a skilled staff member that is a current participant and have advanced two of our staff members to higher paying jobs with more responsibility within our organization. We have also offered a position to another participant. One of the participants who was advancing to a higher position thought one of her peers (also a participant) would be a good fit for the position she was leaving. She was right and we now have a new bilingual health professional doing impactful work in the community!”

Specialized Nursing Bridge Program

Region: Montgomery County

This partnership is implementing an innovative and comprehensive solution to a significant nursing workforce gap through the creation of an extensive nursing residency program. The twelve month program for newly hired Registered Nurses is meant to reduce the turnover rate, which is about 25% within the first year. Training includes structured learning and individualized precept time, with a focus on quality outcomes. The inaugural cohort recently completed training with a retention rate of 95%. Successful completers received a wage increase and title promotion. It is anticipated that 60 additional registered nurses will complete the program. The partnership is exploring replication of this model to other hospitals in the region.

Industry Feedback: “Adventist HealthCare values the partnership and support that the EARN grant provides. The educational investment we are able to make on the new graduates will have a long-lasting impact on our mission and on nursing in the State of Maryland.”

Healthcare Mentorship Baltimore

Region: Baltimore County

Description: New Pathways, in partnership with the Maryland Center for Adult Training, is providing Certified Nursing Assistant and Geriatric Nursing Assistant training. Providing a mix of technical and essential skills, this partnership has placed 96% of graduates into employment, earning an average wage of \$11 an hour. This partnership is focused on career pathways, and will invite graduates back after six months of experience as a CNA or GNA to complete Patient Care Technician training. In 2017, the partnership will continue providing training to 40 youth, preparing them for careers in healthcare.

Participant Success Story: Symone, who grew up in the Sandtown-Winchester area of Baltimore, was motivated by her young daughter to enroll in training. She enrolled in the New Pathways Jump Start program and was then accepted in to the CNA/GNA program. She worked hard and earned her certifications. Symone is now employed at a nursing home in Baltimore County and would eventually like to earn her nursing degree.

Construction

Project JumpStart

Region: Baltimore City

Description: The Job Opportunities Task Force (JOTF) is using EARN Maryland funding to maximize program capacity in Baltimore and leverage additional funding to nearly double the amount of residents served. In its original award, Project JumpStart served 26 Baltimore City residents. Of the 26, 21 or 80% have been placed into employment with an average wage of \$11.50 an hour. Five of the graduates are now second year apprentices and four received car awards from Vehicles for Change. Almost half of the participants were receiving public assistance prior to enrollment in to training and have since transitioned off. Based on the wages of those currently employed approximately 440,000 have been paid out over the last two years delivering over \$20,000 to the State in income taxes. It is anticipated that 25 Baltimore City residents will be trained with additional EARN funding in 2017.

Industry Feedback: “TEI considers Jump Start a very reliable resource for providing electrical apprentices within our company. JumpStart’s due diligence is thorough and assures the right candidate for the position. You can count on getting a quality employee.”

Suburban Maryland Construction Initiative

Region: Southern Maryland

Description: Led by the Finishing Trade’s Institute, this partnership is providing training to entry level and incumbent workers in an effort to boost competitiveness of contractors doing work in glazing, painting and finishing crafts. SMCI is providing job-readiness training in an effort to create a pipeline of workers to meet the demand created by the numerous infrastructure and construction projects expected to occur in this region over the next few years. To date, 46 unemployed or underemployed persons have participated in training, with 38 (83%) being placed into a formal apprenticeship program. Due in part to EARN funding, FTI reports the number of apprentices that have entered into apprenticeships has tripled since 2014. Additionally through the pre-apprenticeship program, retention in apprenticeship programs is increasing because candidates are self-selecting out of the program if the industry is not a good fit. SMCI is also providing training to incumbent workers. Over 350 incumbent workers have received new skills, certifications or credentials in a variety of different areas, including aerial lift, platform, and unitized curtain wall training. The Finishing Trade’s Institute will continue to utilize EARN funding to train unemployed, underemployed and incumbent workers in 2017.

Industry Feedback: “The EARN Maryland is a program has impacted not only the Finishing Trades Institute and the contractor’s industry partners, but most importantly the participants of the program. EARN has made it possible for the FTI to reach out to the citizens in the state of Maryland to bridge the gap between the construction industry and the everyday person with no construction experience with Job Readiness programs.”

Project JumpStart

Region: Prince George’s County

Description: Building on the success of its program in Baltimore City, EARN funding allowed Project JumpStart to expand in to Prince George’s County. Eighteen participants graduated from the pilot program, of which 13 were placed into employment. Four of the graduates are currently in a formal apprenticeship and two received car awards from Vehicles for Change. In 2017 the partnership will train an additional 50 unemployed or underemployed candidates.

Industry Feedback: “JumpStart has been an excellent partner for us because it helps Southway shine with its clients. Project JumpStart does not have huge requirements of me - I’m just bringing an ace to the table and they are making Southway look good.”

