

**Report to the  
House Appropriations Committee, Senate Budget and Taxation Committee  
and the House Economic Matters Committee  
on the EARN Maryland Program**

**Maryland Department of Labor, Licensing and Regulation  
Division of Workforce Development and Adult Learning**

**July 1, 2017**



LEGISLATIVE OFFICE  
45 Calvert Street  
Annapolis, Maryland 21401  
(410) 260-6076

July 1, 2017

The Honorable Edward J. Kasemeyer  
Chair, Senate Budget and Taxation Committee  
3 West, Miller Senate Building  
Annapolis, Maryland 21401

The Honorable Delegate Maggie McIntosh,  
Chair, House Appropriations Committee  
121 House Office Building  
Annapolis, MD 21401

Dear Chairman and Madam Chair:

I respectfully submit the information requested in the 2017 Joint Chairmen's Report regarding the performance of the EARN partnerships, page 114.

If you have any questions, please do not hesitate to contact me. You may also contact James Rzepkowski, Assistant Secretary of the Division of Workforce Development and Adult Learning, at (410) 767-2942 or [James.Rzepkowski@maryland.gov](mailto:James.Rzepkowski@maryland.gov).

Best regards,

A handwritten signature in black ink that reads "Kelly M. Schulz".

Kelly M. Schulz  
Secretary

KMS/mli

cc: Department of Legislative Services  
Chris Shank, Chief Legislative Officer, Office of the Governor  
Maria Iannantuono, Director of Legislative and Regulatory Affairs, DLLR  
Michael Harrison, Director of Policy, DLLR  
James Rzepkowski, Assistant Secretary of the Division of Workforce Development and Adult Learning, DLLR  
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LARRY HOGAN, JR., GOVERNOR • BOYD K. RUTHERFORD, LT. GOVERNOR • KELLY M. SCHULZ, SECRETARY

During the 2017 Legislative Session of the Maryland General Assembly, the House Appropriations and Senate Budget and Taxation Committees requested that the Department provide a report on the demographics and performance of each Employment Advancement Right Now (EARN) Maryland partnership to include how many students are enrolled, their demographic information, county of residence, educational attainment, and if the participant has received employment or wage promotion as a result of their participation in the program. The Joint Chairmen's Report required the submission of this report to the budgetary committees and the House Economic Matters Committee. The General Assembly also requested that the Department provide insight as to the demographics and performance of each partnership. It is important to note that the information contained in this report is a snapshot in time and may not capture the final outcome data of participants. Many programs are ongoing and successful completion by participants will be captured in future reports.

The Department offers the following report in response to the committees' request.

## **Introduction**

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.

As noted in the 2016 EARN Maryland Annual Report, as of October 2016, EARN Maryland has made it possible for 3,024 incumbent workers to receive training, attaining a new credential, certification, or skill. As a direct result, employer partners report improved productivity, cost savings, increased wages, and job retention. Also, 1,740 EARN Maryland participants completed entry level training programs as of October 2016. Of those program completers, 1,425 (82%) obtained employment.

Also, as discussed in the 2016 EARN Maryland Annual Report, the Business Economic and Community Outreach Network (BEACON) at Salisbury University performed an economic impact study to determine the Return on Investment (ROI) for EARN Maryland. The calculations, which were completed for each Strategic Industry 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 ROI for workforce development programs is \$3.41. This Return on Investment study demonstrates EARN Maryland's meaningful impact on the State's workforce and economic landscape.

The Department offers the following additional data to supplement its 2016 Annual Report as submitted to the Maryland General Assembly.

## **Considerations for EARN Maryland Data By Partnership**

Part of EARN Maryland's success hinges on its flexible design. The information enclosed in this report should not be utilized for an apples-to-apples comparison amongst Strategic Industry Partnerships. Each partnership is unique and has agreed upon deliverables that are utilized to determine program success. There are many elements considered when developing deliverables. Some of these factors include cost per participant, average industry training costs, level of services provided, length of training and number proposed to be served. These factors are all utilized to determine deliverables for a Strategic Industry Partnership.

The Department also considers other measures to determine success, including the return on investment, the amount of leveraged funding, partnership growth (bringing in additional employers), employer feedback and systems change brought forth due to the partnership. The Department has dedicated staff to work closely with each of the partnerships to understand their challenges and successes and to provide technical assistance, which also helps to evaluate program success.

The trademark of EARN is that it is an industry-led program. This means that employers identify the most pressing training needs within their industry and develop curriculum to meet those needs. Per the Labor and Employment Article § 11-709(b)(4) of the Maryland Annotated Code, the Department must report on certain outcomes, including the number of EARN participants to obtain a credential, wage increase or title promotion. The Department deliberately does not mandate the attainment of one or all of these outcomes, as doing so directly contradicts the industry-led model EARN seeks to utilize. Therefore, partnerships are not evaluated on the number of certifications, credentials, wage increases or title promotions earned, unless it is a part of their agreed upon deliverables.

Additionally, the data provided in this report covers the time period of July 1, 2014 through June 30, 2016. This provides only a snapshot in time. For instance, if a partnership performs follow-up and learns of new outcomes, it is included in the quarter which that participant exited training. Further, the training itself is adaptable. For example, the data below would include all entry data for a cohort that began in June of 2016. However, exit data is reported three to six months following the completion of training, and therefore, would not be included in this data set. For this reason, a gap will always exist in the number enrolled versus the number who have completed or exited, thus having outcomes.

Similarly, because the report only provides a snapshot in time, the data for wage increases and title promotions may be underreported. Many employers that participate in EARN indicate that the skills learned in training are used as a larger consideration for advancement. This may take place in the form of an annual review, which could occur up to a year after EARN training is complete.

The Strategic Industry Partnerships described below developed deliverables in 2014. Much can change within an industry in a short period of time. EARN is meant to be nimble to meet the evolving needs of industry. The Department works closely with each partnership to ensure that the true needs of industry are being met, and is flexible should the employers in a partnership determine that the deliverables need to be adjusted.

## EARN Maryland Strategic Industry Partnerships

<b>Partnership Name</b>	<b>Lead Applicant</b>
Specialized Nursing Bridge Program	Adventist Healthcare
Culinary Hospitality Strategic Industry Partnership	Humanim
Careers in Manufacturing Program	Jane Addams Resource Corporation
Architectural Metal and Glass Initiative	Finishing Trades Institute
Healthcare Mentorship Baltimore	New Pathways
Baltimore Green Strategic Industry Partnership	Civic Works
BioTrain	Montgomery College
Baltimore BioTechnology SIP	Baltimore BioWorks
Building Employer-led Alliances for Careers in Hospitality	Wor-Wic Community College
Central Maryland Cyber IT Consortium	Anne Arundel Workforce Development Corporation
Health IT SIP	Community College of Baltimore County
Committee to Expand UAS Employment	Sentinel Robotic Solutions
Healthcare Partnership of Prince George's and Charles Counties	Associated Black Charities
Baltimore Healthcare Partnership	Baltimore Alliance for Careers in Healthcare
IT Center for Excellence	Allegany College
Manufacturing Workforce Partnership of Frederick County	Wright Manufacturing
Marine Trades Industry Partnership	Marine Trades Association of Maryland
Maritime Transportation Distribution and Logistics Partnership	Maryland New Directions
Maryland Manufacturing Bootcamp	Maryland Manufacturing Extension Partnership
Maryland Offshore Wind Strategic Industry Partnership – Baltimore City	Humanim
Maryland Offshore Wind Strategic Industry Partnership- Eastern Shore	Wor-Wic Community College
mHealth Focused Health IT SIP	Howard Community College
MOVE	Montgomery College
PrintSIP	Printing and Graphics Association MidAtlantic
Project JumpStart – Baltimore	Job Opportunities Taskforce
Project JumpStart – Prince George's	Job Opportunities Taskforce
Purple Line Skills Training Partnership	CASA de Maryland
Rapid Advanced Manufacturing Partnership	Maryland Manufacturing Extension Partnership
Ready to Care: An Eastern Shore Partnership to Train Healthcare Workers	Eastern Shore Area Health Education Center
Rx for Employability	Montgomery Business Development Corporation
Southern Maryland Healthcare Industry Alliance	Tri-County Council for Southern Maryland
Suburban Maryland Construction Initiative	Finishing Trades Institute of Maryland

<b>Partnership Name</b>	<b>Lead Applicant</b>
Susquehanna Transportation and Logistics Partnership	Cecil College
Tech Frederick	Orases Consulting Corporation
Automotive Technicians for Change	Vehicles for Change
Washington County Manufacturing Partnership	Volvo
Welcome Back Behavioral Partnership	Family Services
Water and Wastewater Career Development Partnership	College of Southern Maryland
Advanced Manufacturing and Plastics Partnership	Berry Plastics

## **Specialized Nursing Bridge Program – Adventist Healthcare**

Despite a critical shortage of Registered Nurses, the turnover rate for first year RNs is about 25 percent. The Specialized Nursing Bridge Program, led by Adventist Healthcare, seeks to address the nursing workforce gap through an innovative, coordinated and comprehensive residency program that addresses both job readiness skills and credentials for new nurses. The goal of the program is to increase the retention rate during the first year of employment through structured learning and individualized preceptor time.

The inaugural cohort completed training, with a retention rate of 95 percent at the first year of employment, 20 percentage points higher than the industry retention rate at that time period. All successful completers receive a wage increase and title promotion. The partnership is slated to exceed its deliverable of training 100 nurses. Due to the success of the program in lowering the turnover rate and thus lessening the nursing workforce gap, the partnership is exploring replication to other hospitals in the region.

One challenge this partnership has faced is the length of the training program, which is one year. This is longer than a typical EARN training program and some candidates were initially reluctant to enroll in a program of that length. The partnership explored offering a shorter training, but employers felt all components of the training were necessary and that shortening the training would be to the detriment of the participants. Despite this concern, completion rates have remained high, which the partnership attributes to the relevancy of the curriculum and strong resident-preceptor relationships.

# Specialized Nursing Bridge Program

Adventist Healthcare

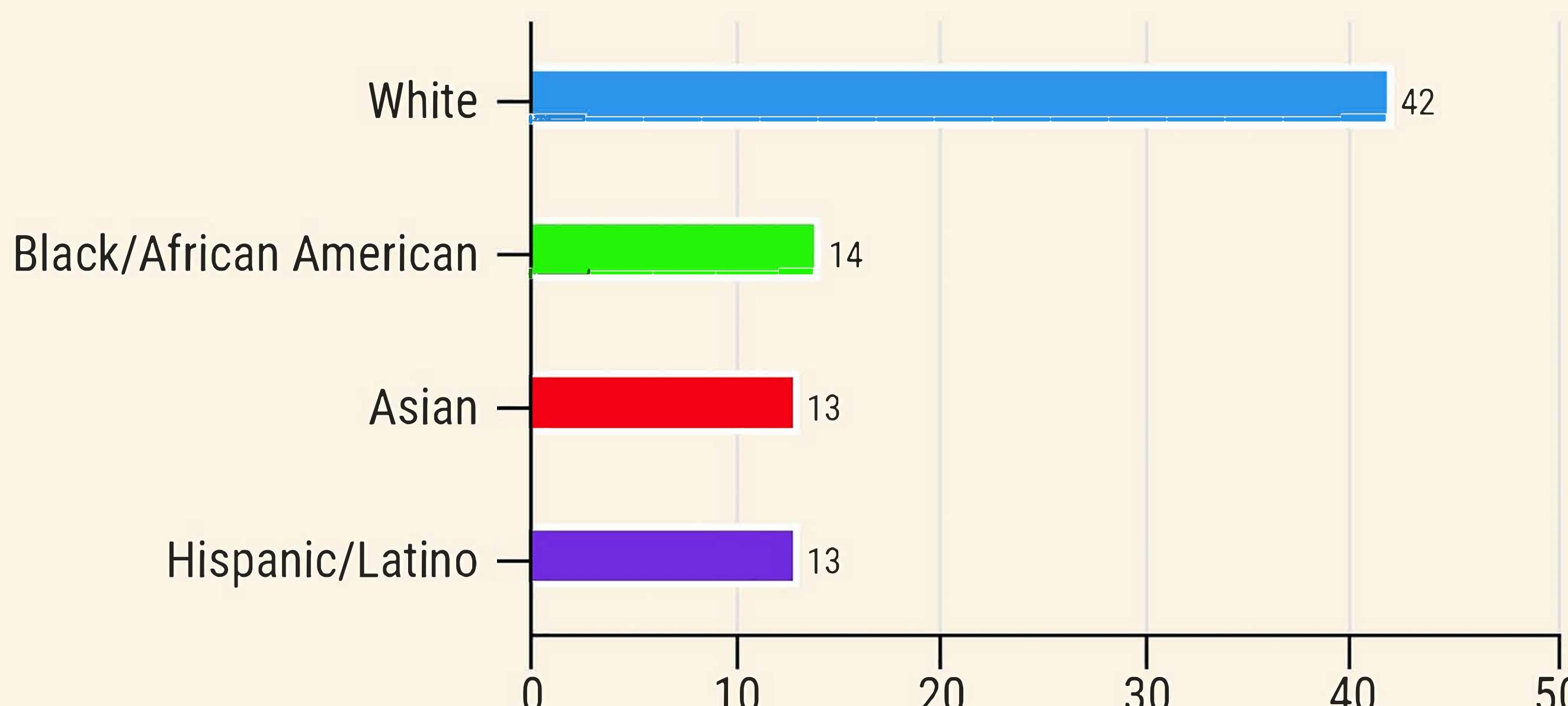
82 participants enrolled

19 participants completed

## Brief Background

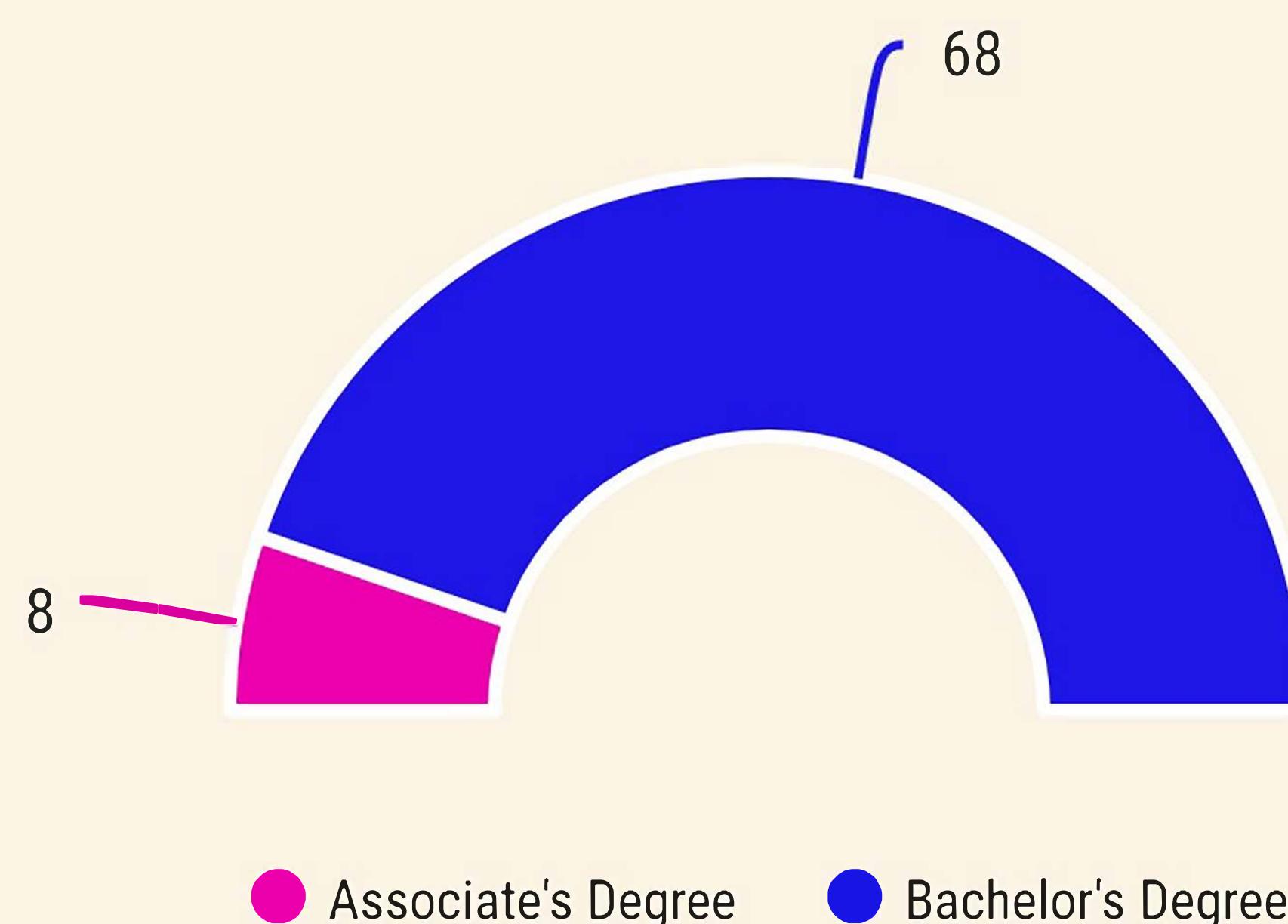
Led by Adventist Healthcare, this partnership seeks to increase the retention rate of first year Registered Nurses by providing structured learning and individualized preceptor time. The training represents an exemplary dual approach addressing job readiness for entry level workers while providing leadership opportunities for veteran nurses as mentors and faculty members. Residents learn skills such as professional communication, stress management and infection prevention. Upon completion of this one year program, residents receive a wage and title promotion.

## Race Profile

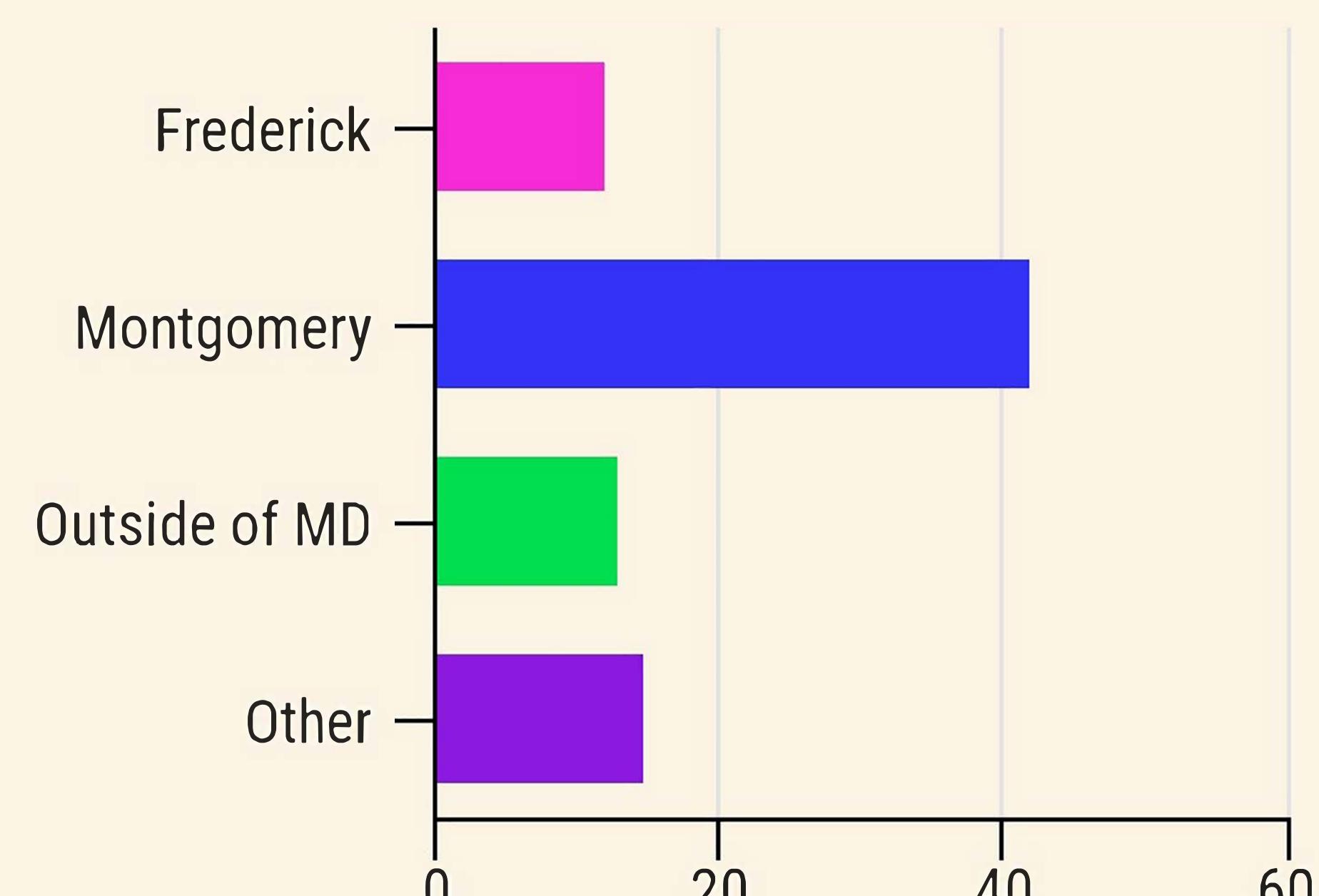


85% (70) of all participants are female.

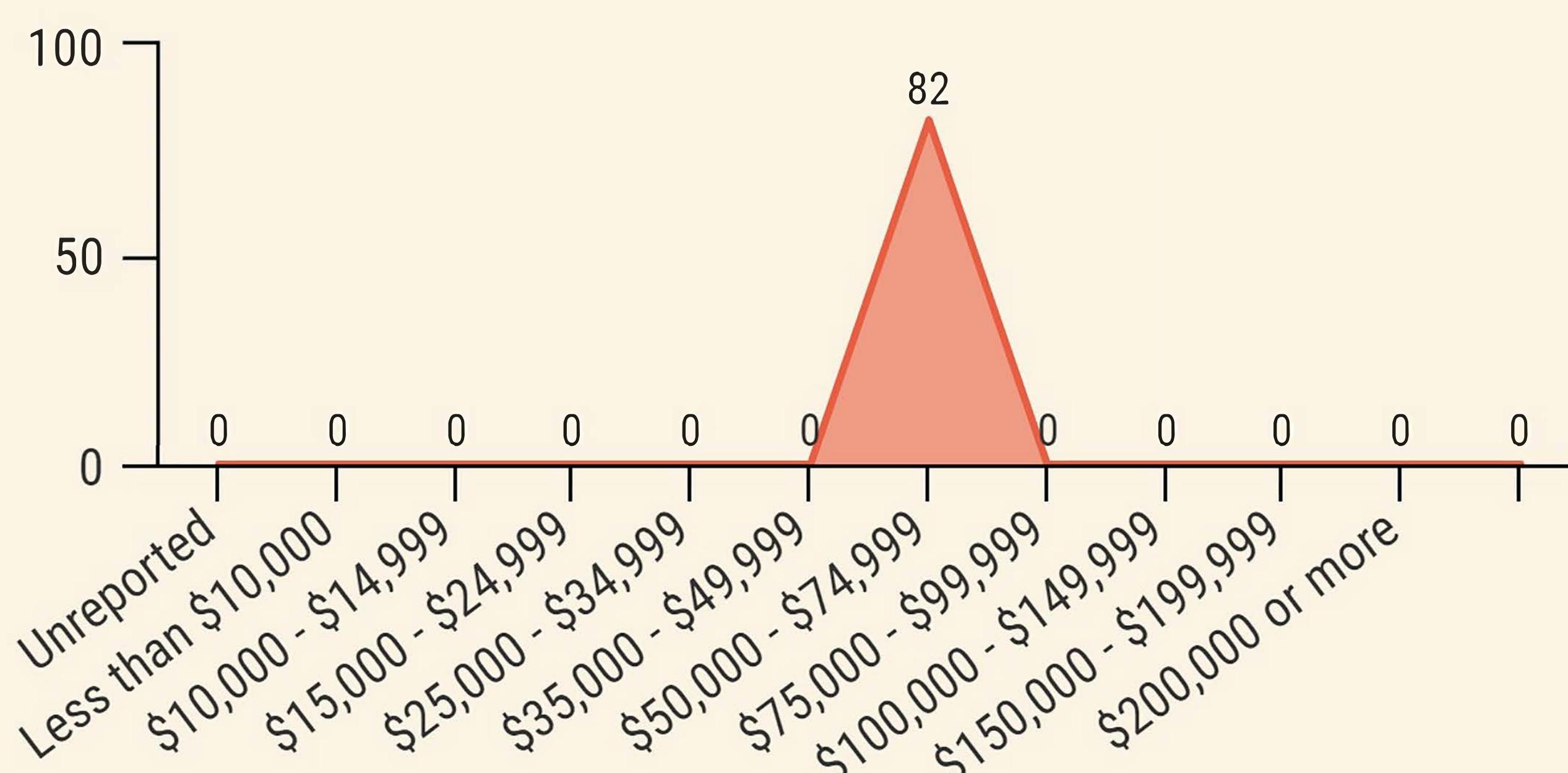
## Education Profile



## County of Residence



## Income



19

of completers (100%) obtained a wage increase and title promotion

95%

retention rate of participants at one year

## **Culinary/Hospitality Strategic Industry Partnership – Humanim**

Humanim partners with Moveable Feast to deliver culinary arts training, which includes the kitchen and sanitation skills necessary for a career in the culinary industry. Graduates earn portable, industry-recognized credentials, such as the National Professional Certification in Customer Service and ServSafe Certifications. The program lasts for twelve weeks and includes hands-on experience in a commercial kitchen.