Architectural Metal and Glass Initiative

Region: Southern Maryland

Description: This partnership is providing training to incumbent workers. Modules include Curtain Wall Installer (20 hours), Supervisor Training Program (20 hours), Total Stations (40 hours), and

Building Green Awareness (4 hours). Employers have identified the upskilling of incumbent workers as cost-prohibitive, but identified the above described modules as important to increasing competitiveness. Almost 100 incumbent workers have received training. The partnership has also begun training for unemployed workers. 100% of the candidates have been placed in to formal apprenticeship programs making almost \$23 an hour, for most representing almost double what they made in previous employment.

BIM Technology for Incumbent Workers in the Construction Industry

Region: Baltimore

Description: This training is being offered to incumbent workers in the construction industry. Building Information Modeling, which is an intelligent model-based process that provides insight to help plan, design, construct, and manage buildings and infrastructure, has been described by employers as “the way of the future in construction.” Thus, this partnership is offering a 5 week, 30 hour class to provide project managers and engineers with a better understanding of the technology. To date, 44 incumbent workers have received training and report positive outcomes. Additionally, this partnership hosted a BIM forum, in which 36 incumbent workers earned the American Institute of Architects’ continuing education units. The Partnership has met its outcomes in developing this curriculum and successfully piloting the course and will continue on this trajectory absent EARN funding.

Participant Feedback: “As the industry starts to use BIM more and more, classes like this are essential. Sometimes we don’t have the knowledge and tools to use this technology effectively, and this course is helping us to do so.”

Industry Feedback: “I think it’s critical that people in the industry learn BIM. It really is the next generation. It is closing the gap between the way that we used to do things and how we can do them today.”

Cybersecurity/Information Technology

IT Center for Excellence: Preparing Western Maryland for the Future

Region: Western Maryland

Description: Responding to employer demand, Allegany College is providing training to incumbent workers and students interested in working in the IT industry. Employers cite a need for candidates to have some level of experience, even before entering an entry level job. Therefore, the partnership is providing students from Allegany College and Frostburg University with internship opportunities to gain valuable work experience. To date, 25 students have completed internships, with 8 retaining employment upon completion. In addition to providing real-work experience, this training is creating connections to different employers in the region, encouraging students to work in Western Maryland post-graduation. Employers also express a need to upskill incumbent workers. The partnership is providing a variety of different training opportunities, including courses in Information Technology

Infrastructure Library, Project Management, Information Systems and CompTIA. 100% of completers of the ITIL course passed the National Exam and received their certification. 146 incumbent workers have received training, and the partnership has received additional funding to continue its work.

In October 2016, the partnership held *Tech at the Gap*, a conference allowing for professional development opportunities and showcasing Western Maryland as a premier location to begin a small business. Attended by Governor Hogan, this conference was the first of its kind and would not have been possible without EARN funding. Allegany College of Maryland recently earned the EC Council's Accredited Training Center designation, which is the first designation in the tri-state region. Finally, because of the industry-led nature of the partnership, almost \$1 million dollars has been awarded in the region to further training in the IT industry.

Participant Success Story: “I took the IT Workplace Essentials class to help build my job search and interview skills. On the last day of class, we participated in mock interviews with local technology companies. In one interview, I met with one of the local companies that was hiring for a front-end developer position. Halfway through the mock interview, the owner of the company handed me his card and wanted me to interview with his lead developer. This was a shock to me because 4 years prior I had interviewed with this company and did not get the position. I went to the formal interview and was asked to come back for a second interview, which turned out to be an offer of employment. I took the position and have not looked back. I am thankful for taking this class, because without it, I would not have had the second chance to interview with this company nor had the essential skills they were looking for.”

Industry Feedback: “First United Bank and Trust has benefitted immensely by being a Strategic Industry Partner. The training provided by this partnership has been current, relevant and delivered with a high degree of excellence. Having these training opportunities offered locally has enabled us to train several associates in key, relevant technology areas, enabling them to immediately add more value to their jobs through their newly acquired skills. Additionally, the relationships I have built among the other partners have enabled opportunities to share information (i.e. problems and solutions) of technology challenges we share, regardless of industry. This partnership is having an extremely positive effect on First United, and, more importantly, the communities we serve.”

CyberWorks

Region: Central Maryland

Description: Led by the Anne Arundel Workforce Development Corporation, this partnership leverages its numerous employer partners from across the cyber and information technology industries. The regional consortium offers both technical and practical skills-training tailored to industry needs. Topics include ethics, risk assessment, situational awareness and problem solving. Job readiness and career support are offered and on-the-job training unique to each industry partner provides valuable hands-on experience. Since inception, over 80 candidates have received training. This preparatory training is

allowing for valued on-the-job work experience that employers indicate is vital to obtaining employment, even in an entry-level position, in the IT industry.

mHealth Focused Health IT SIP

Region: Baltimore/Washington DC region

Description: The Mobile Health industry has shown rapid growth over the past few years. A survey of the Maryland mHealth community revealed the strong belief that Maryland could be an attractive destination for mHealth related businesses; however a shortage of workers in this industry exists. Led by Howard Community College and the Maryland Health Technology Coalition, this partnership strives to provide training on Mobile Design, Healthcare Information Systems, Engineering Mobile Apps and Telehealth Strategies. This partnership is also seeking to reach the next generation of health IT workers by targeting high school students. Aboard MdBioLab, a custom-build mobile laboratory, instructors distributed information to over 4,500 students who visited the lab during the spring of 2015. The partnership is currently working with 4 fellows, 3 of which who have obtained full-time employment with their employer partner.

Participant Success Story: “I was able to create my app ePuffin from the HCC course. I came in first place at the Innovate 4 Health Challenge with the app, and was also runner-up by numerous other competitions. The skills I learned in the course have made my transition to my new job easier as well. I just recently began working as a Senior Digital Public Health Research Associate at IQ Solutions.”

Industry Feedback: “EARN is targeting healthcare to boost Maryland’s industrial competitiveness.”

Tech Frederick

Region: Frederick County

Description: This partnership is offering a variety of training in IT. The Cross-Functional training is a 35 hour course that includes modules on customer service, leadership and communications, integrative negotiations, project management, creative problem solving, and performance management and accountability. The partnership is also providing training in Business Development, Web Design, Front-end/Back-end Website Development, Systems Administration, Marketing Automation, and Sales Training. To date, the partnership has provided training to 62 candidates, with 19 obtaining new employment. Many of those who received training have been incumbent workers, who report wage increases, promotions and/or new responsibilities as a result of training.

Industry Feedback: “This program has been tremendous for the Tech Community in Frederick. We have a total of 15 companies that are working together around EARN and are collaborating on projects outside of EARN. In addition, we are in the process of building the first Tech Incubator in Frederick. EARN has been a catalyst for all of this. In addition to working together and building the incubator, the City and County of Frederick are now part of the TechFrederick committee and have given us a building in downtown Frederick along with one million dollars in funding to build it out.”

Committee to Expand UAS Employment

Region: Eastern Shore

Description: This partnership is training entry-level technicians in the Unmanned Aerial Systems (UAS) industry. The training, which lasts four weeks, consists of classroom and field training. Three weeks of classroom training includes pre-flight, post-flight, checklists, basic inspections, line 24 replacement, ground control and basic flight operations. Following completion of classroom training, participants spend two weeks in field training to apply what they have learned in the classroom. At the end of field training, participants are given their competency log, which outlines their training, so that they are able to present this to a prospective employer. Wor-Wic Community College, who is teaching the class, will provide graduates with a certificate for completion. To date, 71% of students have obtained employment or continued their studies. In 2017, the partnership will continue expand to provide incumbent worker training to first responders.

Industry Feedback: “The UAS Courses funded by the EARN grant teach a professional skill set in a new industry. We are seeing the early growth stages of that industry, and see this training as preparing the personnel to meet the upcoming needs on the Eastern Shore. Course material has been redesigned to meet the newly released FAA regulations for UAS commercial flight certification. Graduates from our course are fully prepared with this additional aviation information. Three graduates have just passed their tests on the first try, which is unusual, Initial FAA reports show that 40% fail this test on the first try.

BioTechnology

Baltimore BioWorks

Region: Baltimore City

Description: Bioscience in greater Baltimore is expected to add 6,000 new jobs to the region by 2020, many of which do not require a college degree. Collaboration is key, as Baltimore BioWorks, Baltimore City Community College, and the BioTechnical Institute of Maryland are partnering to implement this training. The model is the first of its kind and expands industry-designed training for bio-technicians through a combination of classroom and hands-on instruction, and on-the-job work experience. To date, 46 students have been placed in to employment, with 15 choosing to further their studies.

Participant Success Story: “The BCCC Biotechnology Program has given me the opportunity to complete this program at my own pace with a wonderfully supportive faculty. I was hired and trained at Baltimore BioWorks (BBWI) in bio-manufacturing while completing my degree. I was hired by BCCC upon graduation to be the Laboratory Supervisor for Microbiology, Biotechnology and Genetics. After two years of continued learning and support I have recently started a new position at Becton Dickenson as part of their Investigative Team. I am continuing my education at UMUC for my BS degree in Biotechnology Management.”

Industry Feedback: “We have had five (interns) rotated through our company and all of them have surpassed our expectations. One impressed us so much that we made an employment offer and they are now employed as a full-time technician.”

BioTrain

Region: Montgomery County

Description: BIOTrain’s most significant accomplishments to date are couched in substantive industry relationships that engage industry partners on their terms. Montgomery College’s training includes initiatives requested by and formulated in cooperation with industry partners. Over 24 employer partners participate in the formation of training curriculum. BIOTrain workshops are attractive to jobseekers from a wide array of backgrounds in part because many of the skills gained in the workshops are not technical in nature. In addition to skill acquisition, program participants benefit from networking interactions with industry professionals. BIOTrain has also forged partnerships with Biobuzz, MdBio, and BioMaryland to consolidate information and resources to better serve the community. To date, over 250 incumbent workers have participating in training. The partnership has received funding to continue to implement the program in 2017.

Industry Feedback: “As a small firm, we are always trying to source and provide high caliber training at a reasonable cost point. The training made available to Quality Biological via EARN was top notch in every aspect and we have requested additional training in Quality Management Systems through the EARN initiative.”

“As a small biotech company in Maryland, we rely on a workforce with biotech skill sets and experiences, ranging from the most basic to a more advanced level. For this, we rely on BIOTrain as an invaluable resource, to enable us to stay afloat and to continue serving our clients seamlessly.”