This partnership has received two different grant awards, exceeding outcomes under both. Under its first grant, Humanim committed to graduate 40 unemployed/underemployed Marylanders from their program and place 30 into employment. Due to increased leveraged funding, they were able to over-enroll and exceed all outcomes, graduating 43 and placing 36 (84%) into employment. Thirty-eight students earned all certifications offered. The average hourly rate was \$12.77, which exceeded the deliverable of \$11.00/hour.

Under their second grant, Humanim committed to graduate 19 students and place 15 into employment. As of June 30, 2016, 20 students completed with 17 (85 percent) being placed in to employment. Eighteen students obtained all certifications offered. The average hourly rate was \$11.56, which exceeded the deliverable of \$11.00/hour. The partnership has since exceeded all deliverables.

Despite a nearly 90 percent placement rate, this partnership has experienced challenges. For example, the original industry partners did not have an adequate number of openings to accommodate program graduates. The partnership was tasked with recruiting additional employers to join the partnership. These efforts were successful and the partnership has doubled its number of participating employer partners, including key additions such as Mercy Medical Center and Atwater's.

The partnership also learned the importance of making the right “match” between a graduate and employer. Some graduates were not a good fit for high energy, fast paced positions, whereas others were bored with mass production. It became evident to the partnership that making the right fit based upon employer and participant needs was integral, not only for placement, but retention. To remedy this challenge, the partnership built in more one-on-one time for the student and instructor so that a strong referral could be made to meet both the employer and participants needs.

# Culinary/Hospitality SIP

Humanim

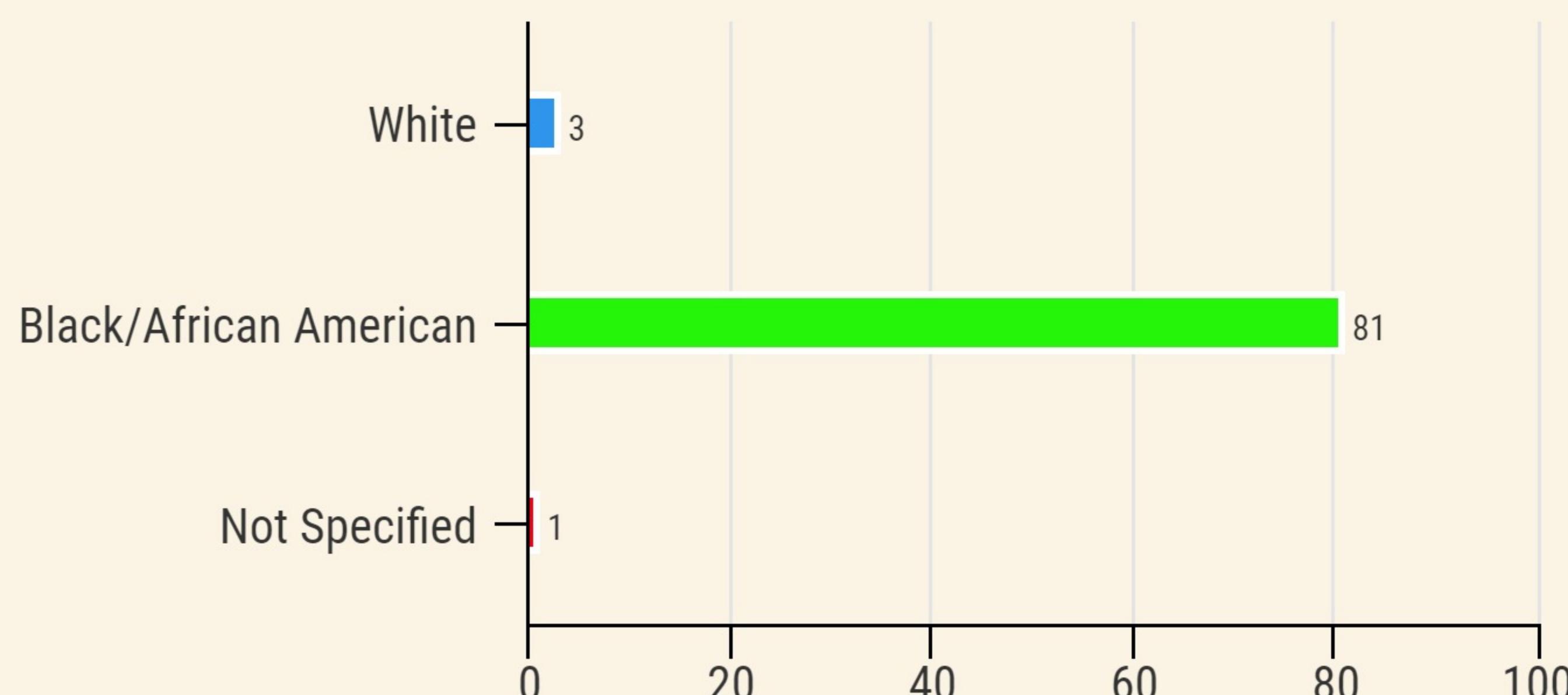
85 participants enrolled

63 participants completed

## Brief Background

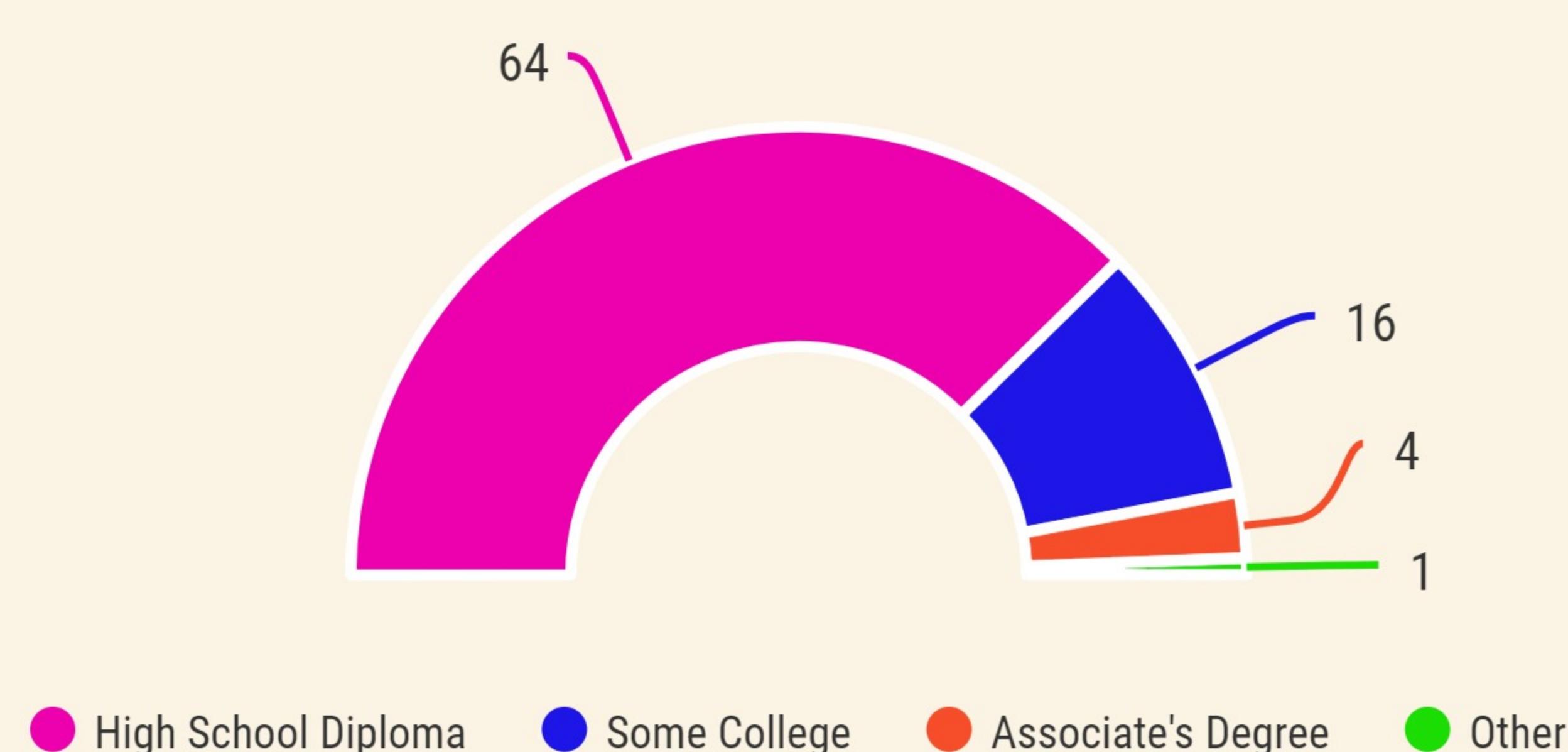
The Culinary/Hospitality SIP features a partnership between Humanim, Moveable Feast and ten employer partners. This partnership seeks to prepare participants for a career in the culinary and hospitality industries. Participants earn industry-recognized certifications and credentials, such as ServSafe and the Professional Certification in Customer Service.

## Race Profile

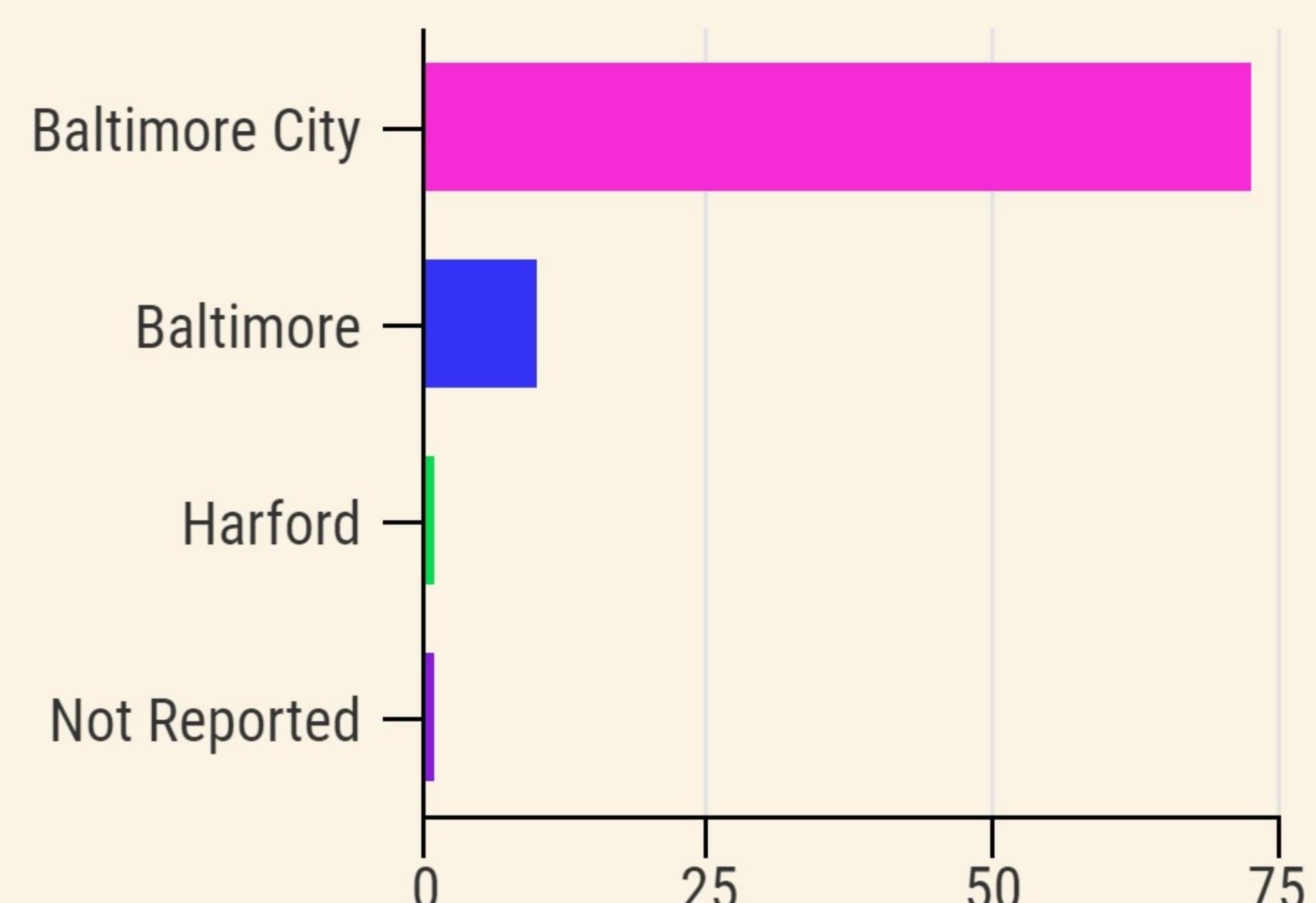


68% (58) of all participants are female.

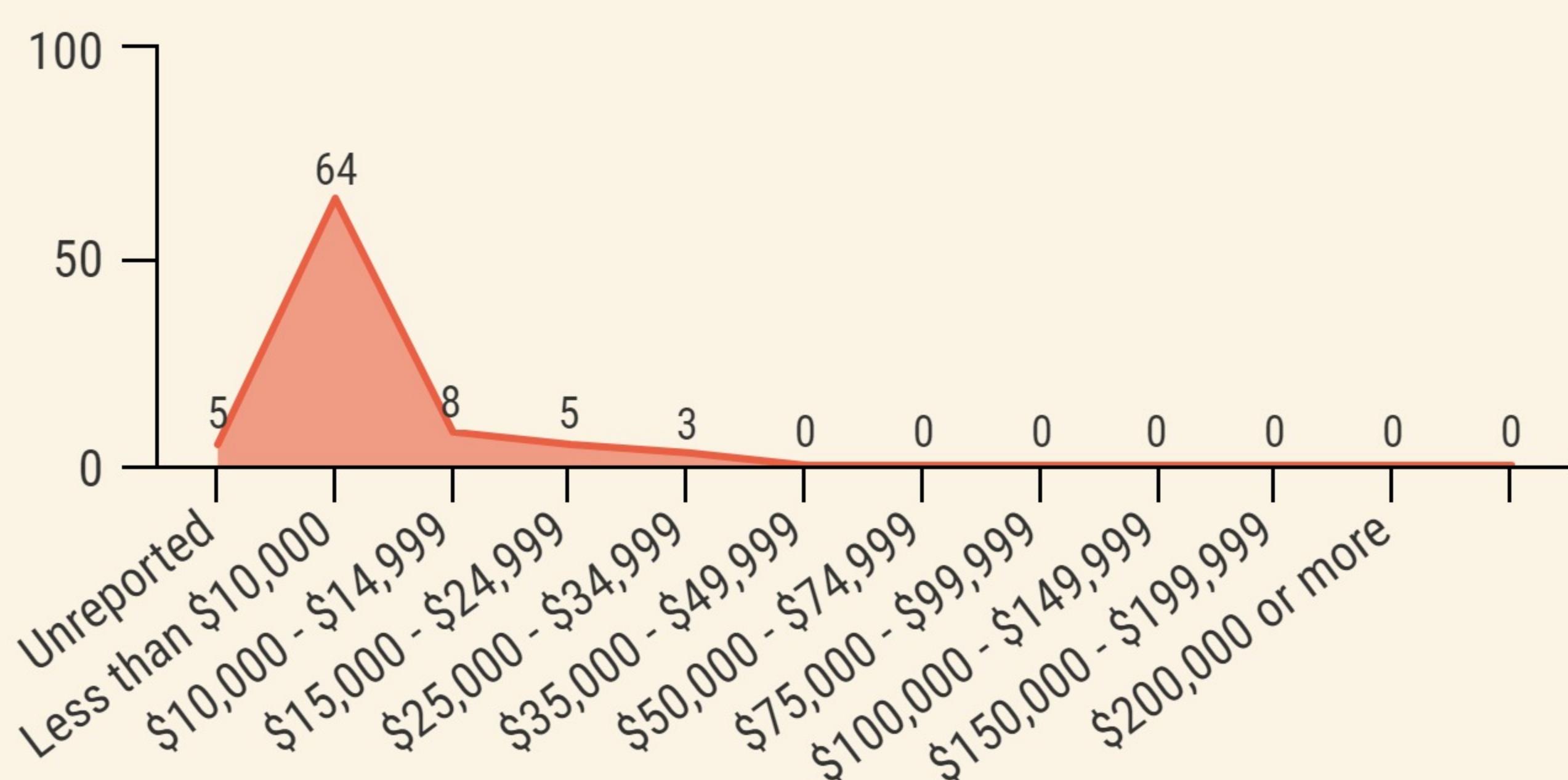
## Education Profile



## County of Residence



## Income



53

completers (84%) obtained employment

56

participants (89%) earned a new certification or credential

## **Careers in Manufacturing Program – Jane Addams Resource Corporation**

The Jane Addams Resource Corporation launched its Careers in Manufacturing Program in April 2015, seeking to replicate its successful Chicago program. The program offers two distinct tracks: welding and Computer Numerical Control (CNC). The comprehensive program also provides financial coaching and robust essential skills training. To reinforce the essential skills, the classroom is modeled like a shop floor, with shift supervisors, peer learning, teamwork, and leadership development. In its first cycle, JARC committed to train 60 unemployed and underemployed participants in technical and essential skills, placing at least 45 into employment. JARC is on track to exceed its deliverables and as of June 30, 2016 had placed 32 participants into employment. The average starting wage for participants is \$17 an hour, and many positions come with full benefits.

Because EARN requires that all programs are industry-led, the Careers in Manufacturing Program established an Industry Advisory Council. The group meets regularly to reevaluate industry needs and fine-tune curriculum. This is an important process as it ensures participants leave the program with in-demand, relevant skills. The program has also significantly grown its employer base, with twenty-eight employers hiring graduates. Employers praise the program for its use of an open entry, open exit approach, allowing an employer to immediately meet a hiring need, rather than waiting for a cohort to complete training.

The program seeks to work with individuals with barriers to employment. Approximately 77 percent of their participants are eligible to receive public assistance and close to 50 percent have a criminal record. Bearing this in mind, the program was challenged with making important connections to different agencies and organizations that would be able to assist with barrier removal. This was especially important because JARC was new to Baltimore. JARC has formed strong partnerships with Baltimore City Department of Social Services, A Helping Hand, Vehicles for Change, Baltimore CASH Campaign, and Baltimore City Parole and Probation. These diverse organizations are critical to ensuring that JARC's participants are successful throughout training and upon entering the workforce.

# Careers in Manufacturing Program

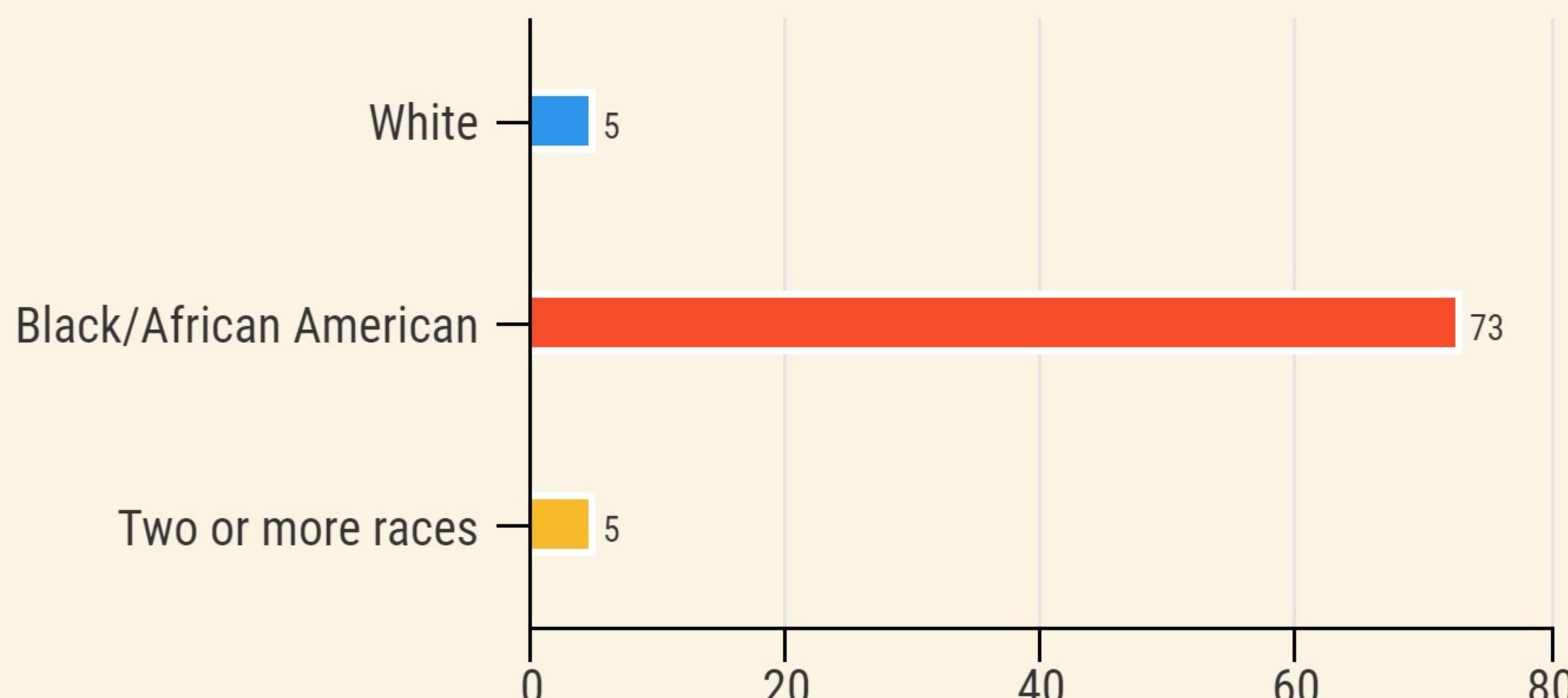
Jane Addams Resource Corporation (JARC)

83 participants enrolled  
38 participants completed

## Brief Background

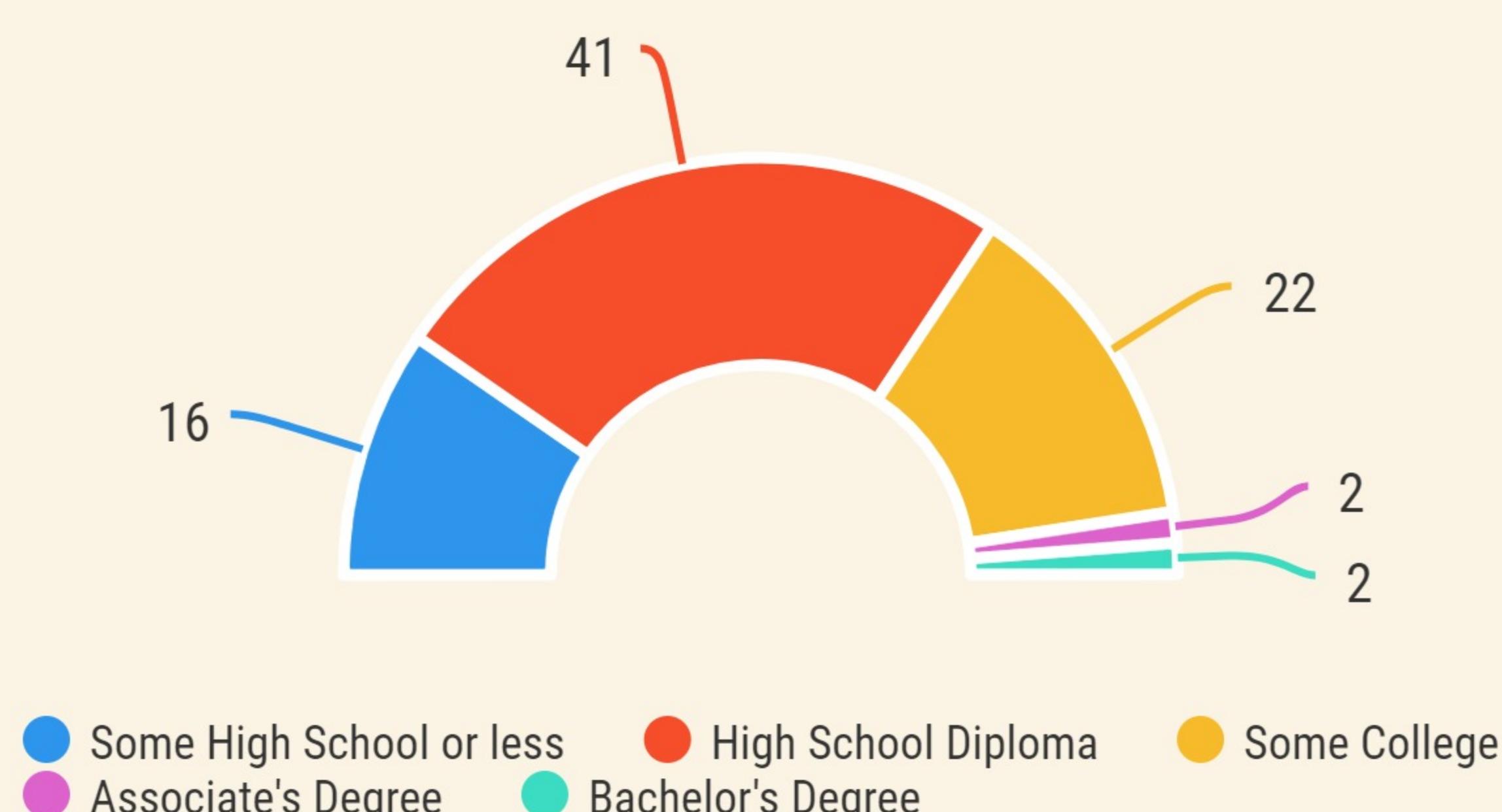
The Jane Addams Resource Corporation expanded its successful Chicago program to West Baltimore. The Careers in Manufacturing Program trains unemployed and underemployed participants with multiple barriers to employment for in-demand careers in the manufacturing industry. The program offers two tracks: welding and CNC, and participants earn industry-recognized certifications. The program employs an open-entry, open-exit model and can last up to six months.