Transportation and Logistics

Mid-Maryland MOVE Transportation and Logistics

Region: Mid-Maryland

Description: In 2016, Montgomery College and Hagerstown Community College continued to partner to address the growing demand for qualified workers in the transit and transportation trucking industry. Through their first round of funding, Montgomery College provided essential and technical skills training, with 55 students completing the program. Forty of those students received industry-recognized credentials and 82% obtained employment in the transportation and logistics industry. Hagerstown Community College trained 126 unemployed or underemployed students, of which 103, or 82% obtained employment. HCC also provided frontline leadership training to 17 incumbent workers. This training, which included refinement of communication, conflict resolution and time management skills, is leading to retention among not only the supervisor who is receiving the training, but also those who report to them.

Given the success of the EARN model, Hagerstown has modeled the program in other workforce programs the college is implementing. Through their engagement with the more than 50 employers participating, the partnership has been able to better understand the challenges within the industry. As a result, they have worked with the Maryland Motor Truck Association to remove institutional and regulatory barriers. Due to their thriving relationship with employers in the region, Montgomery College and HCC are actively exploring apprenticeship opportunities and supported the Department in its recent grant proposal. The partnership has received funding to continue training activities in 2017.

Participant Feedback: Edgar always wanted to be a mechanic since he was a young boy and started in his home country of El Salvador as a graduate of a mechanic training program. Continuing his mechanic trade in the U.S. proved challenging because of the language barrier, so he spent eight years in construction before finding K. Neal International as a truck and bus mechanic. After he obtained his MOVE Training Certification and CDL B License from MOVE-Montgomery, he gained a raise to \$22/hour. Edgar now had several employers seeking to hire him, including WMATA, which ultimately won with its attractive benefit package. Edgar entered WMATA as a Mechanic Level B at \$27 hour with four ASE certifications. After 1 ½ years, he is now a Mechanic Level C at \$32/hour with 12 ASE certifications, earning him an annual bonus of \$1,000, and he has also obtained his CDL A license. Since working at WMATA and graduating from MOVE two years ago, Edgar has earned two Employee of the Month awards and obtained two Master Mechanic certifications.

Industry Feedback: “WMATA's interaction with the MOVE program is not a one sided benefit. Rather it has a multiplied affect within the community. For example, Catholic Charities refers to WMATA, and WMATA refers to Montgomery College. The workforce needs to be trained: training and skills are the basis for success. A single CDL is the ticket to lower unemployment and MOVE from entry level salary of \$36K, to \$54K and then to 74K, within five years at WMATA. With the innovation of the MOVE program, our low and middle-skills population is prepared for the future.”

Maritime Transportation and Logistics Partnership

Region: Baltimore

Description: The Maritime Transportation and Logistics Partnership, led by Maryland New Directions, has continued to provide occupational skills training to unemployed and underemployed Marylanders. This training, which is meant to prepare participants for a profession in the maritime industry, consists of 60 hours of essential skills training and 30 hours of industry specific field training, including warehousing, logistics and freight forwarding and customer service. To date, 226 trainees have completed the program, of which, 78% have obtained employment. The partnership continues to work with those who have not obtained employment and that figure is expected to increase. Over 120 participants have earned their forklift certification, and 180 have received a Transportation Worker Identification Card, which is a requirement to work at the Port of Baltimore, but can be cost-prohibitive. Additionally, 100% of participants who took the Certified Customs Certification course earned their certification, leading to career and wage advancement. The partnership, which has

leveraged almost \$450,000 since program inception, launched an Industry Advisory Council in 2016, comprised of industry professionals and employers who assist with the strategic growth of the program. The Partnership will apply for additional funding to continue training activities in 2017.

Participant Success Story: Before coming to MND, Tevon was terminated from a job because he didn't know how to control his temper. He said he "felt lost, defeated and [lacked] confidence" after getting fired. He didn't even know how to interview for a job. At MND, Tevon underwent a career assessment, learned how to revise his resume, write a cover letter, and most importantly how to successfully interview for a job. He is currently working at Johns Hopkins Hospital, feels that he has a defined career path and is excited for the opportunities that lie ahead.

Susquehanna Transportation and Logistics

Region: Susquehanna

Description: The Sage Group's "2012 Labor Market Analysis of the Susquehanna Workforce Investment Area" highlighted logistics as a top growth area in the region. The population densities of Western Maryland and the Upper and Lower shores are expected to grow through 2030, creating new patterns of demand in the industry. This partnership's sequential entry-level training modules on advanced techniques and procedures use technology and behind-the-wheel training to ready participants for CDL testing. To date, 102 students have completed the program, of which, 86 (84%) have obtained employment. Traditionally, employers require CDL drivers to have some level of experience prior to hire. However, two employers have made exceptions for graduates of this program because of their advanced skills and attention to safety. Over thirty employers have hired graduates of the program, which is helping to meet increasingly high demand for CDL drivers. The partnership will continue providing these valuable training opportunities in 2017.

Participant Success Story: Tina completed the class in December of 2015. Her husband drives for a car hauling company and they agreed to hire her to team drive with him if she obtained her CDL. Two days after passing her exam she was on the road with him and they are currently bringing in a 6 figure-plus salary.

Marine Trades Industry Partnership

Region: Statewide

Description: With an aging workforce, the marine trades industry faces an impending shortage of workers. This unique partnership awards successful completion of job readiness for entry-level workers with paid internships, providing vital on-the-job experience. To date, 70% of interns received further employment. Employer partners stated the need to upskill the current workforce, which is often cost-prohibitive. In response, MTIP is providing incumbent training in the form of matching funds. To date, \$6,135 has been used as matching funds for 16 employees. This has yielded an overall increase in wages of \$22,900, an average of just over \$2,000 per worker. Additionally, training on marine travel

lifts, forklifts and hydraulic trailers has been provided to 51 incumbent workers, resulting in 79 new certifications. The partnership will continue the internship and incumbent worker programs in 2017 and is actively exploring pre-apprenticeship opportunities.

Participant Success Story: Before finishing his six week internship, the intern was offered full-time employment. He was given a raise to \$15/ hour upon completion and now has a career.

Industry Feedback: “This has enabled the MTIP to re-engage the recreational boating industry in building a sustainable workforce for the marine trades. The grant has allowed a strong connection to form between training providers within the trades from both trade schools and community colleges and employers in the marine industry. It has also allowed outreach from employers and supporters of the industry to young adults at the start of their career. The result has been an increase in both interest and applications for careers in the recreational boating industry.”

Green

Baltimore Green Strategic Industry Partnership

Description: Led by Civic Works, the Baltimore Green Strategic Industry Partnership (BGSIP) has provided training to 49 unemployed workers with barriers to employment. Participants receive 40 hours of essential skills training, followed by 80 hours of technical training, resulting in industry-recognized certifications valued among industry. Trainees also complete 320 hours of on-the-job training, reinforcing employability and skills learned during the classroom and hands-on component of training. To date, BGSIP has placed 93% of completers into full-time employment at average wages of \$14.50 per hour. BGSIP has also provided training to 30 incumbent workers seeking career advancement, leading to promotions and significant wage increases. Over the last year, BGSIP has almost doubled in size, increasing the number of employers participating in the partnership to 16. The Partnership recently received additional funding to continue

Participant Success Story: At the recommendation of his employer, Lanell enrolled in the BGSIP incumbent worker Crew Leader and BPI Analyst and Envelope Certification Training. With these credentials, Lanell was promoted to QHEC Multifamily Crew Leader at EcoMize. Over the months following his promotion, Lanell worked with EcoMize’s experienced auditors to further develop his skills and was further promoted to Quick Home Energy Check-up BPI Certified Energy Auditor. Lanell has continued to grow his experience and skill level, and recently was promoted to the position of whole-house Energy Auditor. In recognition of his strong performance, he has been designated the lead auditor for EcoMize’s market rate audits. As a reflection of his growing level of and three promotions at EcoMize over the past two years, Lanell has received a wage increase from \$18 per hour to \$20 per hour. He also receives health insurance benefits through his employer.

Industry Feedback: “The quality of the people BGSIP is enrolling in the entry-level training to begin with are top notch. They have a great screening process, and all the entry-level workers have been great people to work with. The workers have a very diligent work ethic. When we set expectations, they rise to the occasion. They are all eager to learn and they value the time and effort that Civic Works’ training

team has put in. They each feel they are on a career path and always have something more to learn. The customers are also impressed.”

Water and Wastewater Career Development Partnership of Central Maryland

Region: Statewide

Description: In order to retain employment, all Water and Wastewater Operators must be fully certified by the State by 2017. The success rate for the certification exam is 37%. In order to help incumbents retain employment, this partnership designed a curriculum meant to better prepare test takers for the exam. The three modules are Work Keys (focused on math, reading and location information), a math review, and Exam Preparation, which provides helpful hints on taking the exam. The preparation time once completing the modules varies by individual, and each cohort is at a different step in the process. To date, 187 incumbent workers have been engaged, with 182 receiving at least one certification. Forty-one are now fully certified operators and others are expected to complete the process in 2017. The partnership spent 2016 expanding their reach around the State, increasing their employer partners by more than 200% and will continue to implement this important training in 2017.

Industry Feedback: “In Maryland being able to pass the State Certification examination is the biggest challenge for our water and wastewater operators. The operator-trainees in our EARN program are active participants in their training as they study to sit for the state certification exam. They have studied hard using the materials provided and they are more confident in their skills because of what they have learned. Because they are more qualified due to the training, they are ready to sit for the State certification exam --and when they pass they are promoted to Operator status.”

Hospitality

Baltimore Regional/Culinary Hospitality Program

Description: Humanim and Moveable Feast partner to deliver Culinary Arts Training, which includes the kitchen and sanitation skills necessary to prepare participants for a career in the culinary industry. Graduates earn a National Professional Certification in Customer Service and a ServSafe Certification, industry recognized credentials that are highly valued by employers. Since inception, this partnership has more than doubled the number of employer partners participating, and has begun engaging small and minority-owned restaurants. To date, the partnership has placed 92% of graduates at an average wage of \$12.50 an hour. It is expected that the partnership will train an additional 40 unemployed and underemployed Marylanders over the next year and place at least 80% into employment.