## Race Profile

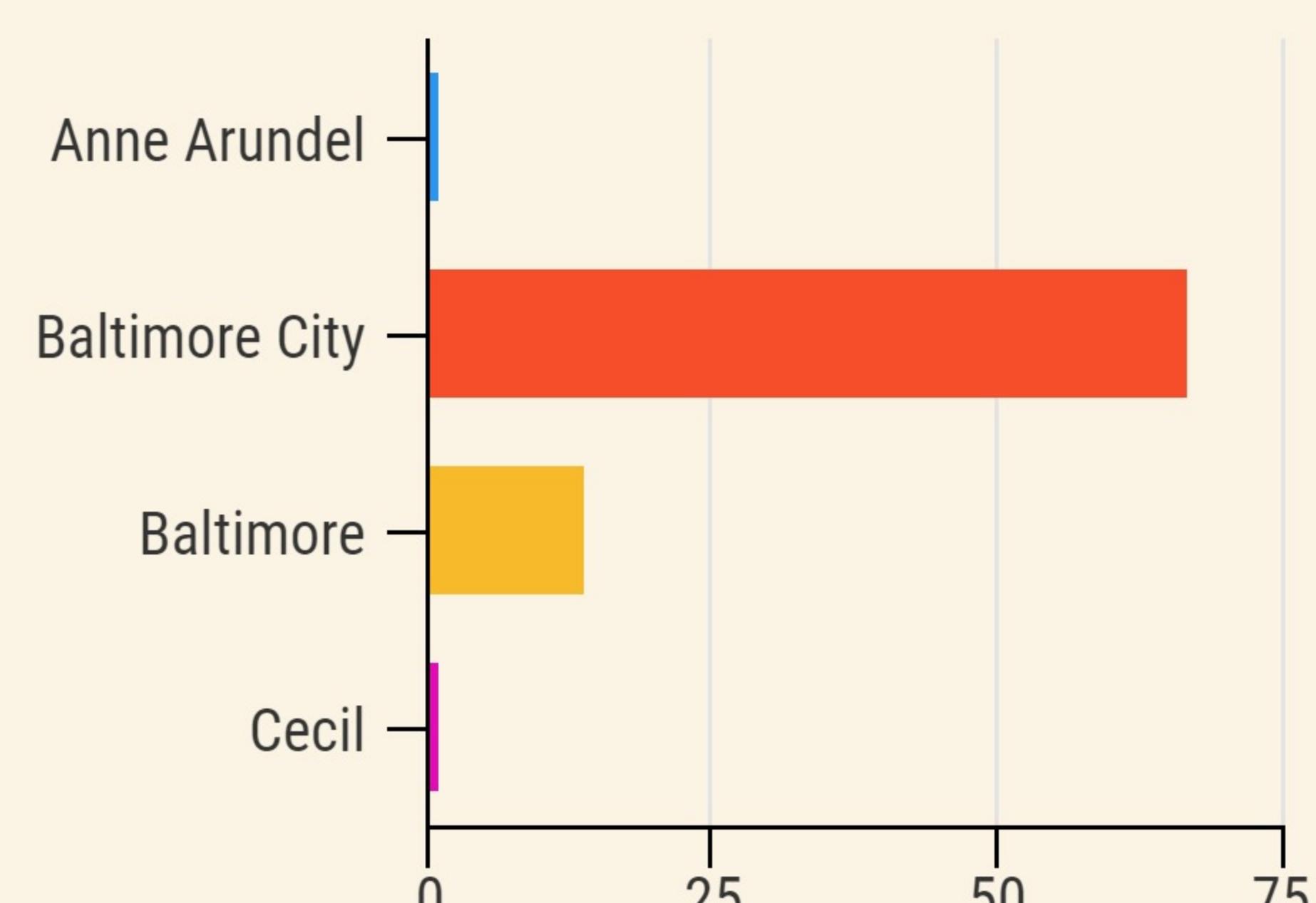


17% (14) of all participants are female.

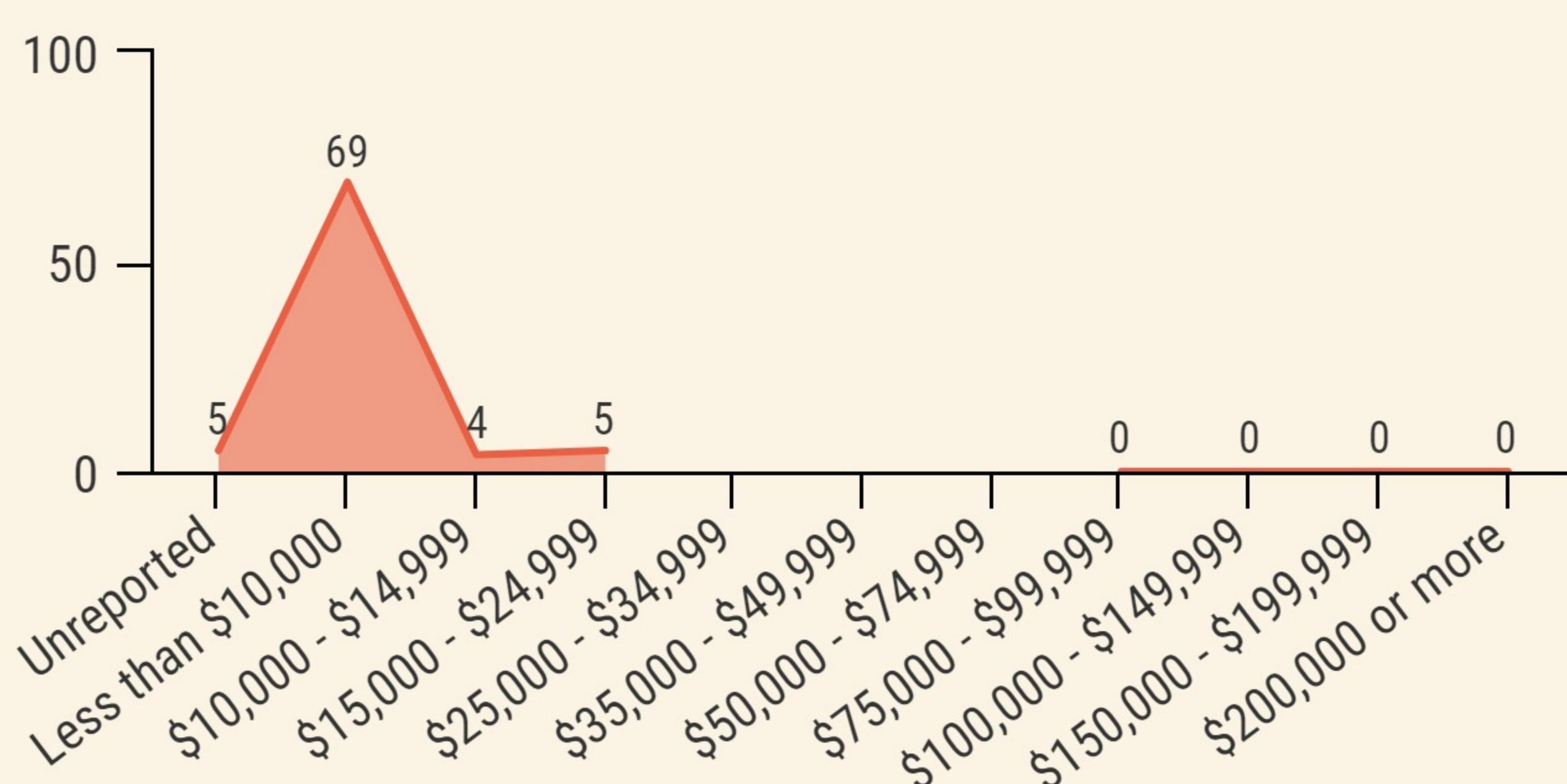
## Education Profile



## County of Residence



## Income



32

completers (84%) obtained employment

\$17

Average starting wage

## **Architectural Metal and Glass Initiative – Finishing Trades Institute of Maryland, Virginia and DC**

This partnership, led by the Finishing Trades Institute of Maryland, Virginia and DC, provides training opportunities for unemployed, underemployed and incumbent workers. Employers identified a need to upskill its current workforce. Modules for incumbent workers include Curtain Wall Installer, Supervisor Training, Total Stations and Building Green Awareness. The partnership anticipated 100 incumbent workers would receive training, earning a new certification. Employers also identified a need to develop a pipeline of entry level workers. The Architectural Metal and Glass Initiative modified its pre-apprenticeship program to better align the curriculum with current industry demand. The partnership committed to training 20 unemployed and underemployed participants, with the goal of entering a Registered Apprenticeship program upon successful completion.

Because the Finishing Trades Institute is a labor union, they had existing relationships with many employers in the industry. Surprisingly, however, the partnership identified the biggest success of its participation in EARN as redefining how FTI engaged with its employer partners. In the past, FTI trained without much input from employers. Because the EARN model requires industry input, FTI reexamined its program. This paradigm shift showed FTI how successful training can be with input from industry and has changed the entire workforce development model for FTI and its members.

Upon being awarded funding, the partnership planned a forum to convene all of its partners to finalize the training curriculum. At this meeting, it became clear that the training needs were more intricate than initially thought. In order to ensure that the curriculum fully met the employer demand, the partnership held additional meetings. While this delay significantly altered the training schedule, the partnership felt it was important to develop a comprehensive curriculum that could be utilized for years to come. The curriculum was complete in the winter months, but due to weather concerns, the training was scheduled for the spring. Although as of June 30, 2016, the partnership was behind on the implementation of training, the number of individuals in each cohort was increased to meet all deliverables by the end of the grant.

As of June 30, 2016, the partnership had met its deliverable for pre-apprenticeship training, successfully placing 100% of its graduates into employment.

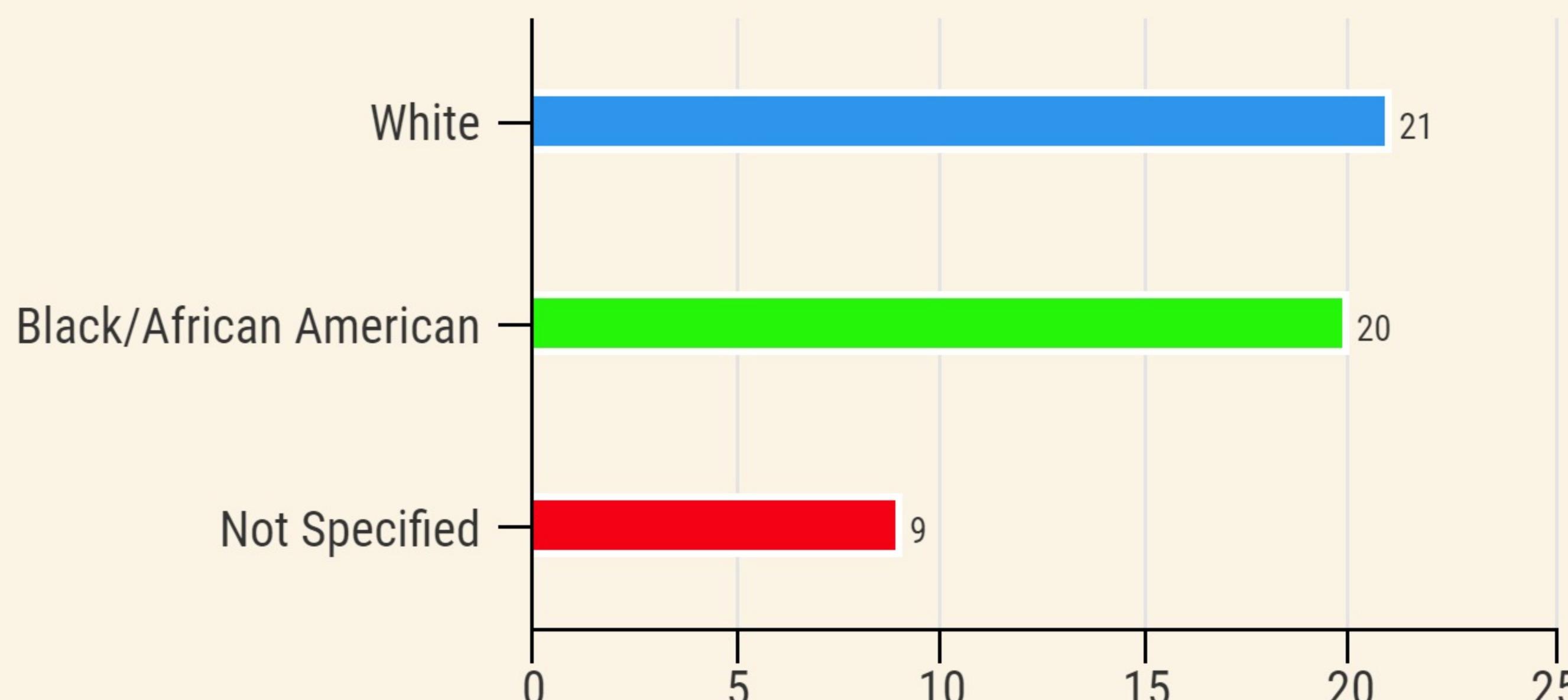
# Architectural Metal and Glass Initiative

Finishing Trades Institute of Maryland,  
Virginia and DC  
50 participants enrolled  
50 participants completed

## Brief Background

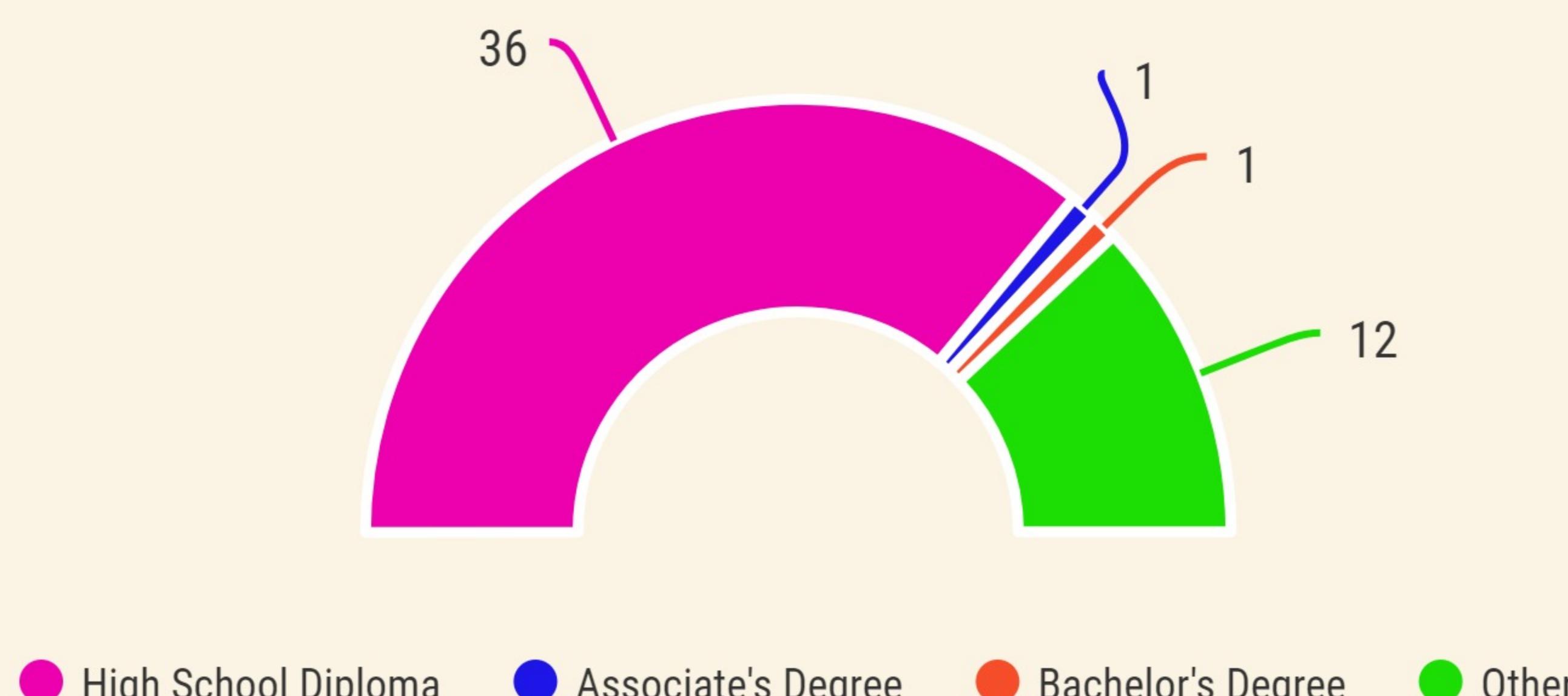
The Architectural Metal and Glass Initiative is targeting unemployed, underemployed and incumbent workers. The partnership has developed a pre-apprenticeship training program to build a pipeline of qualified workers. Incumbent workers are participating in in-demand training, including Curtain Wall Installer and Building Green Awareness. Employers identify these skills as crucial to increasing competitiveness.

## Race Profile

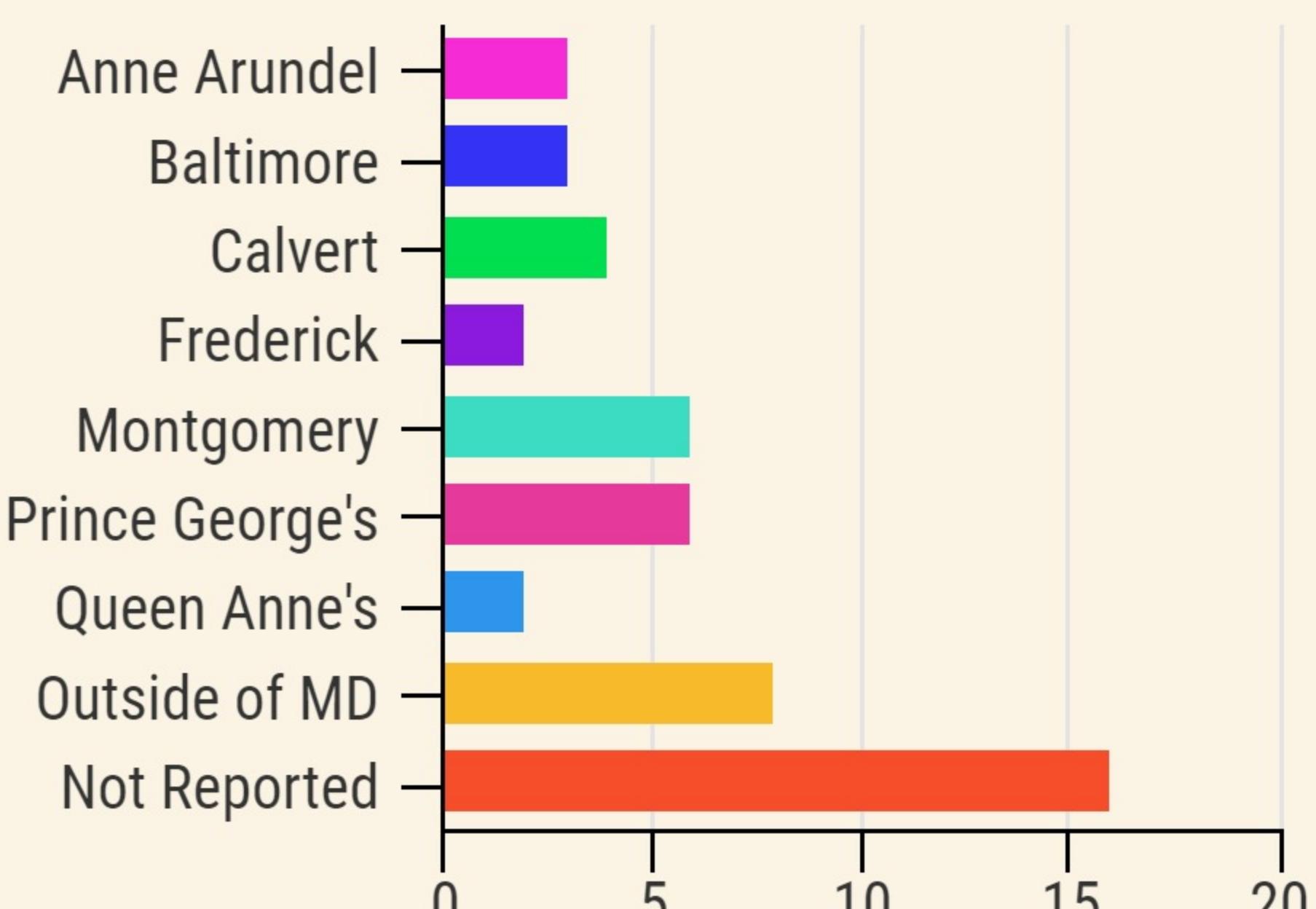


0% (0) of all participants are female.

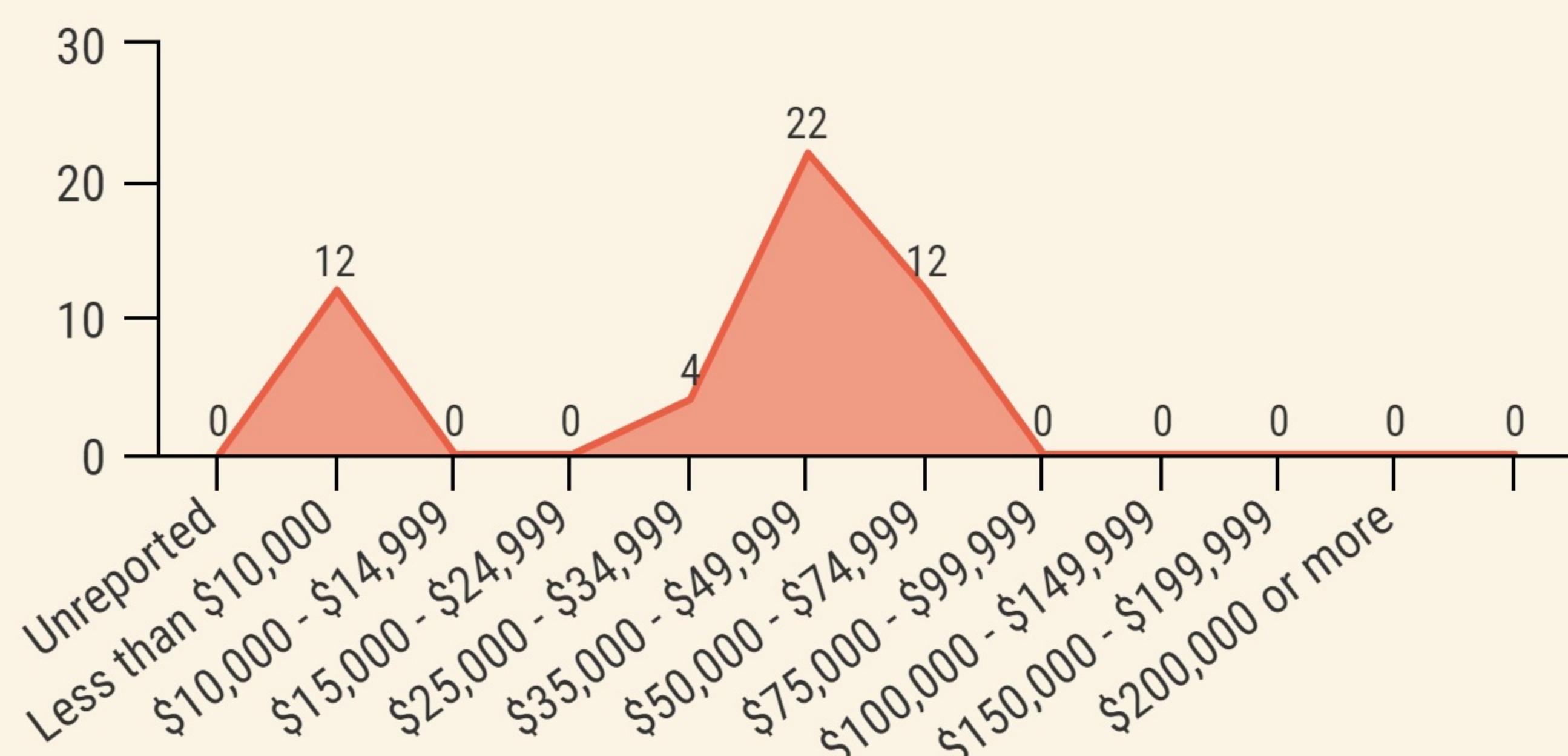
## Education Profile



## County of Residence



## Income



20

unemployed or underemployed participants (100%) obtained employment

30

incumbent workers earned a new certification, credential or skill

## **Healthcare Mentorship Baltimore – New Pathways**

Upon being awarded funding in April 2015, New Pathways set out to provide technical and essential skills to prepare unemployed and underemployed at-risk youth for a career in the healthcare field. Partnering with the Maryland Center for Adult Training (MCAT), Healthcare Mentorship Baltimore is providing Certified Nursing Assistant and Geriatric Nursing Assistant training and placing students with employers such as Genesis Healthcare and Lifebridge Health. As of June 30, 2016, 26 students had completed training, with 23 obtaining employment. The partnership is expected to exceed deliverables based upon increased leveraged funding and high placement rates.