Participant Success Story: Brittany moved to Baltimore a little over a year ago looking for a change. She previously worked as a grocery store cashier making minimum wage, but she wanted a more sustainable career. Through the Humanim BEST customer service training, she heard about the EARN-funded culinary training at Moveable Feast. Brittany had always had a “passion to provide food to others” and saw this as an opportunity to realize her dream. Upon completion of the two week internship

at Atwater's, she was offered a position as a cook. Four months later, she is still employed and loves her job."

Industry Feedback: "Atwaters is pleased to be a partner with Humanim on the EARN-funded Culinary Apprenticeship Training program. The CAT program has become a pipeline to prescreened, quality candidates for our locations. The two-week, pre-hire internship model allows the candidate and our team members to explore the relationship without a commitment. We can share our knowledge and observe their culinary and customer skills throughout the internship. Atwater's has found five new employees through the program that share our passion and energy for wonderful, healthy food and stellar customer service."

Building Employer-led Alliances for Careers in Hospitality (BEACHES)

Region: Eastern Shore

Description: This partnership is comprised of employers, associations and economic development entities in the Eastern Shore hospitality and tourism industry, with a focus on Worcester County and Ocean City. Employer partners identified a need to train entry level and incumbent frontline workers for supervisory training, putting these workers on a career path towards full-time hospitality management. To date, over 90 incumbent workers have received training. In 2016, the partnership expanded to Crisfield and provided customer service training to its hospitality workers. Additionally, the group is exploring a partnership with the Wicomico County Tourism Office.

Purple Line Skills Partnership

Region: Prince George's County

Description: This partnership provided customized training to meet individual proprietor's needs. The original intent of the partnership was to prepare small business owners for the construction of the Purple Line. As this did not come to fruition, the partnership changed its strategy. Seventeen employers completed training in a variety of different areas, including fiscal fitness, marketing, visual merchandising and systems. Of the seventeen, twelve received one-on-one counseling meant to help improve business management, imaging and growth. Examples of this counseling included developing new business models, preparing for expansion, or revamping marketing strategies. Due to a changing landscape, the Partnership did not receive additional funding to continue their efforts.

Automotive Repair

Automotive Technicians for Change

Region: Baltimore

Description: Led by Vehicles for Change, this program is training returning citizens to be automotive technicians. Interns receive hands-on experience and training, as well as barrier removal and essential skills training. The program employs an open-entry, open-exit model, so that trainees are able to be

placed as soon as they are ready for employment. To date, 23 interns have been placed into employment with over 18 employers with average wages of \$17 per hour. The partnership has almost doubled in the past year, which is an important highlight as many employers initially indicate strict hiring practices pertaining to criminal records. However, the caliber of the interns completing the program has led to exceptions and/or changes in policy. According to the National Institute of Justice, about 2/3's of returning citizens recidivate within three years. Of that number, more than half recidivate within the first year. The interns who have completed the Vehicles for Change program over the past 20 months have a 3% recidivism rate. This model has emerged as a best practice among reentry initiatives and the Department is working with Vehicles for Change to expand in Baltimore City and Prince George's County.

Participant Success Story: Tarkese is a Howard County native that came to Full Circle Service Center in March of 2016. Already working as a cook, he wanted to pursue a career that could sustain the needs of his family. He got that opportunity through the Full Circle Service Center. This allowed him to gain multiple ASE certification as well as hands-on experience at the garage. During a tour at Full Circle, the Eyre Bus, Tour and Travels employers were so impressed with Tarkese that he was offered a position as a diesel mechanic. Since his hiring, he has been trained to work on Eyre's buses and not many months after, he was promoted to spending a portion of his time in an administrative role ordering parts for the company.

Utilizing Data

EARN Maryland's workforce training plans are intended to be data-driven to ensure that industry's most immediate workforce needs are met and that its trainees are well-positioned for meaningful employment.

The requirements contained within the Solicitation for Implementation Grant Proposals mirror the enabling statute's contingent funding requirements of evidence of workforce shortages and a demonstrated need for worker training. The Solicitation requires that the Workforce Training Plan developed with Implementation Grant funds be both data-driven and experience-driven. This means that the Plan prepared by the Strategic Industry must assess and address:

- Data-based evidence of shortages in skilled employment within the target industry over a sustained period of time or as projected, based upon planned large-scale Programs underway (e.g. large construction or transit projects) or large-scale industry changes (e.g. health care) and description of specific high-demand occupations or sets of occupations at different skill and salary levels within the identified target industry; and
- Real experiences from target industry employers regarding actual and projected gaps in skills training and job readiness. In their upfront planning process, grantees should focus on ways to obtain input from a broad base of employers in their target industry and region in order to define common workforce needs. They should consider using focus groups, surveys, and other outreach tools.

The 40 partnerships identified the training and skills needs in their Implementation Grant Proposals, based upon a variety of previous or existing workforce studies, plans, or research. A listing of the data sources utilized is provided in **Appendix C** of this report.

Conclusion

As is evident throughout the pages of this report, EARN Maryland is changing the lives of Marylanders on a daily basis. This nationally-recognized program is also improving business outcomes across the state. The Department of Labor, Licensing and Regulation is proud to support the program and looks forward to sharing more success stories with the General Assembly for years to come.