Healthcare Mentorship Baltimore benefits from the diverse organizations who belong to the partnership. For example, MCAT has a long history of success in providing CNA and GNA training with high certification rates. Additionally, New Pathways serves disconnected youth and understands best practices for working with this population. The partnership has continuously worked to engage new employer and industry partners and is in discussion with the Community College of Baltimore County (CCBC). The addition of CCBC to Healthcare Mentorship Baltimore would allow successful graduates to obtain new certifications, such as Patient Care Technician, which would lead to wage increases.

# Healthcare Mentorship Baltimore

New Pathways

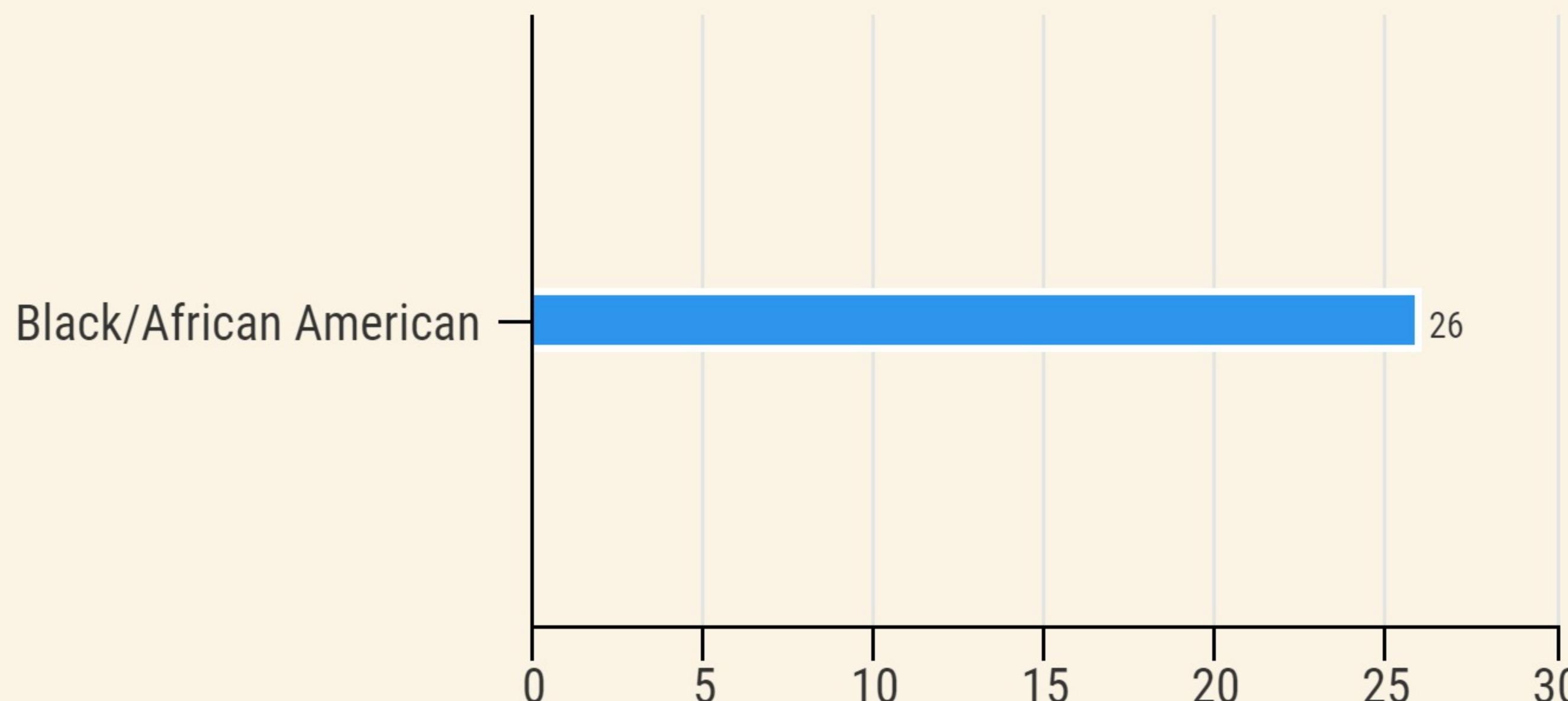
26 participants enrolled

26 participants completed

## Brief Background

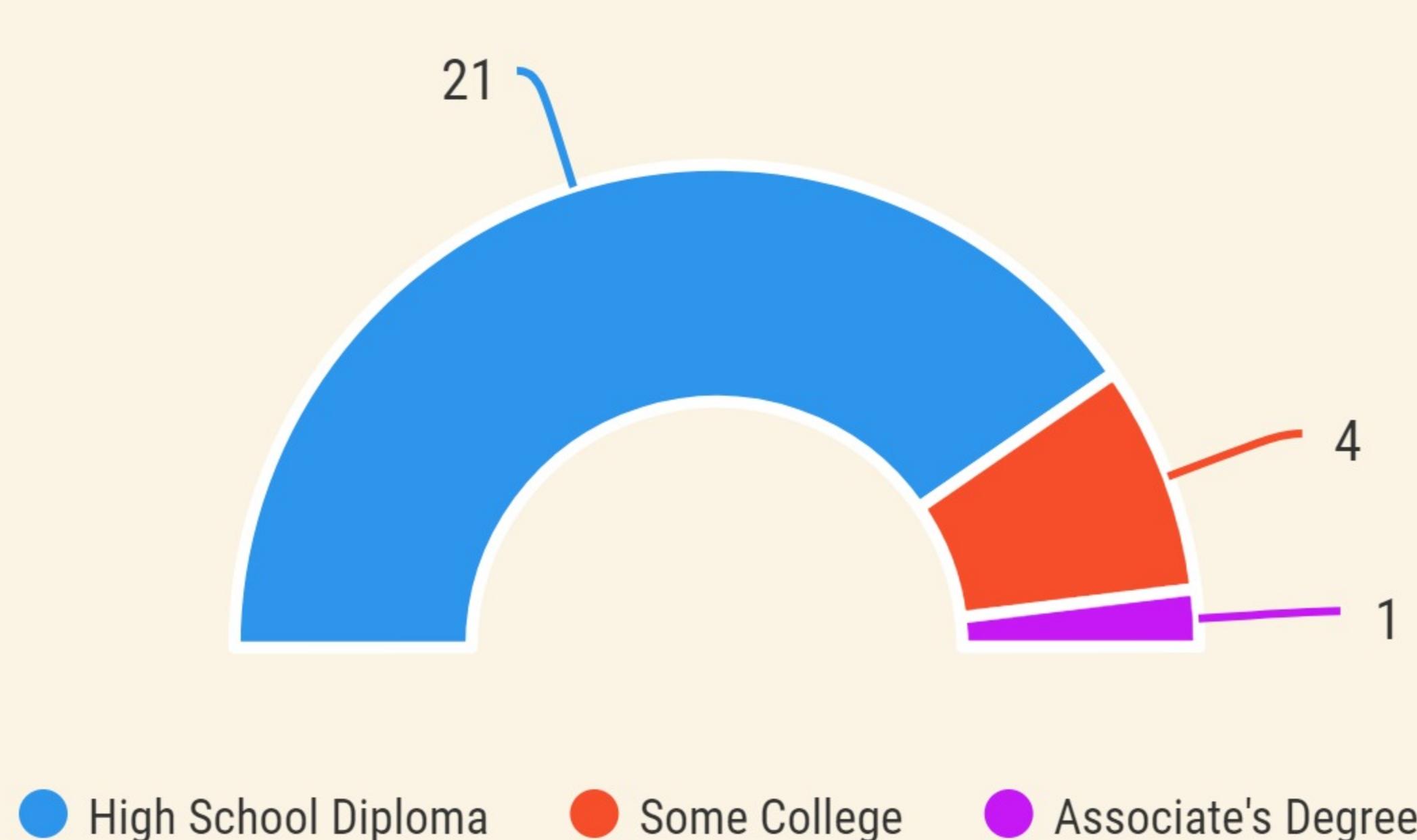
New Pathways, in partnership with the Maryland Center for Adult Training, is preparing disconnected youth for careers in healthcare. The partnership is preparing participants to earn their Certified Nursing Assistant and Geriatric Nursing Assistant certifications. Students also learn basic life and employability skills, which will maximize the likelihood for success upon entering the workforce.

### Race Profile

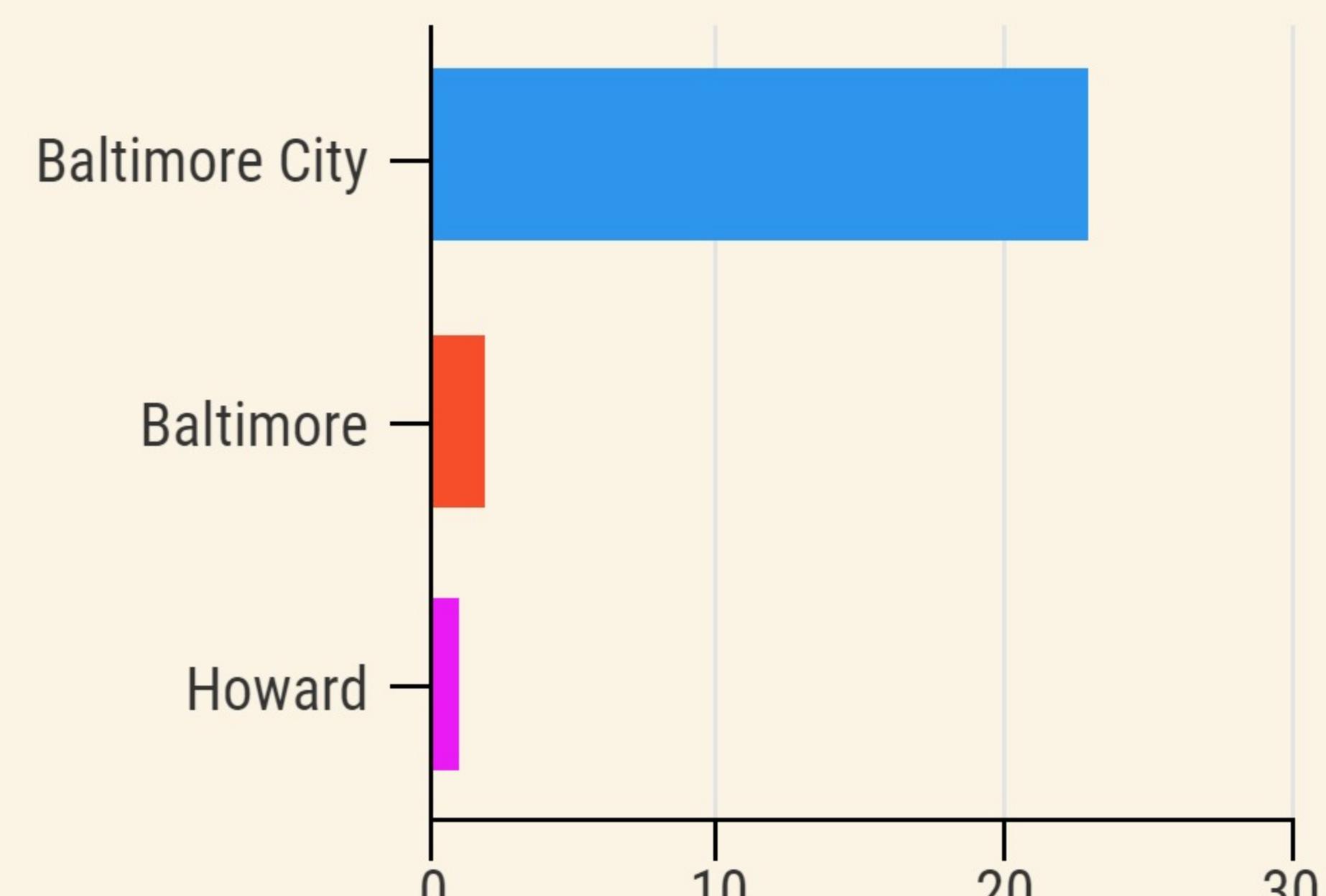


93% (24) of all participants are female.

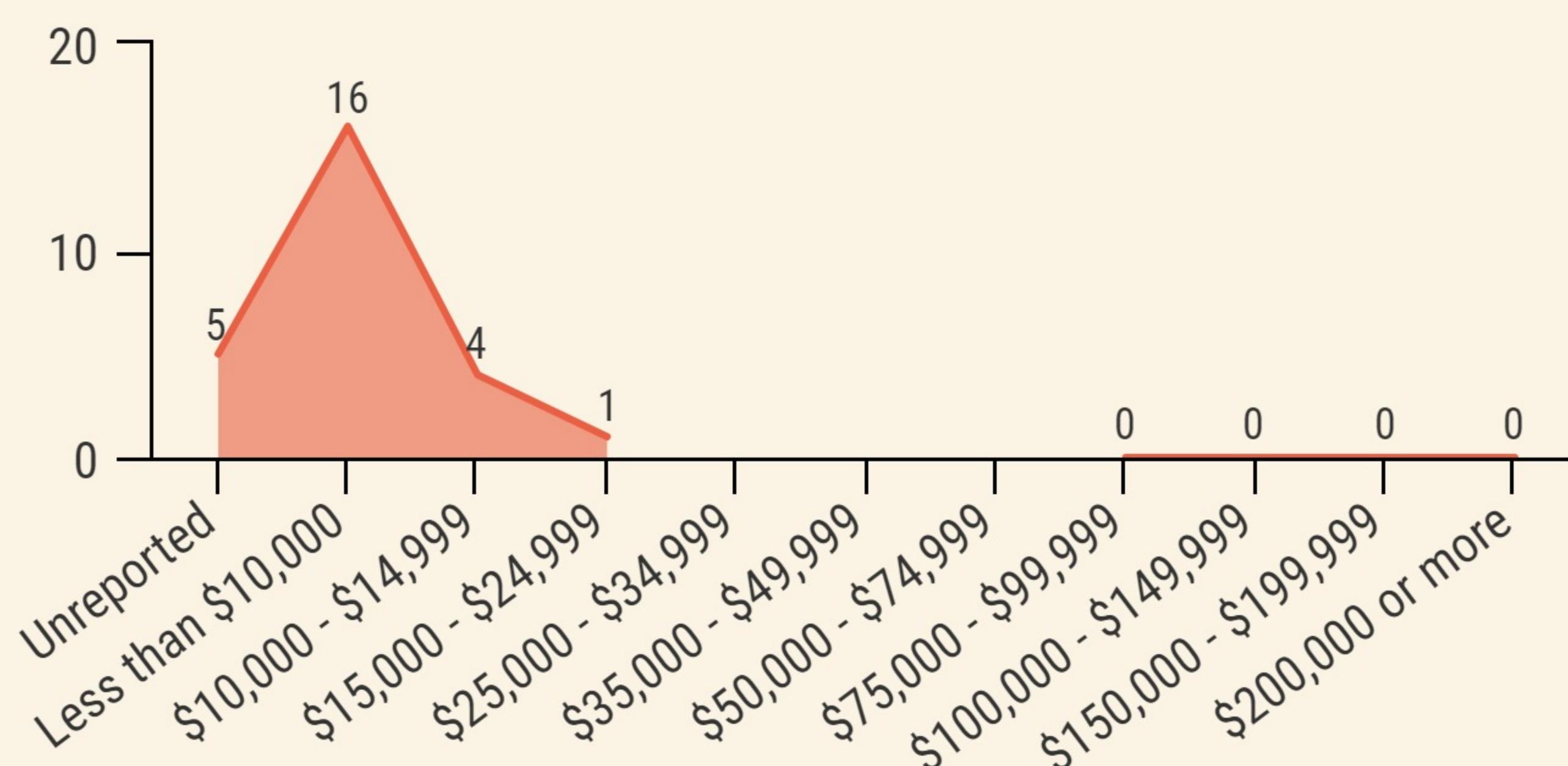
### Education Profile



### County of Residence



### Income



23

obtained a new certification or credential

23

completers (88%) obtained employment

## Baltimore Green Strategic Industry Partnership – Civic Works

Civic Works has a long history in workforce development and has utilized EARN funding to grow their program. The partnership provides training to unemployed, underemployed and incumbent workers. The entry level training includes 40 hours of essential skills training, followed by 80 hours of technical training, resulting in industry-recognized certifications that are valued among industry. Trainees also receive 320 hours of on-the-job training, reinforcing employability and technical skills learned in the classroom. As of June 30, 2016, the partnership had met and exceeded all deliverables for entry level training, enrolling 49 and placing 46 into employment.

Employer partners also identified the need to upskill their existing workforce. Specifically, employers indicate many of their employees lack the leadership skills necessary for advancement. Therefore, the Baltimore Green SIP is providing leadership training that includes interpersonal communication skills, evaluating performance, and problem solving techniques. The partnership is also providing training in energy analysis and sales skills. Participation in these trainings leads to advancement opportunities and wage increases.

The partnership met or exceeded all deliverables and placed 93% of successful completers into employment at an average wage of \$14.50/hour. The Baltimore Green SIP has almost doubled its employer base and is leveraging multiple funding sources to grow and improve the program.

One challenge the partnership has experienced is related to its incumbent worker training for the Building Performance Institute (BPI) certification. The format of the certification exam presented challenges for participants who had otherwise successfully completed training. Incumbent workers who participated in the program were consistently able to successfully learn the information taught during the course, and were adept at applying this information and demonstrating technical skills in the field. However, the partnership found that several participants who successfully completed the course and demonstrated sufficient knowledge and skills still experienced difficulty passing the written exam.

In response to this challenge, the instructor developed a solution to ensure that all participants who otherwise successfully completed the course would be able to complete the written exam and earn the certification. The instructor has been donating in-kind hours to allow every participant who does not pass the exam the first time to retake the class, free of charge, at their convenience. Civic Works is able to cover the cost of testing fees. As a result of this strategy, a significant number of incumbent workers who did not pass the first time have since earned their certification, leading to advancement opportunities.

# Baltimore Green SIP

## Civic Works

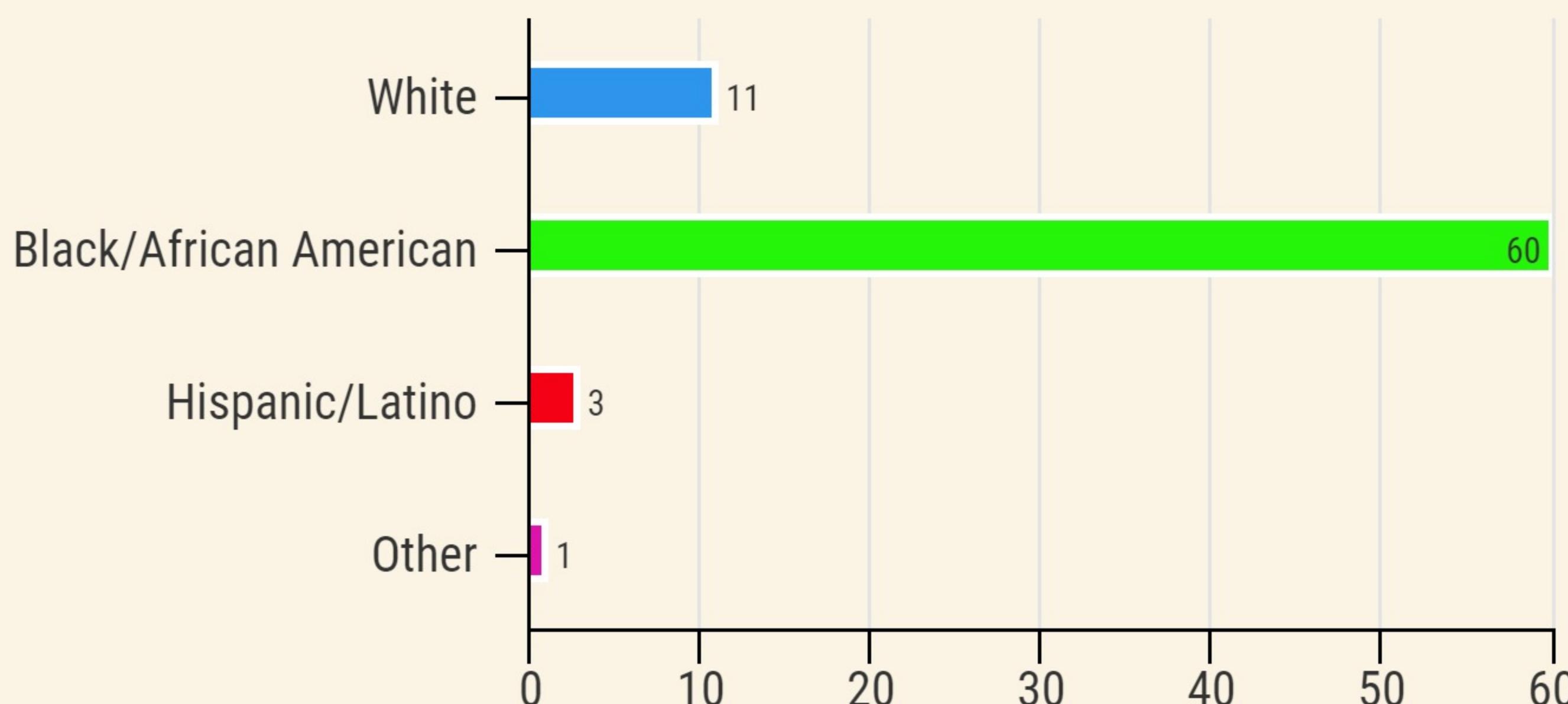
75 participants enrolled

73 participants completed

## Brief Background

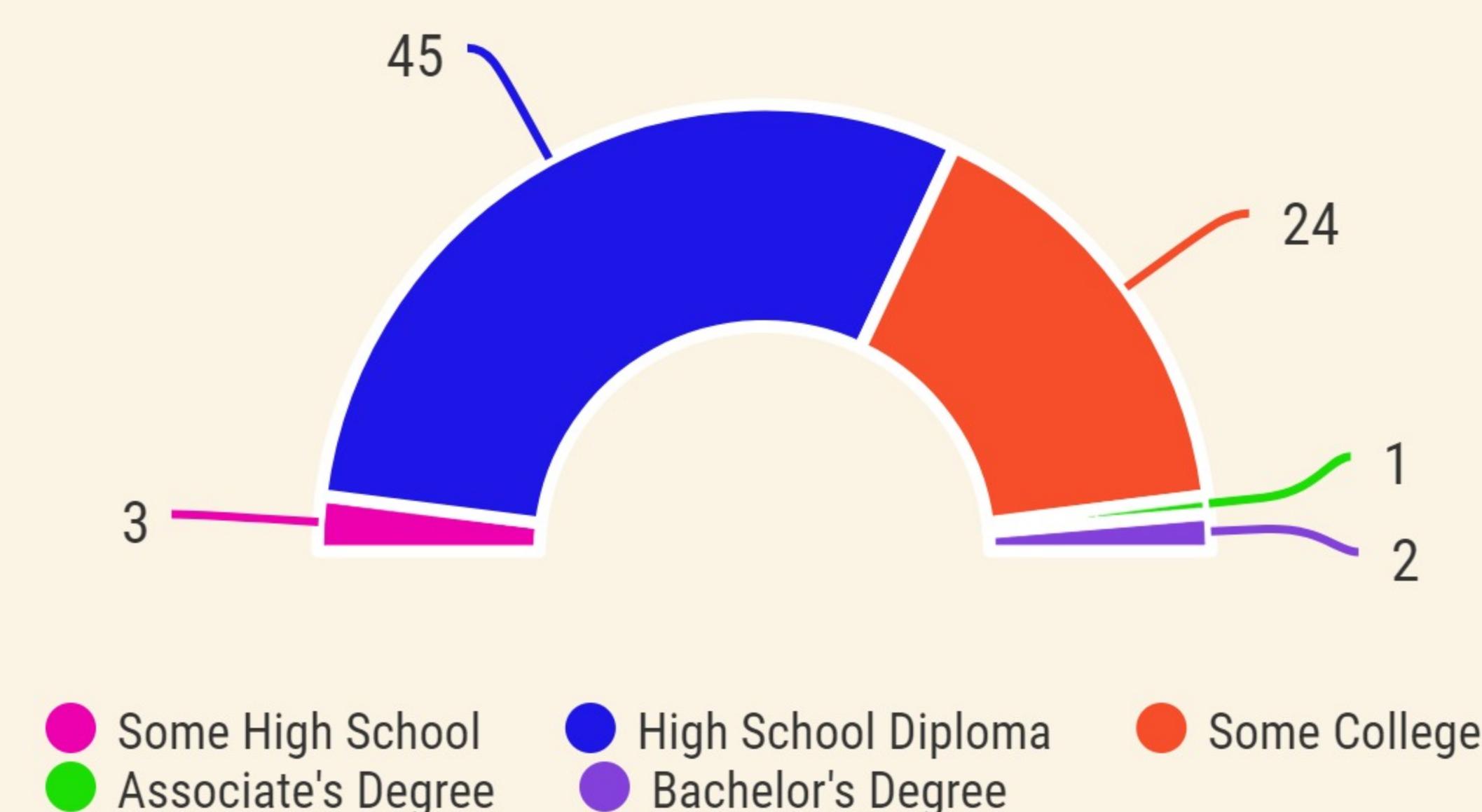
The Baltimore Green SIP is targeting unemployed, underemployed and incumbent workers. Unemployed and underemployed participants receive 40 hours of essential skills training, followed by 80 hours of technical training. This training is then reinforced through 320 hours of on-the-job training. Participants earn industry-recognized credentials valued by employers. Incumbent workers receive technical training that results in new certifications or credentials, leading to wage increases or title promotions.