Appendix A

The following is an excerpt from the Urban Institute's, *State Workforce and Economic Development: Opportunities for Collaboration*. It is being reproduced with permission by the author and the Urban Institute.



BOX 8

Case Study 4: EARN Maryland Grant Program

A newer state program that is also focused on sector strategies directed by industry-led partnerships is the Employment Advancement Right Now (EARN) program in Maryland. The program was created in 2013 and is funded out of the state's general fund. It was created in response to a need to serve employers who were struggling to find qualified entry level workers and expressed a need to upskill incumbent workers. The program was established in state law through adoption of Senate Bill 278.³ After a year of planning grant funding in 2013, in March 2014, 28 implementation grants were awarded. In November 2014, 12 additional partnerships were funded, bringing the total to 40. All grantees are awarded funding for two-year periods.

In order to apply, each strategic industry partnership (SIP) that applied for funds had to consist of at least five employers in order to be considered. The grant application required that SIPs prepare a Workforce Training Plan addressing the skill shortages identified by industry partners and "outlining recruitment, training and placement strategies" that include providing Job Readiness and Job Skills Training to three groups: 1) The unemployed or underemployed; 2) incumbent workers, and 3) preparatory training for individuals who require additional training and education to enter the workforce (Maryland Department of Labor, Licensing and Regulation 2015, 5). Current funding for the program has been restricted to partnerships that have already received funding in prior grant cycles and have demonstrated success. While there are no new solicitations currently announced, the Department is exploring the option of a solicitation for new partnerships. To date, \$7.4 million has been awarded across all of the 40 partnership grantees.

The EARN Maryland program works to foster collaboration between workforce and economic development stakeholders in the state by allowing employers in a SIP to identify workforce needs, develop curriculum, participate in trainings, and in the case of entry-level candidates, interview successful graduates. Mary Keller, grant administrator for EARN Maryland, stated that she thinks the EARN Maryland program is, "Opening up a lot of different doors, and exposing those in the workforce world to different partners. [Members of a SIP] see that the Department of Labor can be a resource for them. EARN Maryland is helping our business leaders and nonprofits understand how we can help and I think these programs are going to continue on [past current grant funding] because they're seeing the value of collaborating with other agencies with whom they traditionally work in silos to meet their workforce needs." Salisbury University will be evaluating the program outcomes of EARN Maryland. There is no mandated level of involvement for specific employers in a SIP, in order to maintain the maximum amount of program flexibility. Flexibility is a major characteristic of the program, and in one circumstance, a grantee was able to modify their workforce training plan to more effectively meet industry demand. The original certification in the workforce training plan became obsolete due to a change in the industry. Upon consulting with the employer partners of the SIP, the partnership was able to identify a more in-demand certification and develop the curriculum to effectively train for that certification. Providing leveraged resources was not a requirement to apply for grant funding, though it

was highly recommended. Approximately 95 percent of applicants wrote leveraged resources into their grant applications, and 100 percent of funded partnerships are utilizing leveraged resources.

Note: Information from this section largely informed by interview with Mary Keller, EARN Maryland Grant Administrator, May 13, 2016.

² Maryland General Assembly (2013 Regular) Chapter 1 (Senate Bill 278), accessed September 19, 2016.

<http://mgaleg.maryland.gov/webmgal/frmMain.aspx?id=sb0278&stab=01&pid=billpage&stab=subject3&sys=2013RS>.

Appendix B

EARN Maryland Partnerships are required to comply with specific reporting requirements in order to ensure accountability. These measures are meant to track the metrics set forth in the Labor and Employment Article § 11-709(b)(4) of the Maryland Annotated Code. Statutorily-required data is presented below. As the data from June 1, 2014 through December 31, 2015 was not available for the 2015 Annual Report to the Legislature, this data is also included. All figures are rounded.

EARN Maryland Metrics: June 1, 2014 through June 30, 2015

By Sex

Sex	# of Participants	Percentage of Whole
Male	910	47%
Female	834	43%
Not specified	174	10%

By Race

Race	# of Participants	Percentage of Whole
White	563	29%
Black/African American	854	45%
Asian	82	4%
Native American/American Indian	4	<1%
Hawaiian/Pacific Islander	1	<1%
Two or More Races	9	<1%
Other*	165	9%
Not Specified	240	13%

EARN utilizes the race categories as defined by the US Census, which does not include Hispanic/Latino as a race category but as a separate classification. 134 participants identified as Hispanic/Latino alone or in combination with one more races.

By Income

Income Level	# of Participants	Percentage of Whole
Less than \$10,000	707	37%
\$10,000 to \$14,999	49	3%
\$15,000 to \$24,999	67	3%
\$25,000 to \$34,999	83	4%
\$35,000 to \$49,999	314	16%
\$50,000 to \$74,999	64	3%
\$75,000 to \$99,999	30	2%

Income Level	# of Participants	Percentage of Whole
\$100,000 to \$149,999	34	2%
\$200,000 or more	1	<1%
Unreported or Incalculable	569	30%

By National Origin

National Origin	# of Participants	Percentage of Whole
American	818	43%
North American (excluding USA)	9	<1%
Central and Latin America	30	2%
European	22	1%
African	35	2%
Middle Eastern	12	<1%
Asian	79	4%
Two or More Identified	10	<1%
Not Reported/Unsure	903	47%

Participants must write-in their response to “national origin” on the in-take form. Participant feedback indicates some level of confusion on the definition of national origin, and thus, many participants are unsure of how to respond, leading to a large number of “not reported” or “unsure” responses.

County of Residence

County	# of Participants	Percentage of Whole
Allegany County	49	3%
Anne Arundel County	53	3%
Baltimore City	368	19%
Baltimore County	148	8%
Calvert County	12	<1%
Caroline County	1	<1%
Carroll County	5	<1%
Cecil County	56	3%
Charles County	76	4%
Dorchester County	0	0%
Frederick County	40	2%
Garrett County	1	<1%
Harford County	44	2%
Howard County	26	1%
Kent County	3	<1%
Montgomery County	365	19%
Prince George's County	163	8%

County	# of Participants	Percentage of Whole
Queen Anne's County	2	<1%
Somerset County	5	<1%
St. Mary's County	34	2%
Talbot County	2	<1%
Washington County	47	2%
Wicomico County	8	0%
Worcester County	33	2%
Outside of Maryland	66	3%
Not Reported	311	16%

By Educational Attainment

Education Level	# of Participants	Percentage of Whole
Some High School or Less	54	3%
High School Diploma/GED/Equivalent	774	40%
Some College	411	21%
Associate's Degree	82	4%
Bachelor's Degree	267	14%
Advanced Degree (Master's, PhD, other)	74	4%
Trade School	8	<1%
Other/Undisclosed	248	13%

Credential or Identifiable Skill – 1,298

A new Employment Position - 644

A Title Promotion - 18

A Wage Promotion - 245

EARN Maryland Metrics: July 1, 2015 through June 30, 2016

By Sex

Sex	# of Participants	Percentage of Whole
Male	1,696	56%
Female	1,310	43%
Not specified	43	1%

By Race

Race	# of Participants	Percentage of Whole
White	1257	41%
Black/African American	1020	33%
Asian	114	4%
Native American/American Indian	10	<1%
Hawaiian/Pacific Islander	2	<1%
Two or More Races	19	<1%
Other*	453	15%
Not Specified	174	6%

*EARN utilizes the race categories as defined by the US Census, which does not include Hispanic/Latino as a race category but as a separate classification. 387 participants identified as Hispanic/Latino alone or in combination with one more races.

By Income

Income Level	# of Participants	Percentage of Whole
Less than \$10,000	758	25%
\$10,000 to \$14,999	72	2%
\$15,000 to \$24,999	185	6%
\$25,000 to \$34,999	200	6%
\$35,000 to \$49,999	751	25%
\$50,000 to \$74,999	293	10%
\$75,000 to \$99,999	52	2%
\$100,000 to \$149,999	36	1%
\$150,000 to \$199,999	9	<1%
\$200,000 or more	5	<1%
Unreported or Incalculable	688	23%

By National Origin

National Origin	# of Participants	Percentage of Whole
American	1377	45%
North American (excluding USA)	14	<1%
Central and Latin America	65	2%
European	30	<1%
African	30	<1%
Middle Eastern	5	<1%

National Origin	# of Participants	Percentage of Whole
Asian	45	1%
Two or More Identified	6	<1%
Not reported	1477	48%

Participants must write-in their response to “national origin” on the in-take form. Participant feedback indicates some level of confusion on the definition of national origin, and thus, many participants are unsure of how to respond, leading to a large number of “not reported” or “unsure” responses.

By County of Residence

County of Residence	# of Participants	Percentage of Whole
Allegany County	48	2%
Anne Arundel County	146	5%
Baltimore City	507	17%
Baltimore County	275	9%
Calvert County	60	2%
Caroline County	12	<1%
Carroll County	21	<1%
Cecil County	69	2%
Charles County	92	3%
Dorchester County	21	<1%
Frederick County	181	6%
Garrett County	0	0
Harford County	68	2%
Howard County	68	2%
Kent County	16	<1%
Montgomery County	486	16%
Prince George's County	148	5%
Queen Anne's County	13	<1%
Somerset County	7	<1%
St. Mary's County	155	5%
Talbot County	13	<1%
Washington County	82	2%
Wicomico County	39	1%
Worcester County	53	2%
Outside of Maryland	160	5%
Not reported	309	10%

By Educational Attainment

Education Level	# of Participants	Percentage of Whole
Some High School or Less	107	4%

Education Level	# of Participants	Percentage of Whole
High School Diploma/GED/Equivalent	1380	45%
Some College	557	18%
Associate's Degree	136	4%
Bachelor's Degree	464	15%
Advanced Degree (Master's, PhD, other)	164	5%
Trade School	7	<1%
Other/Undisclosed	234	7%

Credential or Identifiable Skill - 1812

A new Employment Position - 781

A Title Promotion - 133

A Wage Promotion - 464

Appendix C

The following is a listing of data sources used by EARN Maryland partnerships in the identification of training and skill needs:

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