## Race Profile

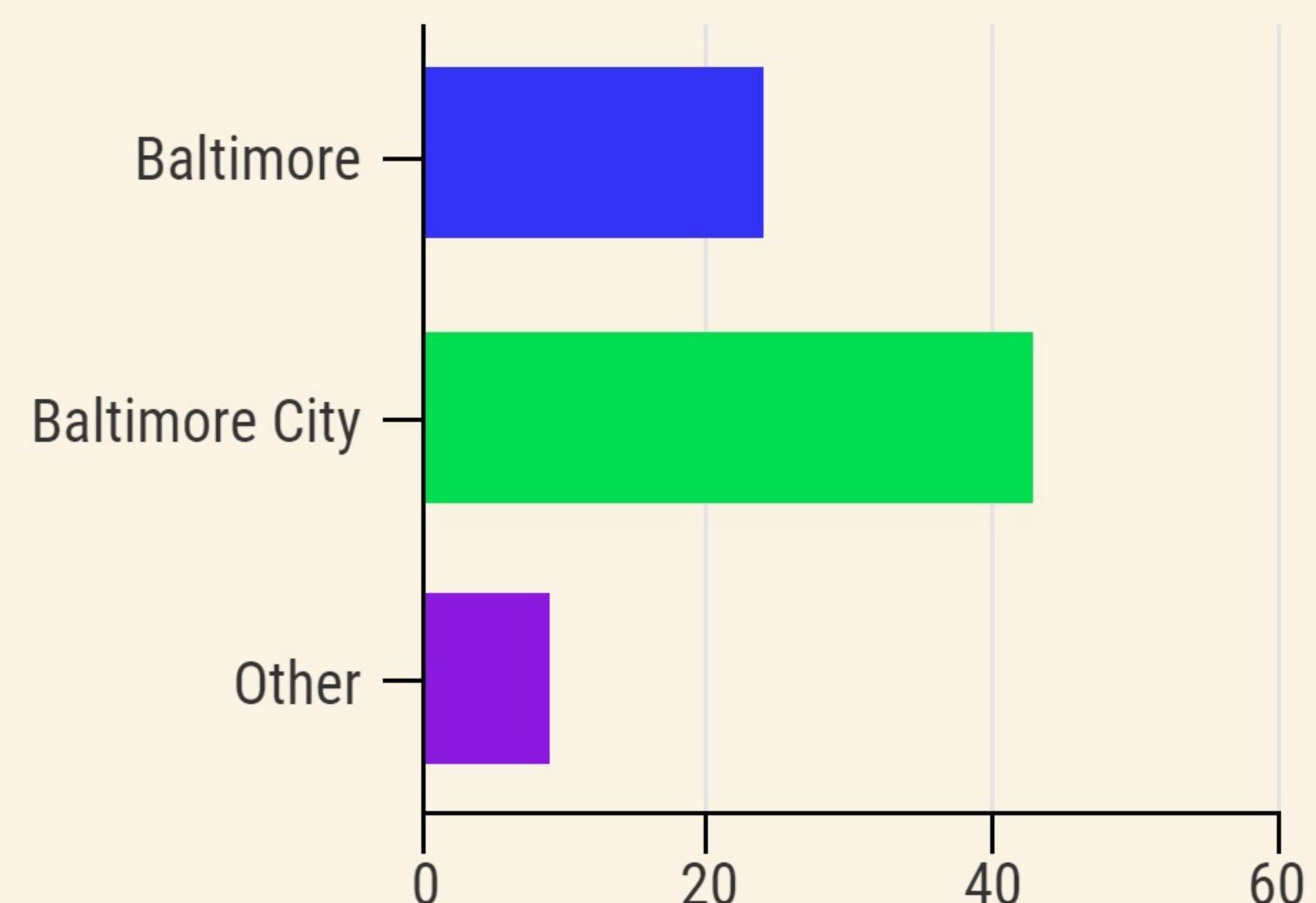


9% (7) of all participants are female.

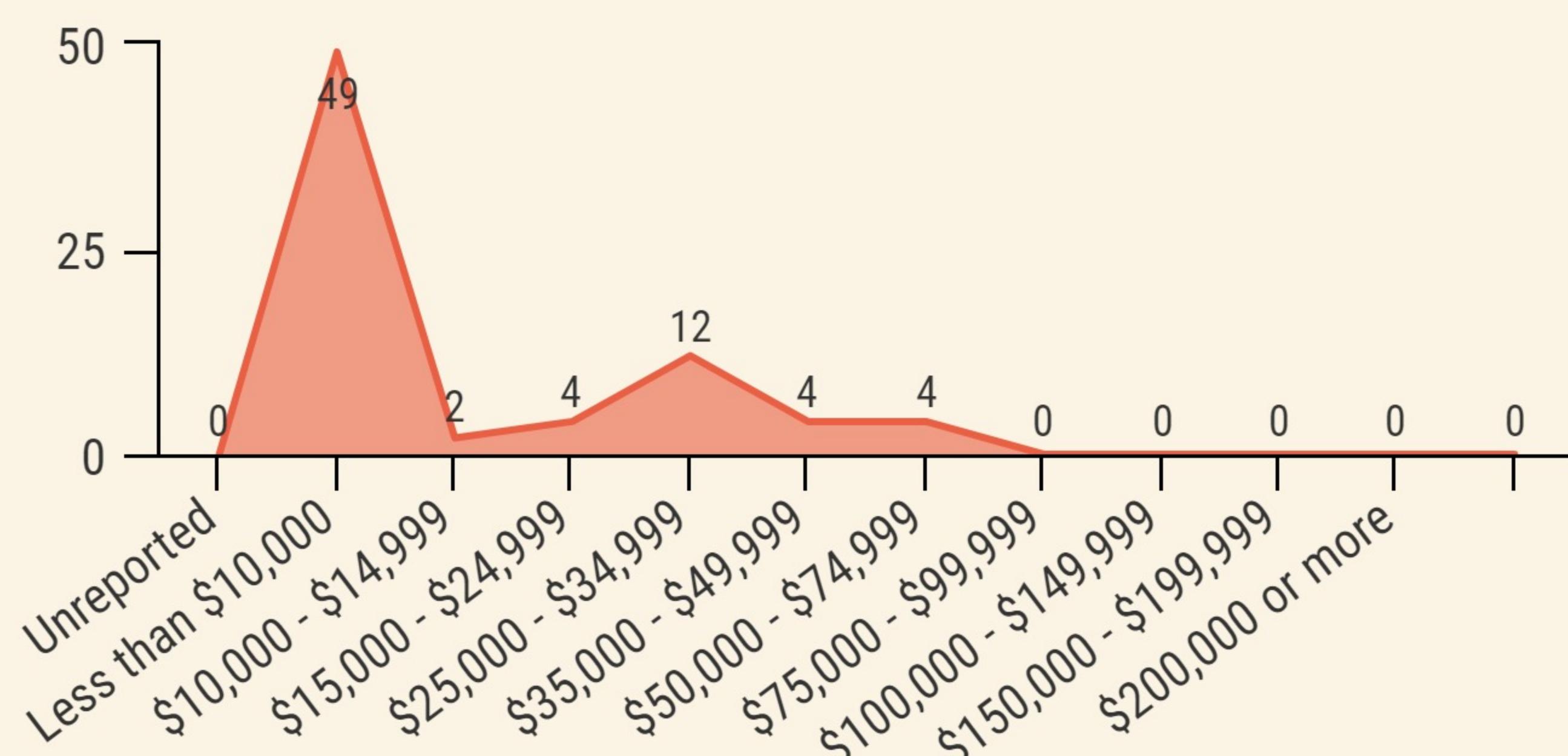
## Education Profile



## County of Residence



## Income



46

unemployed or underemployed participants (94%) obtained employment

23

employers participate in program design (44% increase since June 2014)

## **BIM Technology for the Incumbent Worker in the Construction Industry – Towson University**

This training, led by Towson University, was offered to incumbent workers in the construction industry. Building Information Modeling (BIM), 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.” The partnership offered a 5 week, 30 hour class to provide project managers and engineers with a better understanding of the technology. The partnership successfully trained 44 incumbent workers.

An important success of this project was the development of the curriculum. Because EARN requires employer engagement, the curriculum was developed by subject-matter-experts and industry partners. The process allowed partners to build relationships and strengthen their support for program objectives. Another success was the integration of curriculum in to Towson University’s Construction Design and Management Academy. This allows for sustainability absent EARN funding, which the partnership has not pursued since its first award.

Despite these successes, the partnership faced various challenges. The largest difficulty was the inability to fill the classes to maximum capacity. Due to the nature of the construction industry, employers have a large regional presence. Therefore, employees may live far from the employer’s home base. Potential participants expressed uncertainty in enrolling given the long commute from their home or worksite. The partnership attempted to alleviate this concern by offering the training off-site at varying locations. However, they found it difficult to secure an appropriate space with the capabilities necessary to offer the training. Given this, the partnership has decided to share the curriculum with other providers who will be able to offer the training at varying locations.

Another challenge was the brought forth due to the wide lens that the construction industry brings. The curriculum offers a balanced view of BIM application. The participants reflected this diversity. Therefore, course materials did not engage all participants at all times. The partnership, which is still intact despite the absence of funding, will re-design the curriculum to focus on three individual sectors within the construction industry.

# BIM Technology for the Incumbent Worker in the Construction Industry

Towson University

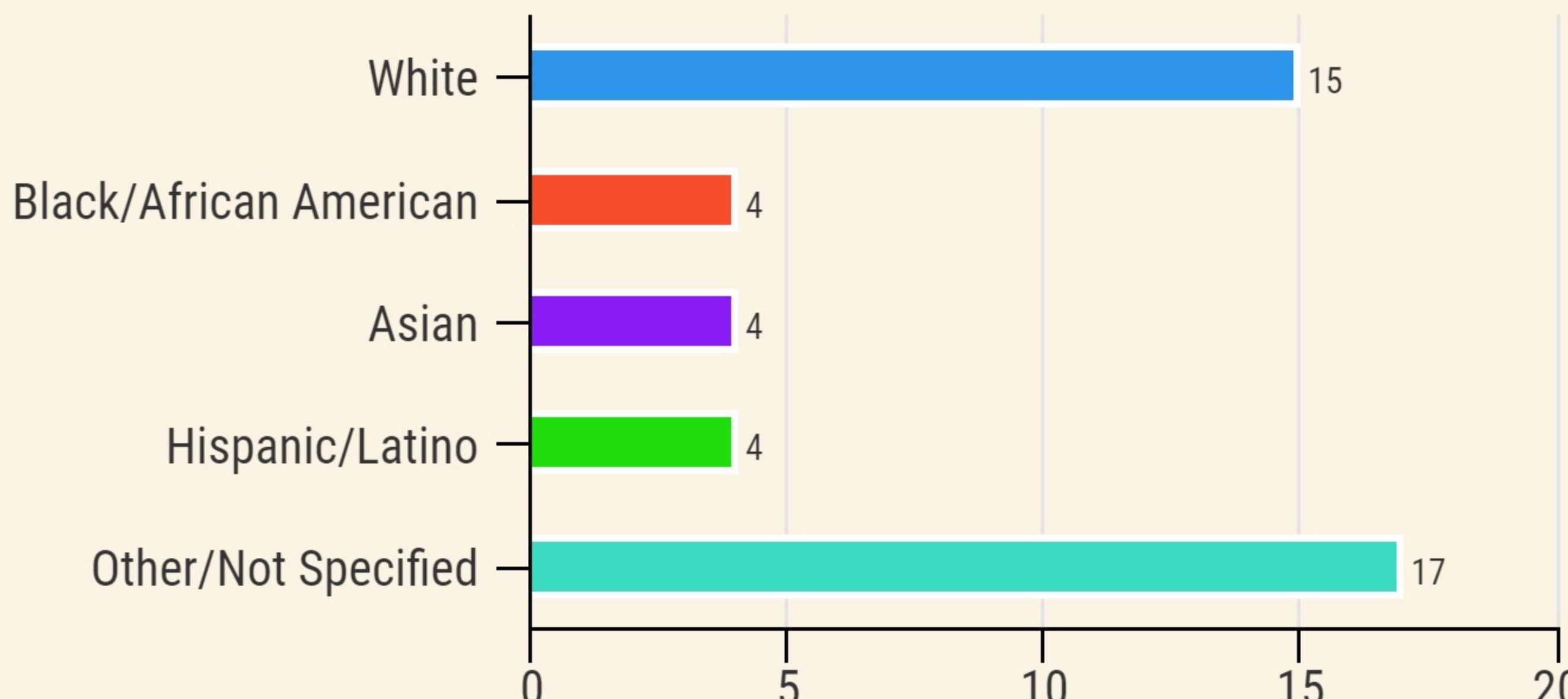
44 participants enrolled

44 participants completed

## Brief Background

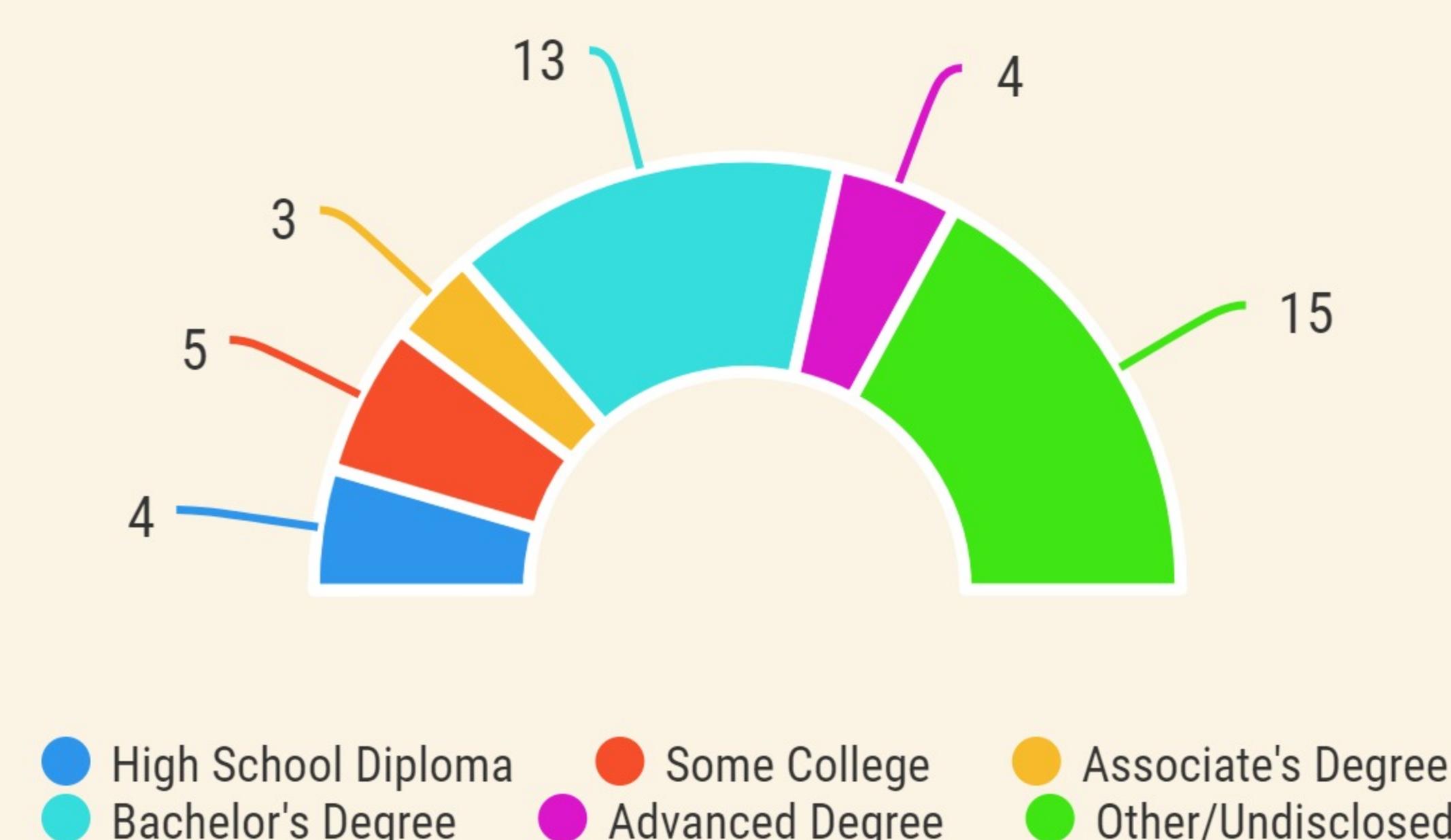
The BIM Technology for the Incumbent Worker in the Construction Industry provides in-demand training for construction workers. Building Information Modeling is an intelligent model-based approach that provides insight to help plan, design, construct and manage buildings and infrastructure. Employers describe this training as "the way of the future" and employees have benefited from participation in training.

### Race Profile

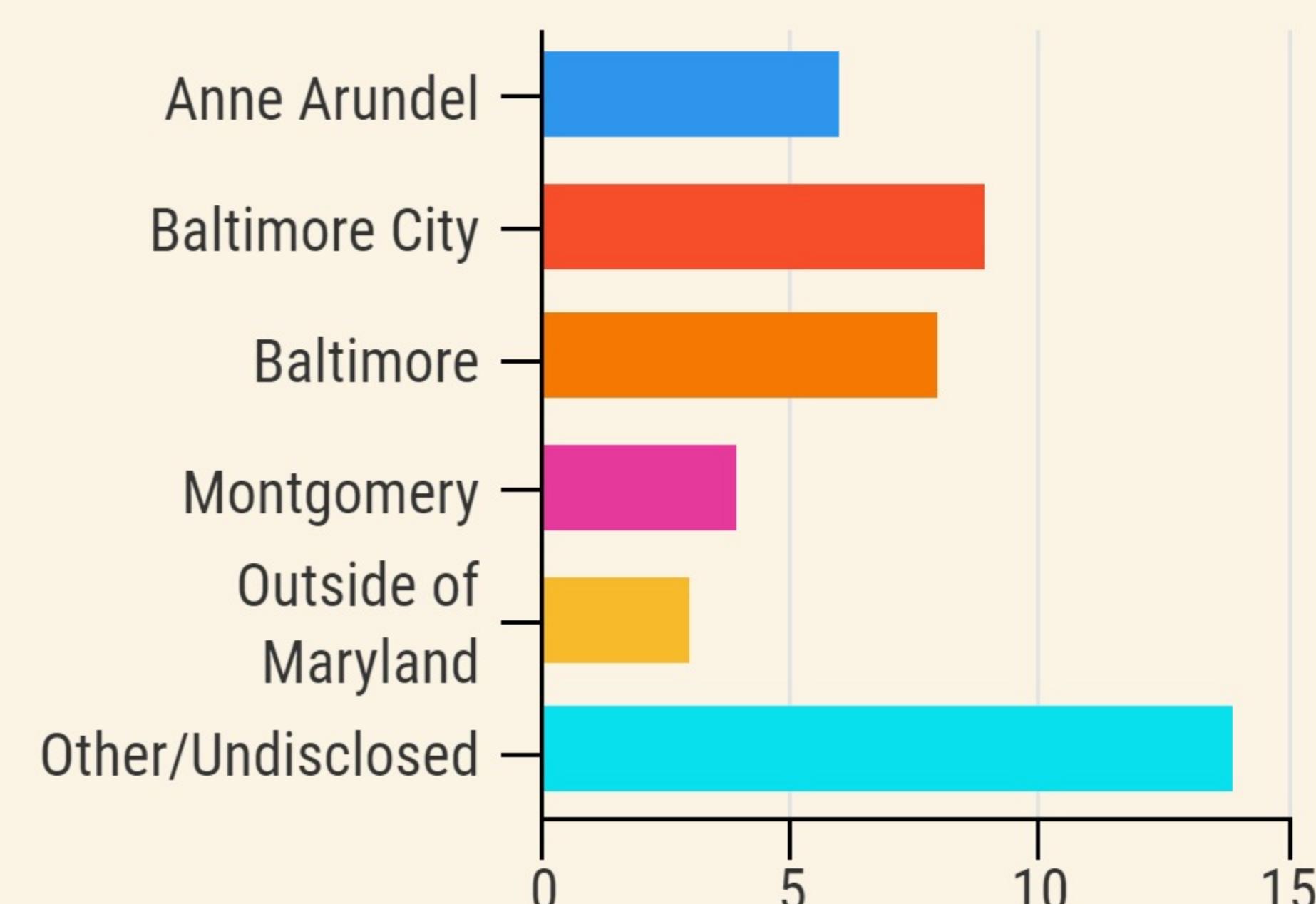


14% (6) of all participants are female.

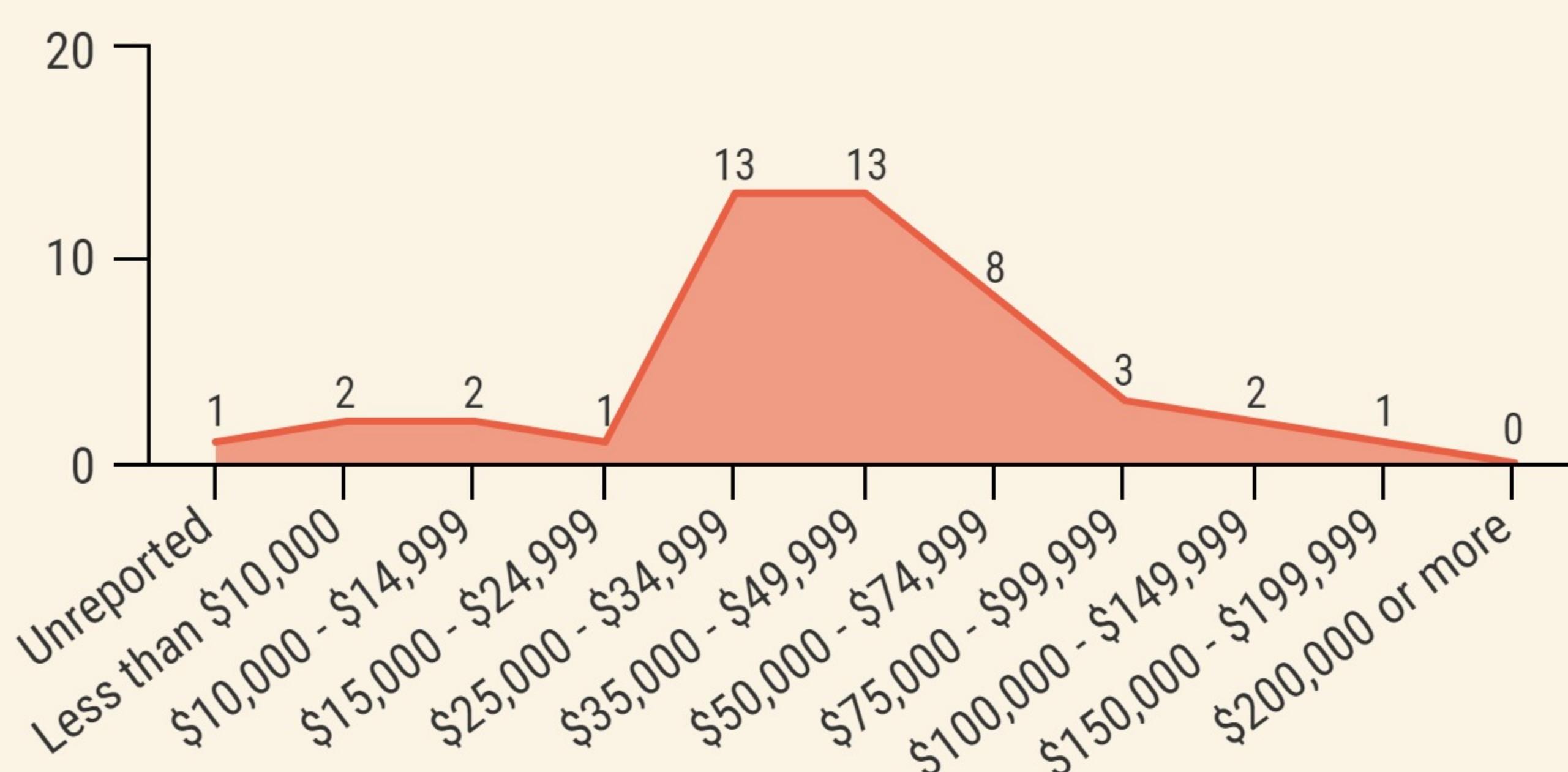
### Education Profile



### County of Residence



### Income



44

incumbent workers (100%) received new certification

## **BioTrain – Montgomery College**

BioTrain is offering a variety of different training initiatives requested and formulated in cooperation with its 24 industry partners. The program mostly targets incumbent workers, and includes courses on drug development, Quality 101, business communication and protein purification. Participants also benefit from networking interactions with industry professionals. BioTrain has forged partnerships with BioBuzz, MdBio, and BioMaryland to consolidate information and resources to better serve the community.

The partnership has well exceeded all deliverables. The original grant goal was to serve 90 incumbent workers. The partnership was able to serve 279 due to high demand and increased leveraged resources. On its second grant, the partnership had served 33 incumbent workers as of June 30, 2016, and is on target to meet or exceed all deliverables. One of the biggest successes of BioTrain is the ongoing partnership with industry. Employer partners remain extremely engaged and quarterly partnership meetings are often standing-room only. Overall, the participants give the courses high marks and reported their career has been positively impacted by participation in BioTrain.

One challenge experienced by BioTrain was building a relationship with the local workforce area. BioTrain sought to develop a strong connection with the American Job Centers to create a pipeline of potential employees for the industry. However, the organization underwent two transitional periods over the life of the grant, which interrupted the establishment of a close working relationship. With the help of EARN Maryland staff, BioTrain is working much more closely with WorkSource Montgomery, which will benefit jobseekers and employers alike.

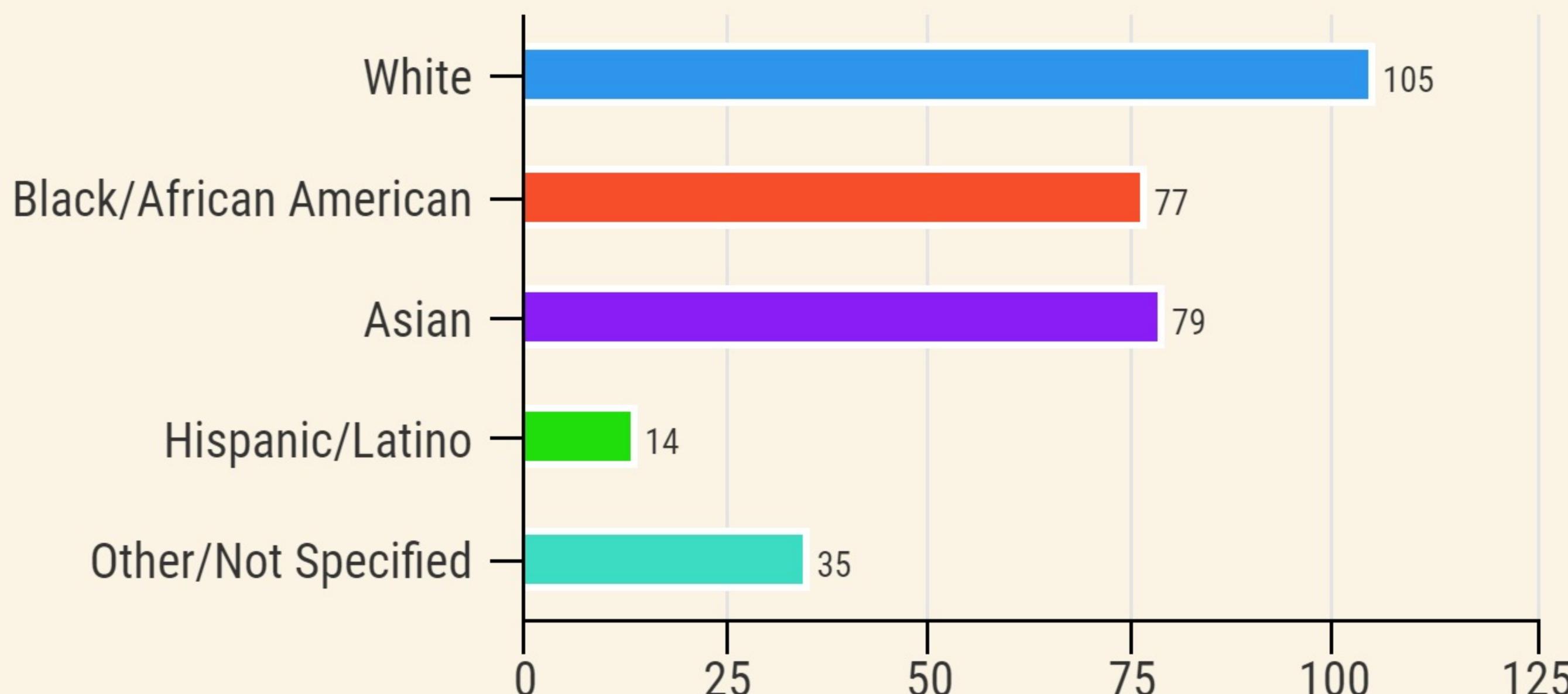
Another challenge was around the collection of data. The partners did not understand the necessity of collecting all required data. Therefore some data points, such as income, are under reported. With technical assistance from EARN staff, BioTrain developed a system that will ensure all data is collected in the future.

Montgomery College  
312 participants enrolled  
312 participants completed

## Brief Background

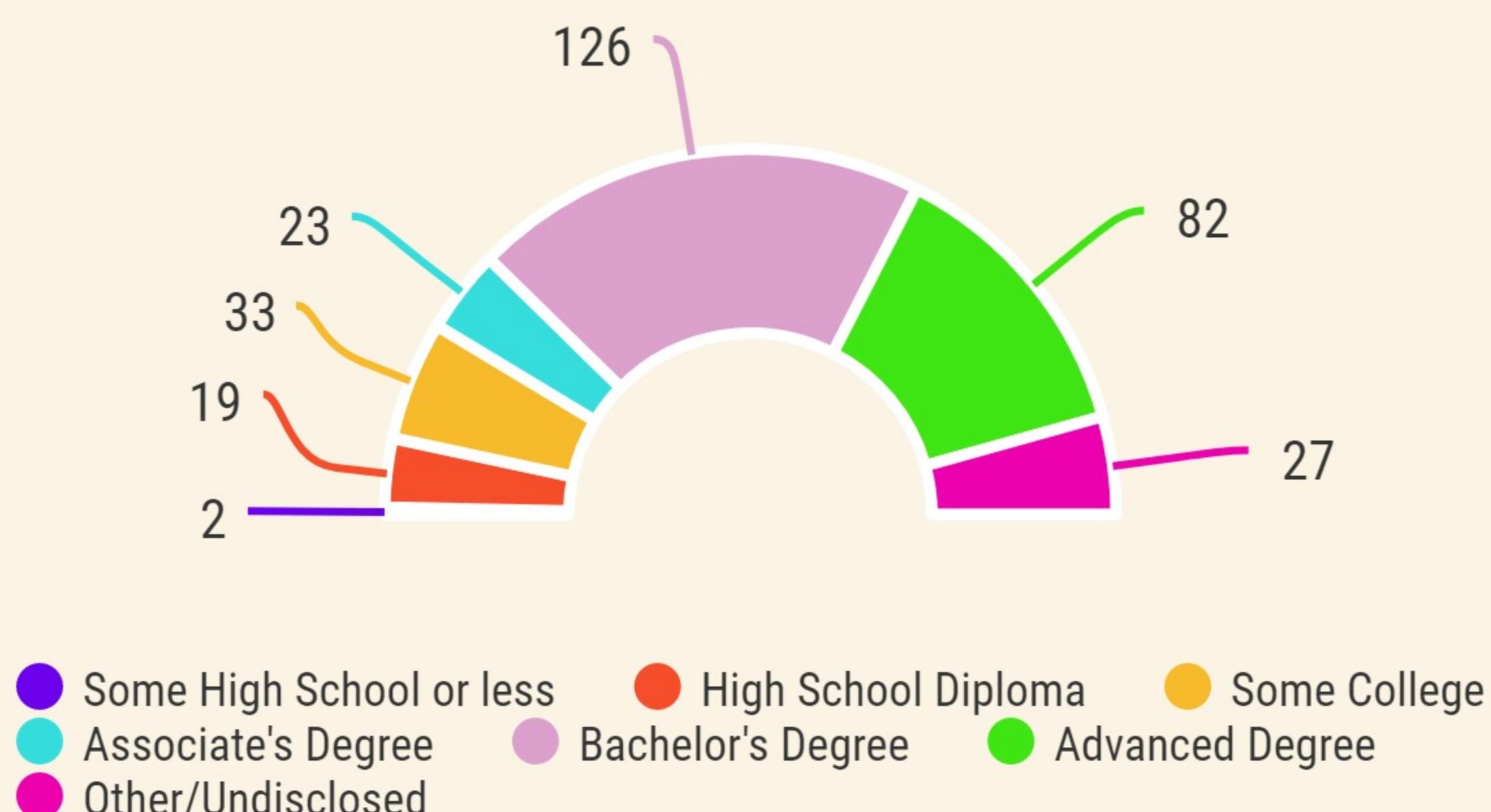
BioTrain is offering a variety of different training initiatives requested and formulated in cooperation with its 24 industry partners. The partnership mostly targets incumbent workers and includes courses such as Drug Development, Quality 101, Business Communication and Protein Purification. Participants also benefit from networking interactions with industry professionals.

## Race Profile

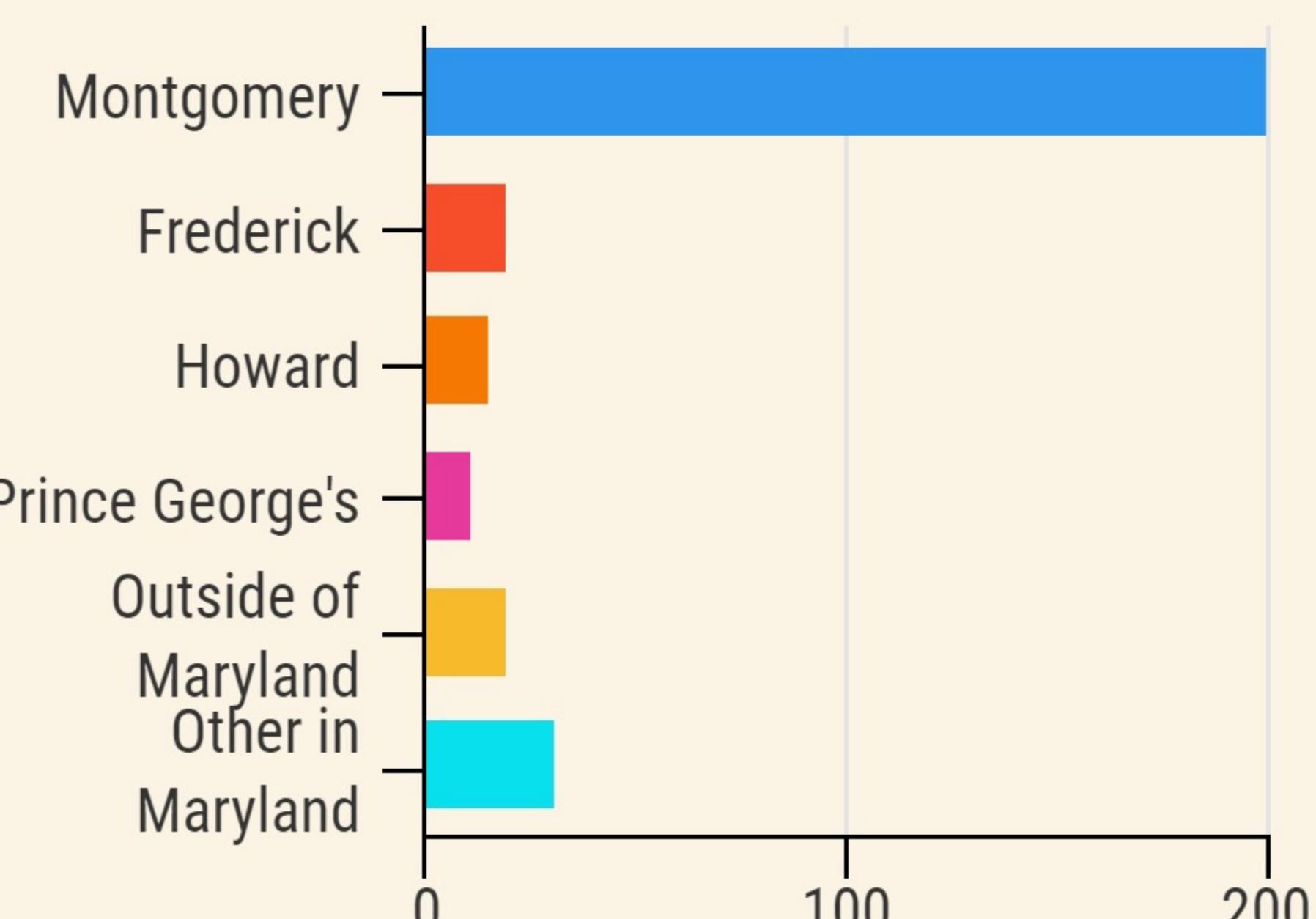


51% (158) of all participants are female.

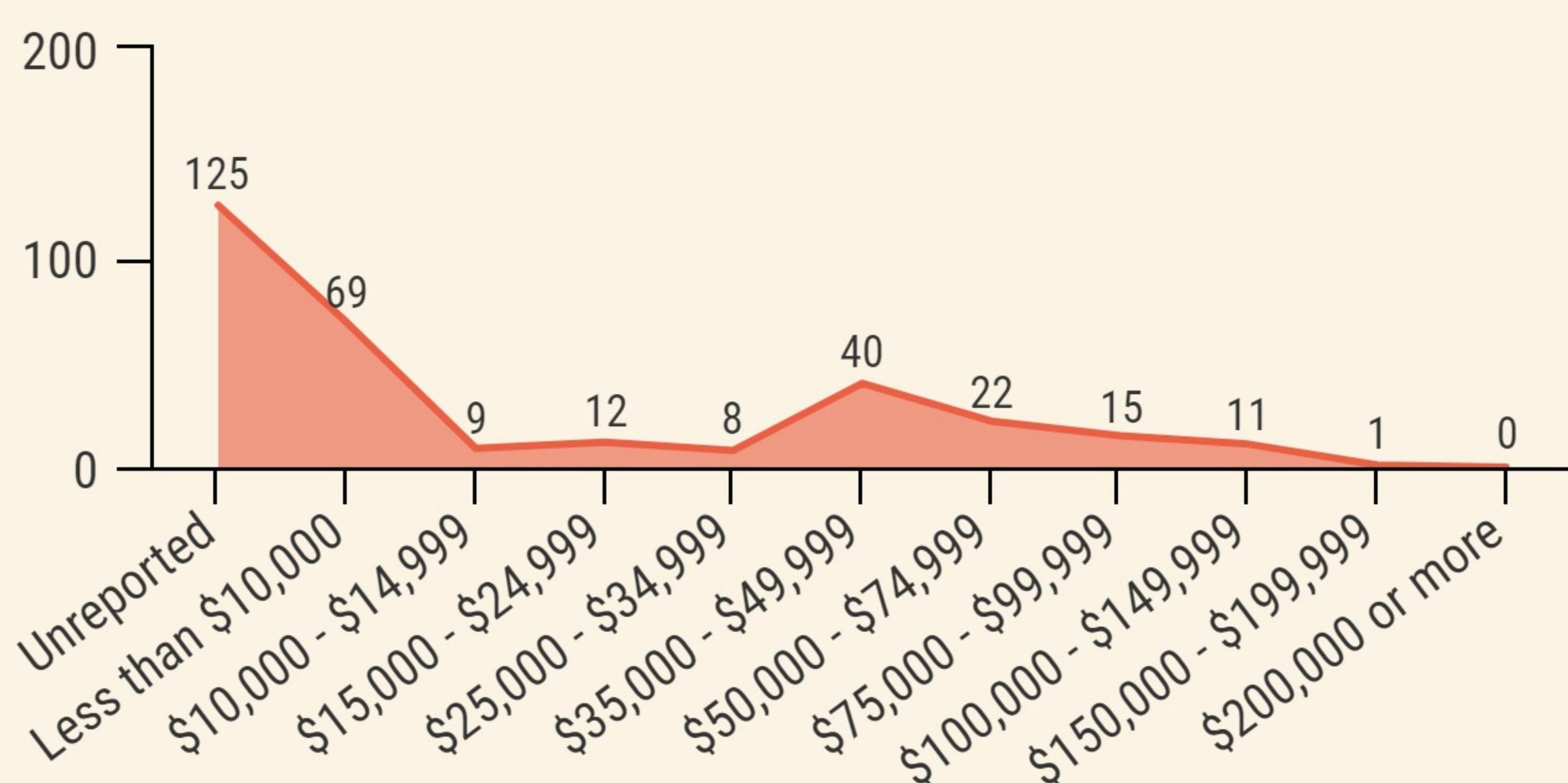
## Education Profile



## County of Residence



## Income



students (93%) felt the course positively impacted their career

290

employers participate in program design

24

## **Baltimore BioTechnology Strategic Industry Partnership – Baltimore BioWorks**

This partnership is a collaborative effort between Baltimore BioWorks, Baltimore City Community College and the BioTechnical Institute of Maryland. BioScience is projected to add more than 6,000 jobs to the region by 2020, and this partnership is seeking to meet the demand. The model is the first of its kind, utilizing a multi-tiered training opportunity that combines classroom and hands-on training.

The initial goal of the project was to support 30 students through training. Over the course of two years, the partnership was able to far exceed that goal and trained 44 students. Nearly 87% of these students obtained employment with partners such as PathSensors, Thermo Fisher Scientific, University of Maryland and SoBRAN. The average starting wage for these participants is \$13.67.

The collaboration between the three lead partners has been a big success. The organizations have developed synergies within its curricula and participant cross-referrals. The development of these relationships will last long after the end of EARN. The Baltimore BioTechnology SIP has doubled the number of employers participating in the program, a nod to the strong curriculum and caliber of students completing these programs.

While the collaboration among these three lead partners has been key, it has also presented challenges. Combining three unique programs into one set of quarterly reports has proven difficult. The largest challenge has been around the budget. Each program has a complex budget, making reporting complicated. However, with the support of EARN Maryland staff, the partnership successfully submitted reports each quarter.

The uniqueness of the program has also presented some difficulty around outcomes. For an unemployed EARN participant, success is generally based upon that person obtaining employment. However, in this partnership some participants have chosen to take advantage of the multi-tiered training opportunity offered. For instance, a participant who completes training at the BioTechnical Institute of Maryland may choose to continue on to training at Baltimore City Community College. This is a success as the participant could earn additional certifications, thus increasing earning potential in the future. However, because they are not immediately obtaining employment, this is counted against the partnership. Given that the partnership placed nearly 90 percent of its participants, this issue did not impact the partnership's ability to secure additional funding. It was determined that the partnership would capture this success via the narrative submitted to the Department.

# Baltimore Biotechnology SIP

Baltimore BioWorks

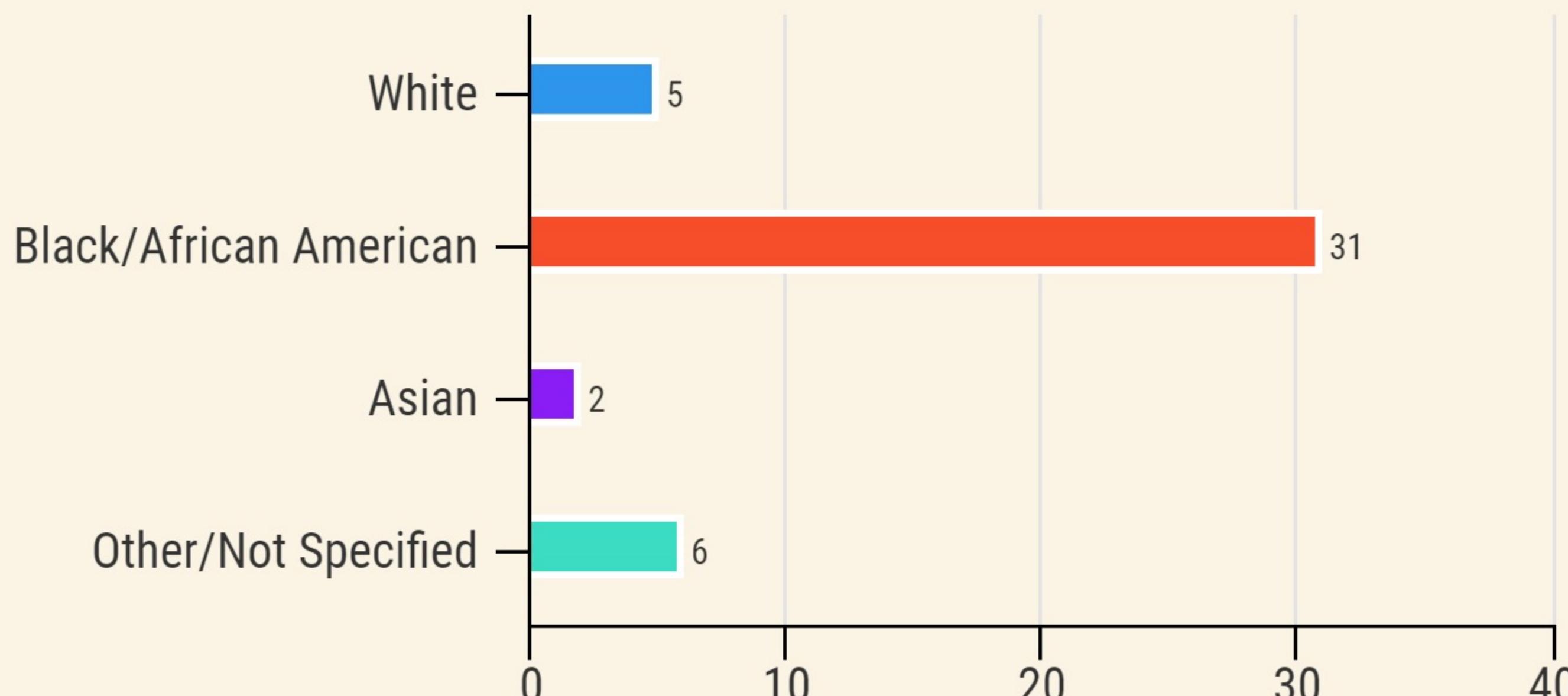
44 participants enrolled

43 participants completed

## Brief Background

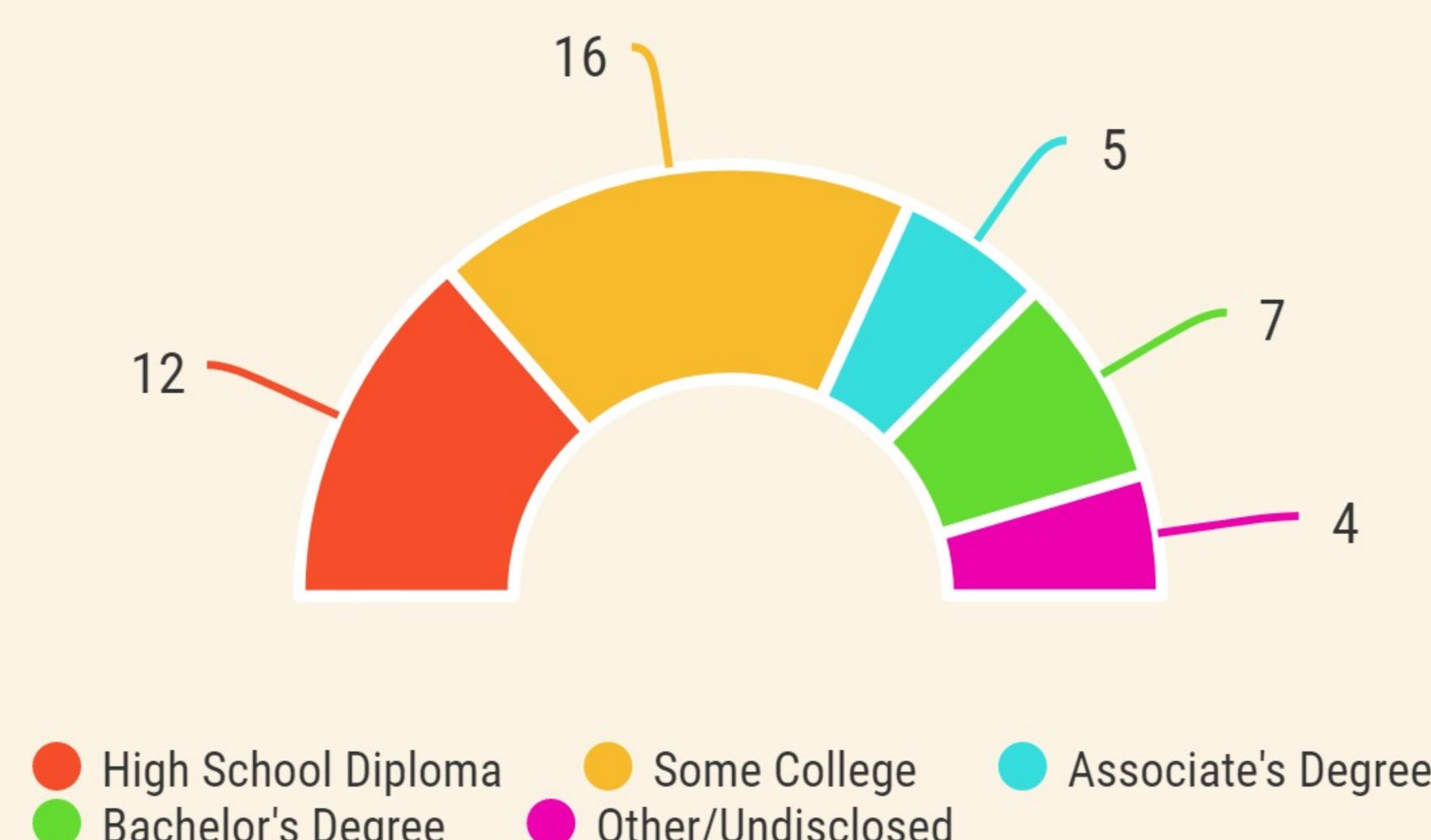
This partnership is a collaborative effort between Baltimore BioWorks, Baltimore City Community College and the BioTechnical Institute of Maryland. BioScience is projected to add more than 6,000 jobs to the region by 2020, and this partnership is seeking to meet the demand. The model is the first of its kind, utilizing a multi-tiered training opportunity that combines classroom and hands-on training.

## Race Profile

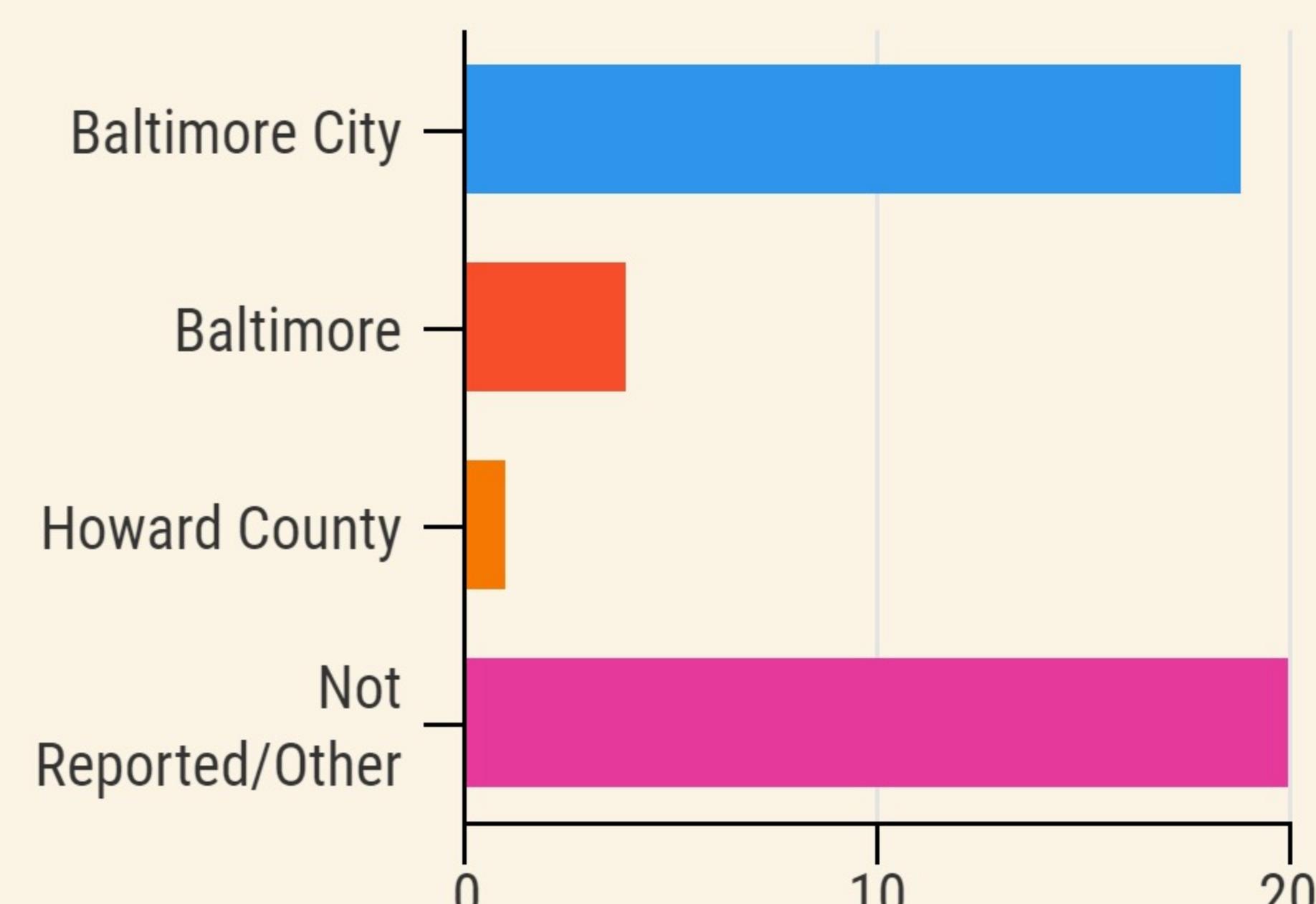


70% (31) of all participants are female.

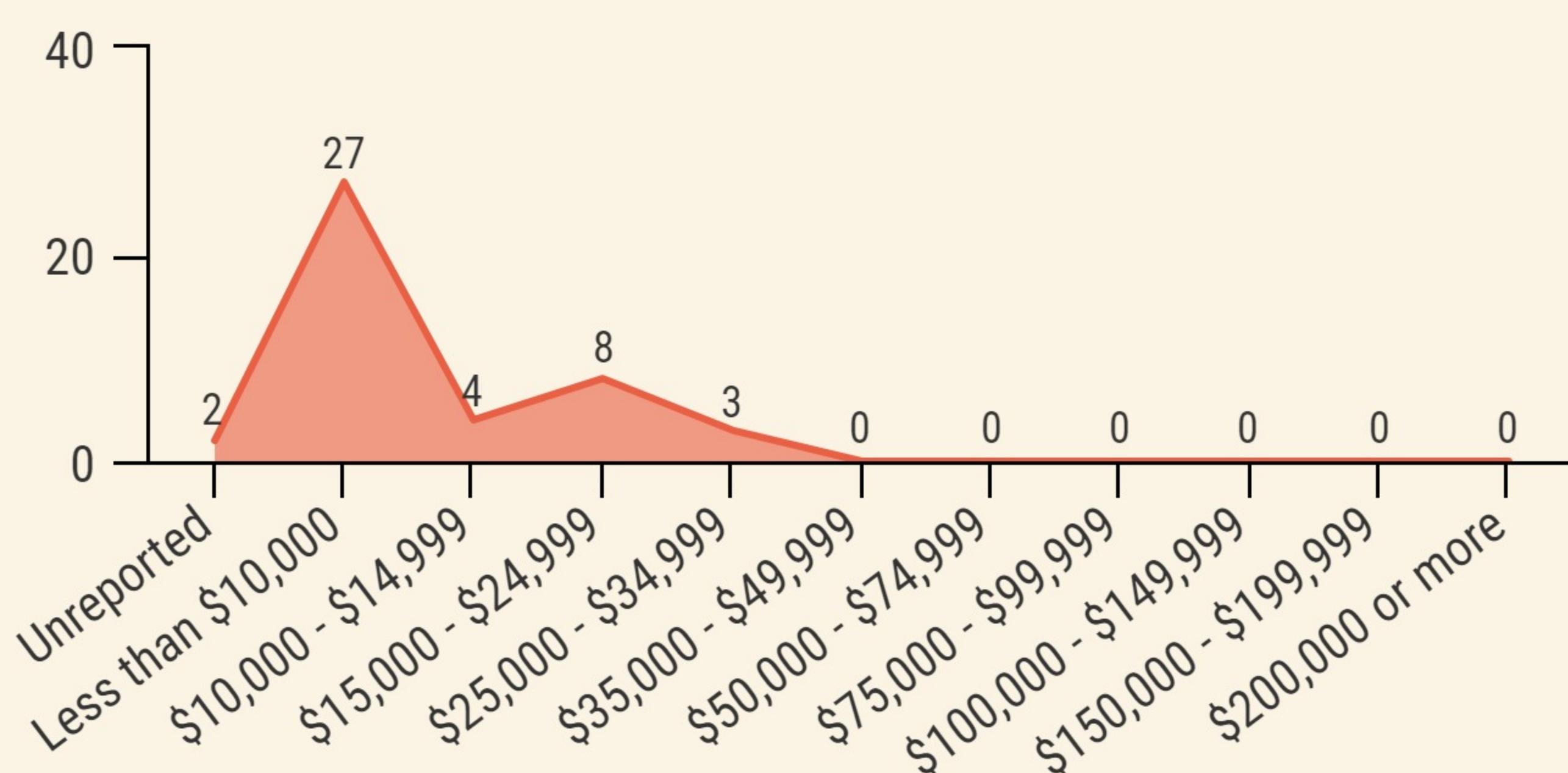
## Education Profile



## County of Residence



## Income



completers (88%) obtained employment

38

employers participate in program design

23

## **Building Employer-led Alliances for Careers in Hospitality (BEACHES) – Wor-Wic Community College**

This partnership is comprised of employers, associations and economic development entities in the Eastern Shore hospitality and tourism industry. Employer partners identified essential and customer service skills as the most important training need for their workforce. To meet this need, the partnership is providing short boot camps that focus on intensive customer service and work readiness skills. The partnership is also providing incumbent frontline workers with supervisory skills which lead to career advancement.

BEACHES committed to train 195 participants. However, the partnership encountered a major roadblock. One of the components of this project was to train table game workers for a casino that was slated to open in the region. Construction was delayed numerous times and given the uncertainty, the partnership, in concert with EARN Maryland staff, decided to modify the project to eliminate table games training. Employers expressed a high demand for the customer service and boot camp training, so the partnership increased the number of cohorts to participate in those training opportunities. Over 90 incumbent workers have received training and the partnership is expected to meet its amended deliverables based upon the project modification.

One of the major successes of this partnership has been its ability to engage new employer partners. The partnership has grown, adding key employers like the Wicomico County Tourism Office, the City of Crisfield and the Washington Inn and Tavern. Employers remain engaged and report a more highly skilled staff as a result of this opportunity.

# Building Employer-led Alliances for Careers in Hospitality

Wor-Wic Community College

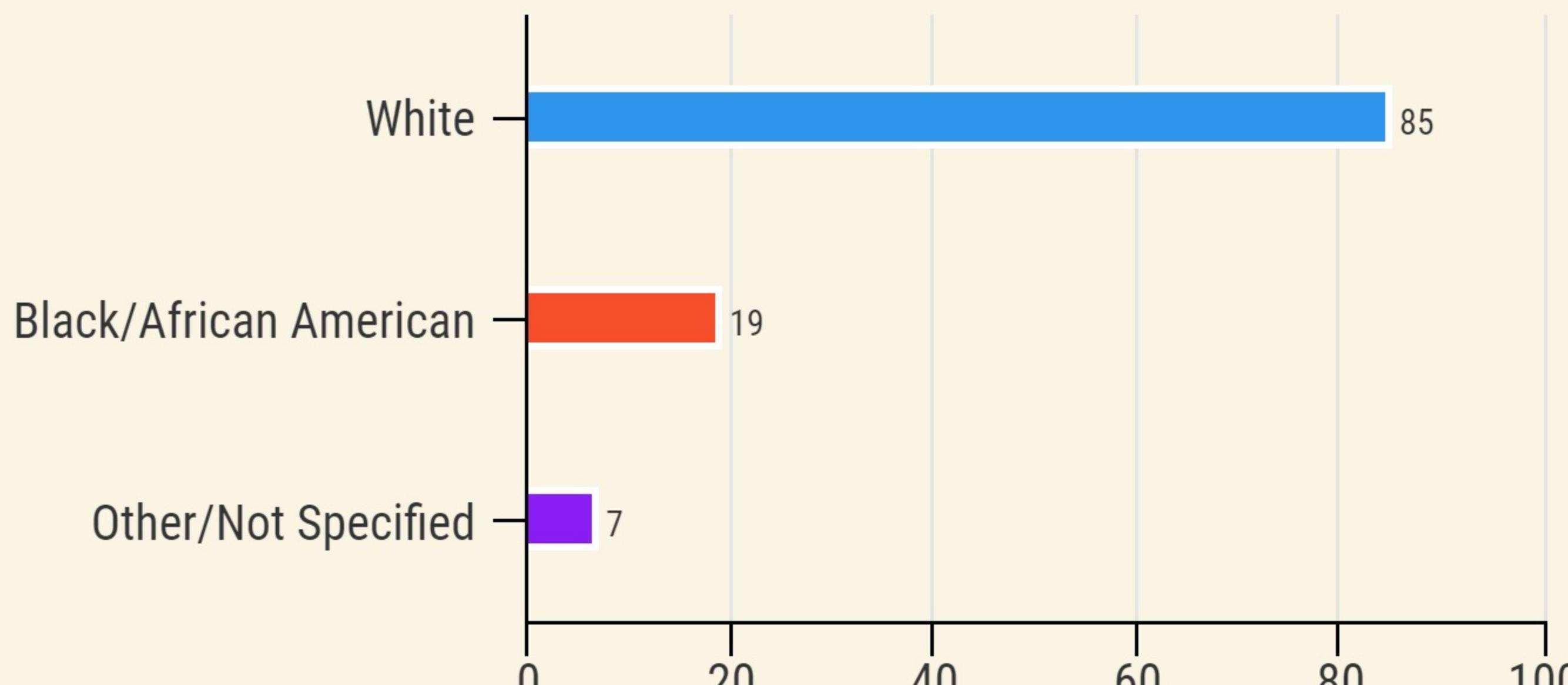
111 participants enrolled

111 participants completed

## Brief Background

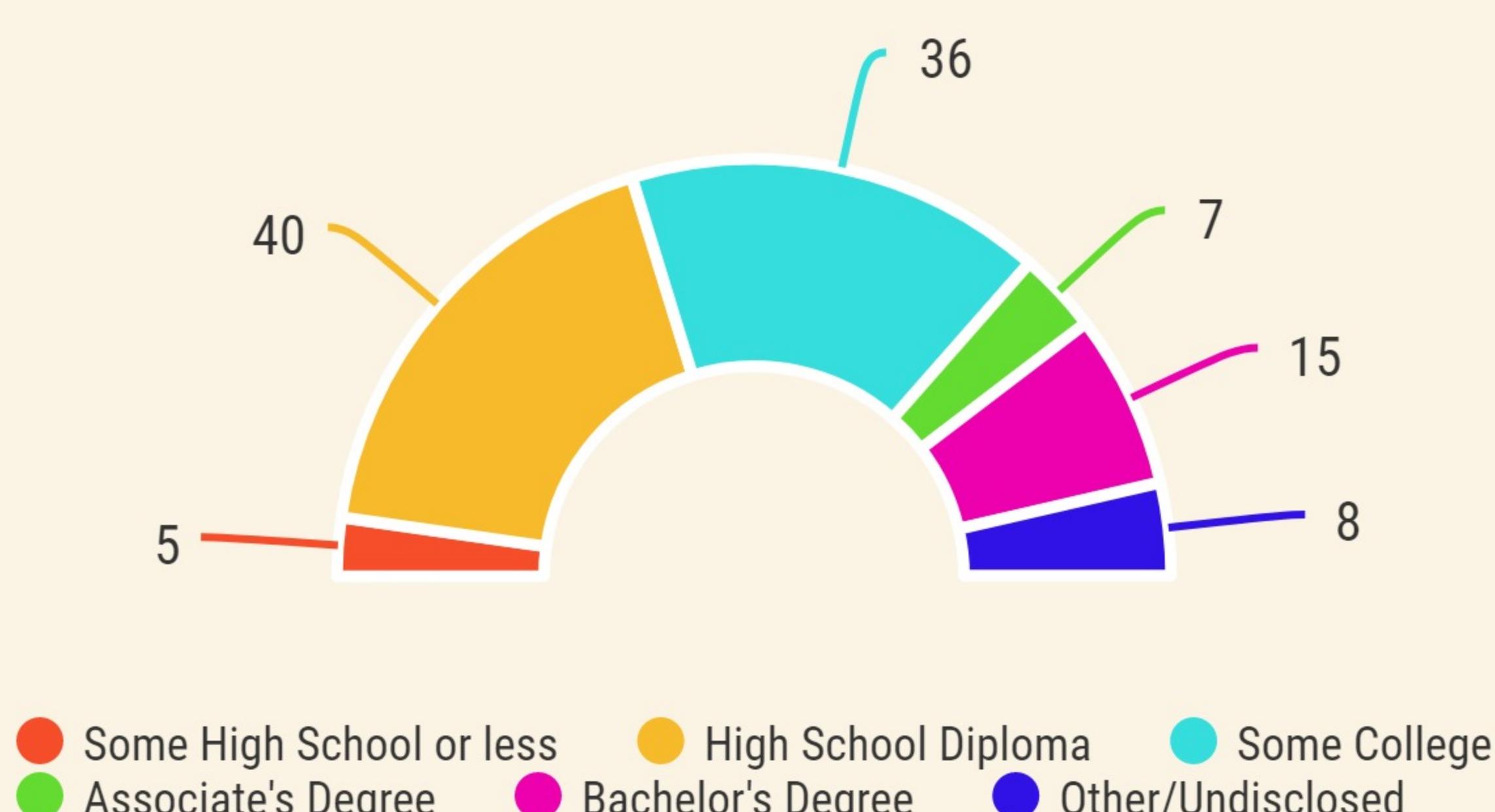
The Building Employer-led Alliances for Careers in Hospitality (BEACHES) partnership is comprised of employers, associations and economic development entities located on the Eastern Shore. This partnership is providing intensive customer service training and frontline supervisory training to its incumbent workforce.

### Race Profile

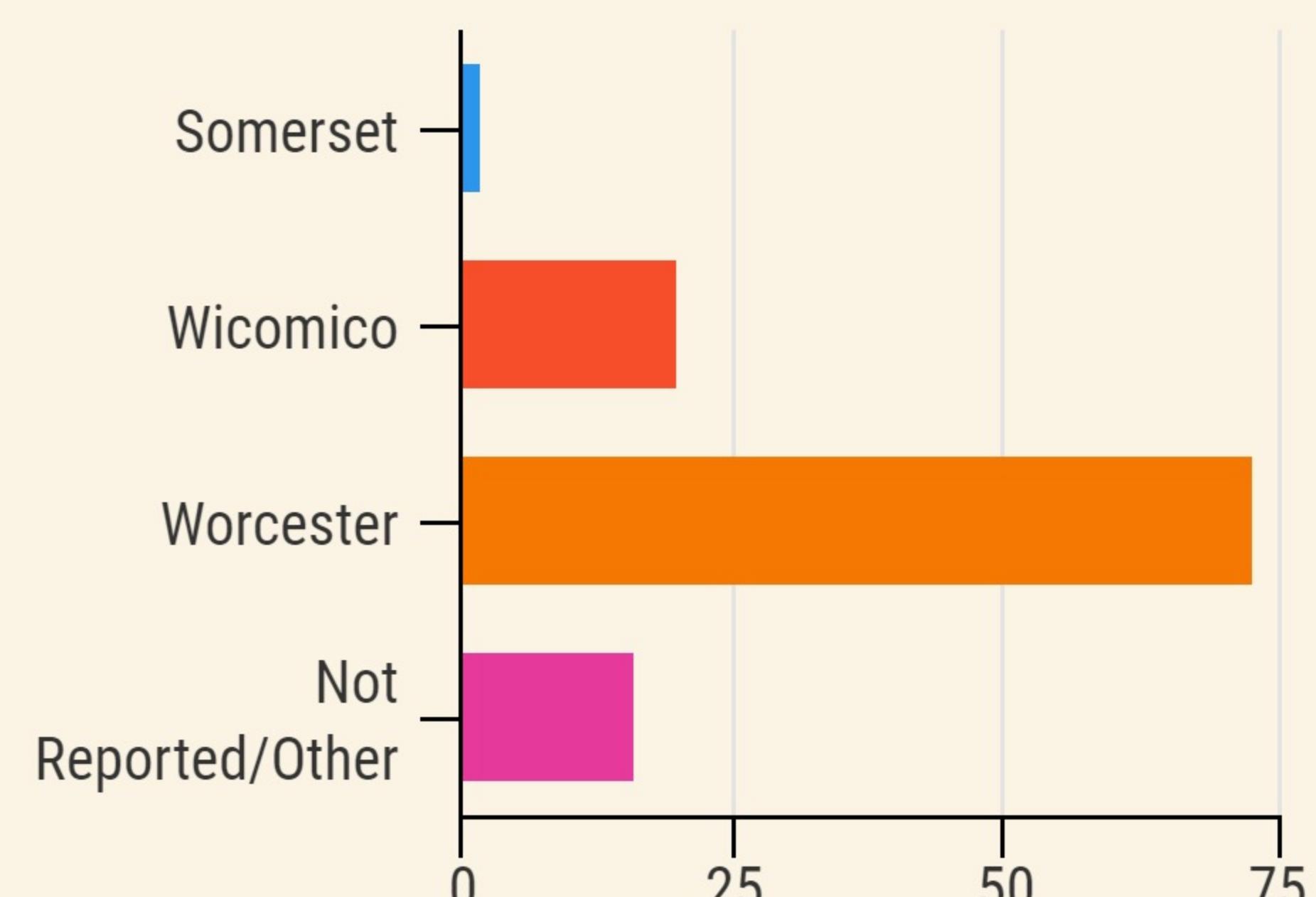


73% (66) of all participants are female.

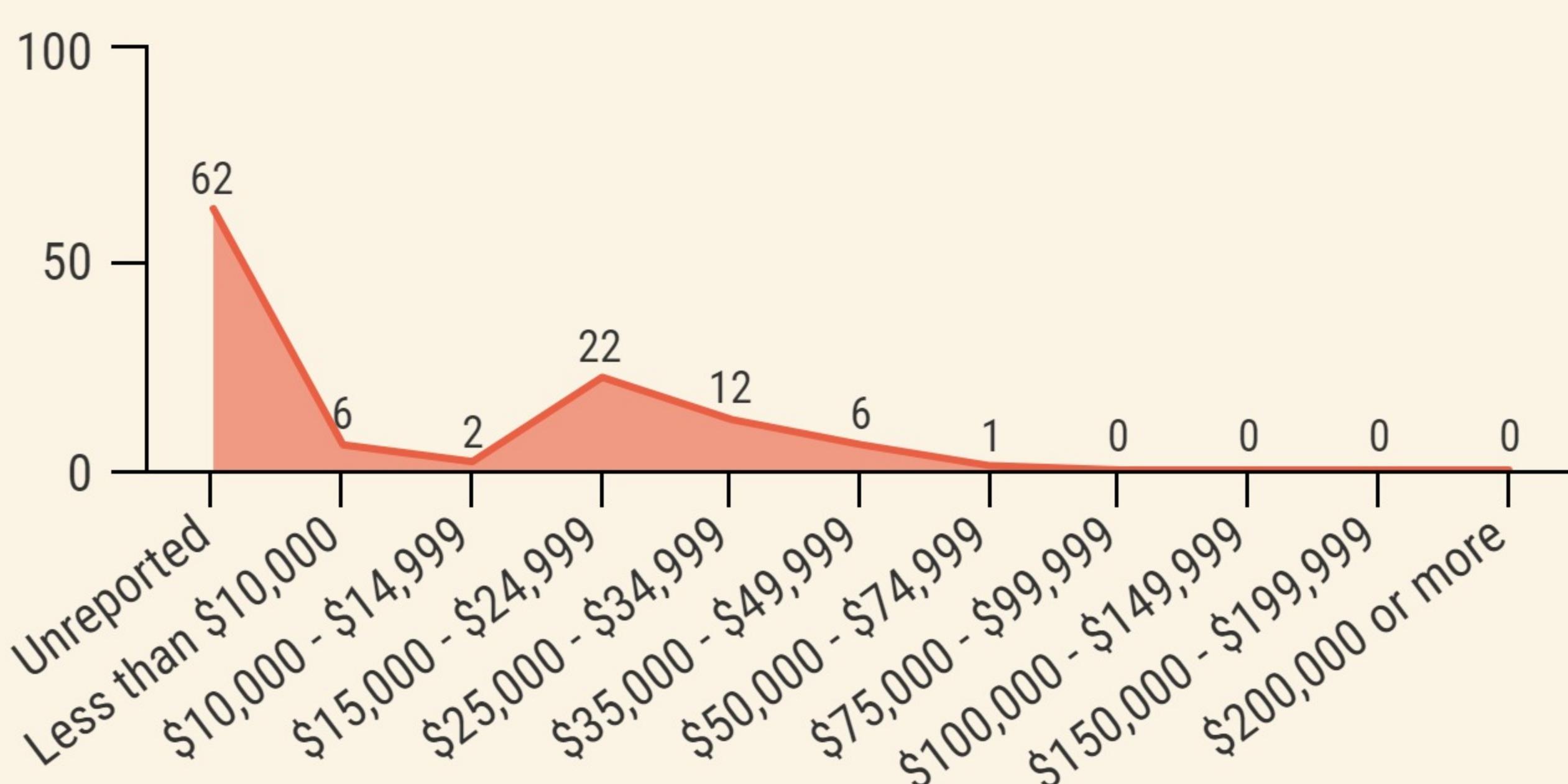
### Education Profile



### County of Residence



### Income



103

participants earned certification of completion

10

employers participate in program design

## **Central Maryland Cyber/IT Consortium – Anne Arundel Workforce Development Corporation**

Led by the Anne Arundel Workforce Development Corporation, this partnership leverages its twelve employer partners from across the cyber and IT industries to provide in-demand, relevant training. The consortium offers both technical and practical skills training with topics including ethics, risk assessment and situational awareness. Job readiness and career support are offered, and on-the-job training provides valuable hands-on experience that employers find attractive.

Deliverables for this partnership included enrolling 70 individuals in training and placing 50 into employment. As of June 30, 2016, the partnership had placed 33 participants into employment. The partnership has since met this deliverable. Another goal was to provide 13 students with work-and-learn opportunities. The partnership enrolled 16 students into work and learn opportunities, of which, 15 transitioned to full-time employment.

Despite its success in meeting all deliverables, the partnership did endure some challenges. Initially, it was difficult to find employers who were able to offer work-and-learn opportunities. Many of the original employer partners were government-owned or performed government contracts. Although these companies saw the value of work-and-learn opportunities, the nature of their work prohibited them from hosting an intern who had not been thoroughly vetted. To meet this challenge, the partnership successfully brought in new, private employers and were able to exceed the deliverable for number of work-and-learn opportunities.

# Central Maryland Cyber IT Consortium

Anne Arundel Workforce Development Corporation

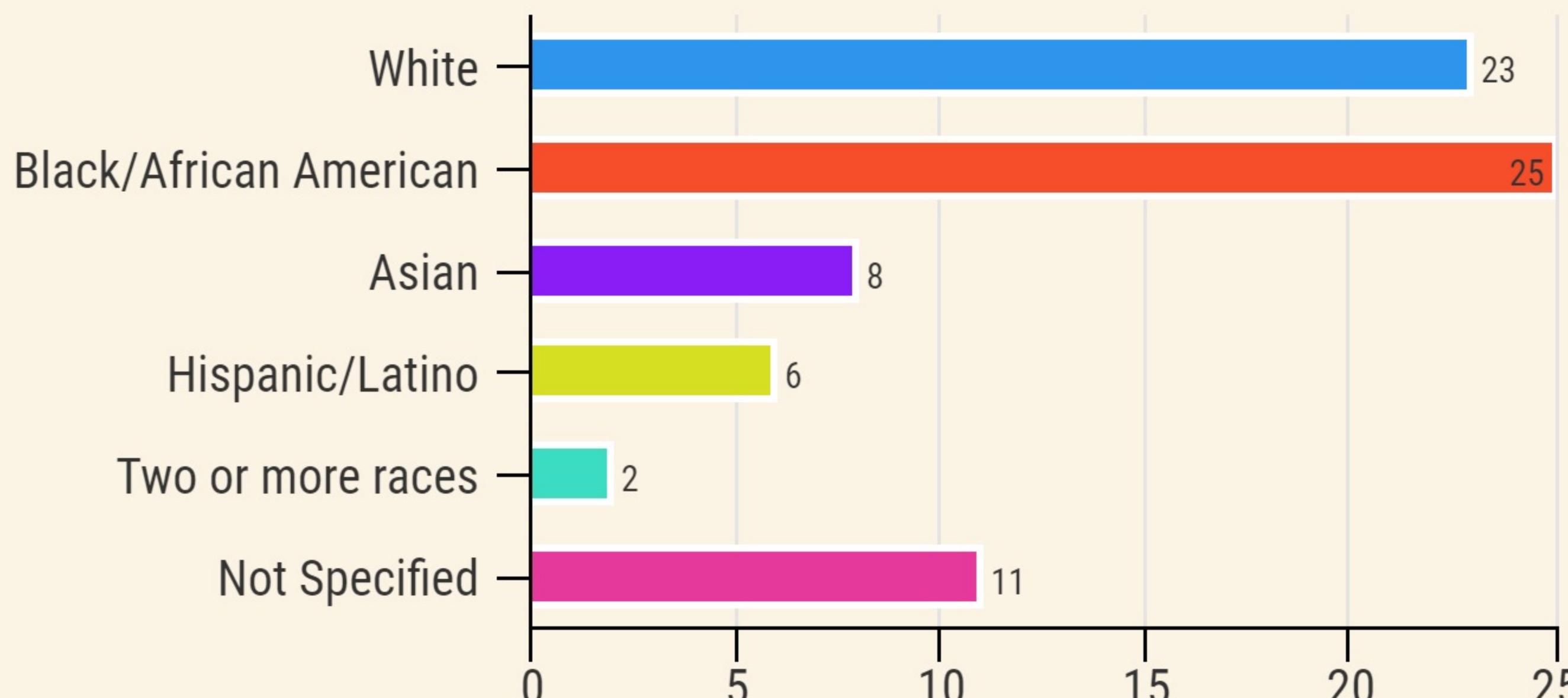
75 participants enrolled

70 participants completed

## Brief Background

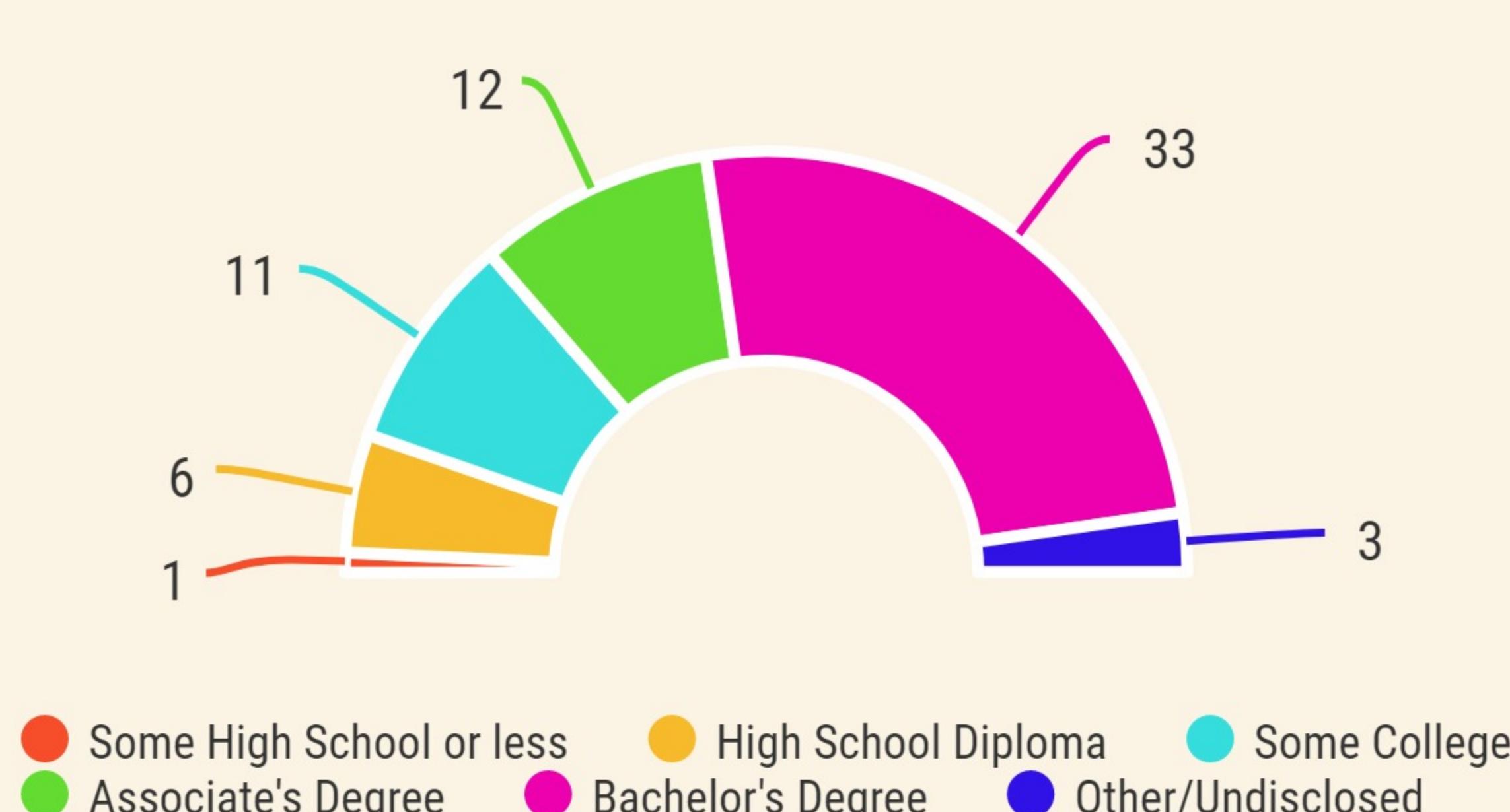
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## Race Profile

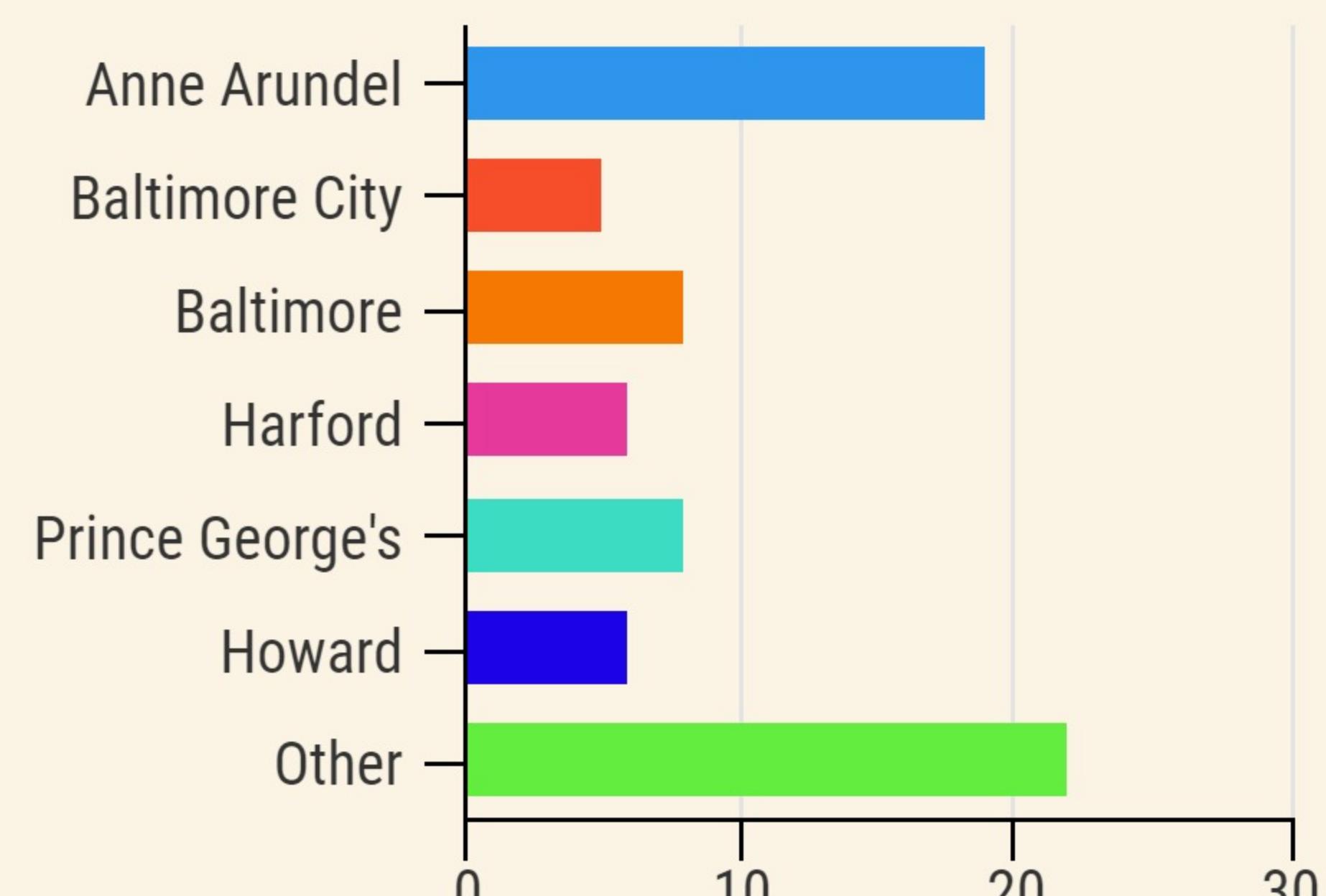


35% (26) of all participants are female.

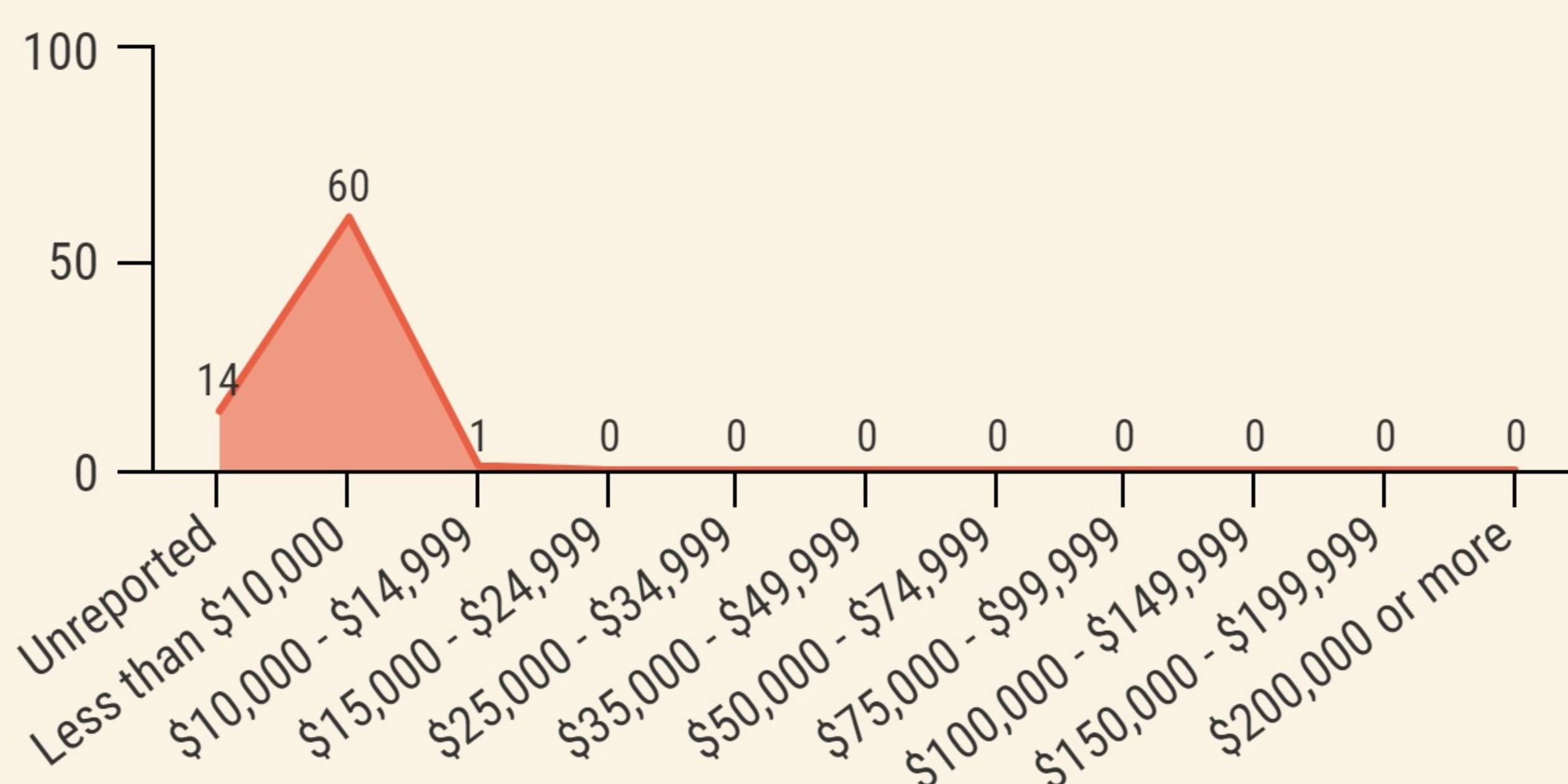
## Education Profile



## County of Residence



## Income



participants obtained employment

33

employers participate in program design

25

## **Health IT Strategic Industry Partnership – Community College of Baltimore County**

Led by the Community College of Baltimore County, this partnership has successfully launched 5 cohorts in Project Management, Instructional Design and Health IT Security. Targeting incumbent workers, this partnership works with employers such as Johns Hopkins Hospital, the University of Maryland Medical Center, Upper Chesapeake Health and LifeBridge Health. The partnership initially committed to training 48 incumbent workers. However, due to increased support from employer partners and low training costs, the partnership was able to train 75 incumbent workers.

One of the major successes of the Health IT SIP was that it brought together a group of employers who traditionally operate independently. Working together, the employer partners were able to develop a cost-effective, comprehensive curriculum that increases the skill set of their workforce. Employers note that their employees have been able to learn best practices from the employees of other institutions, and have greatly benefited from participation in this training.

One challenge that this partnership has dealt with is a delay in outcomes. Some of the employer partners were in the midst of launching large projects, which require increased work hours for participants. This, coupled with the amount of time necessary to prepare, has led to a delay in participants taking the certification exam. To alleviate this challenge, the partnership is offering “refresher courses” to students. The Health IT SIP received a programmatic extension to allow additional time for students to earn their certifications.

# Health IT SIP

Community College of Baltimore County

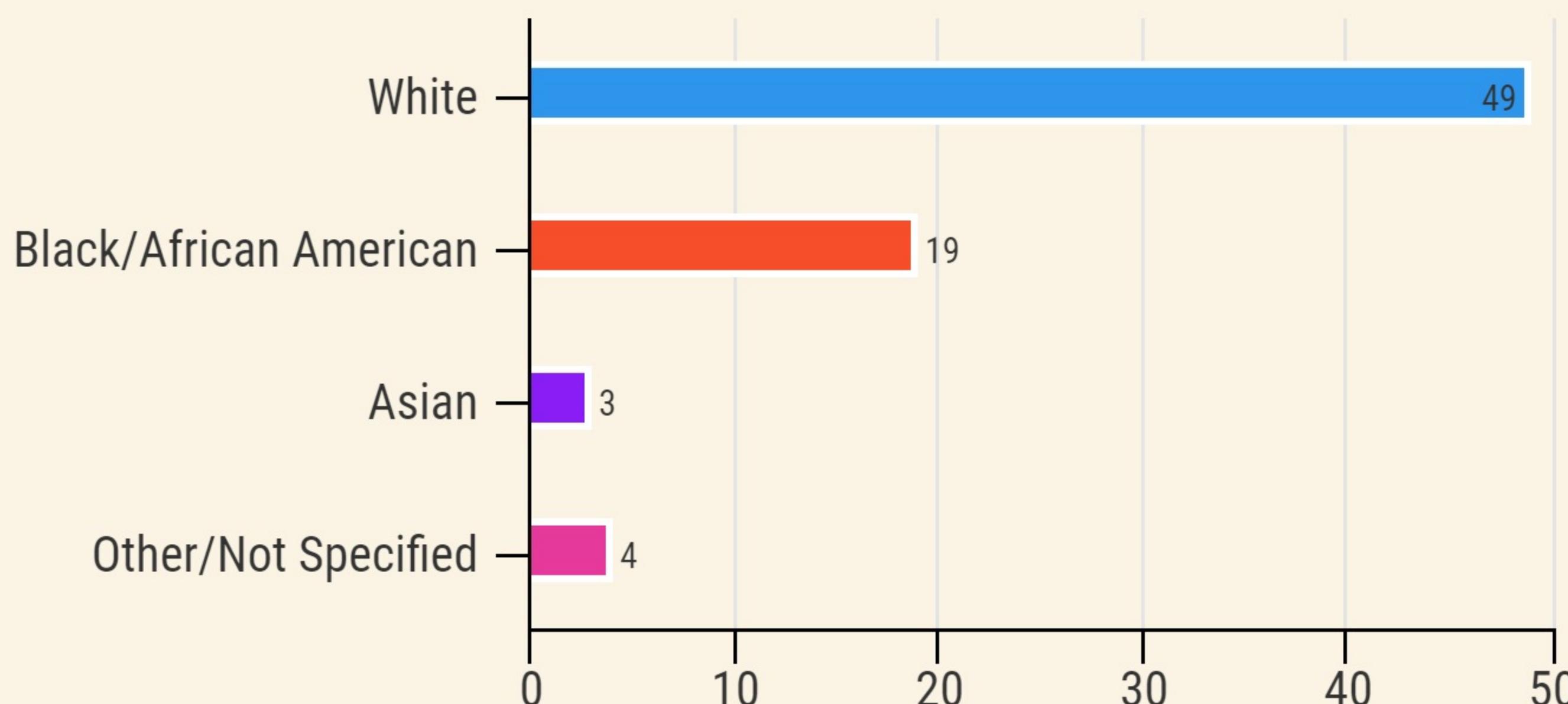
75 participants enrolled

75 participants completed

## Brief Background

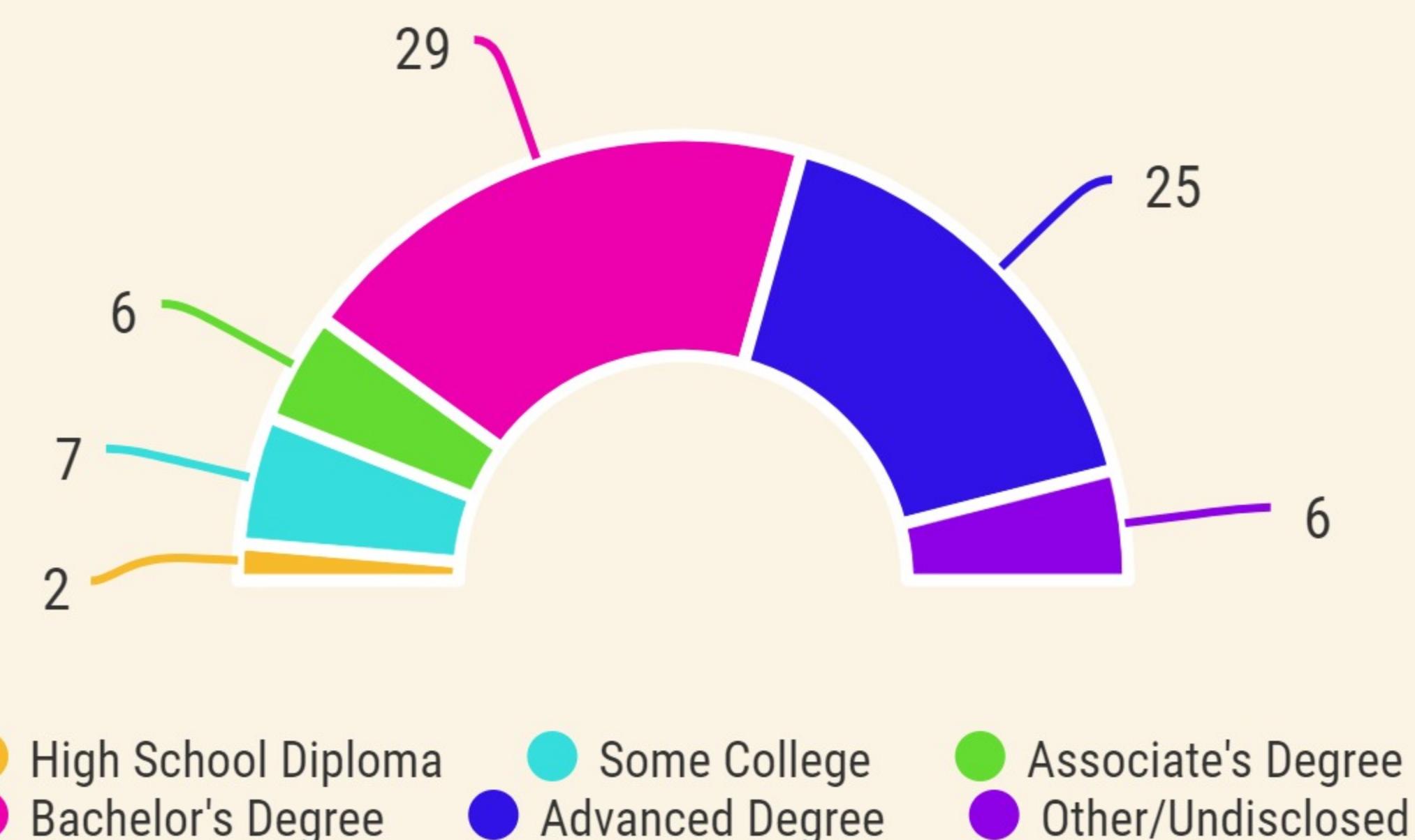
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## Race Profile

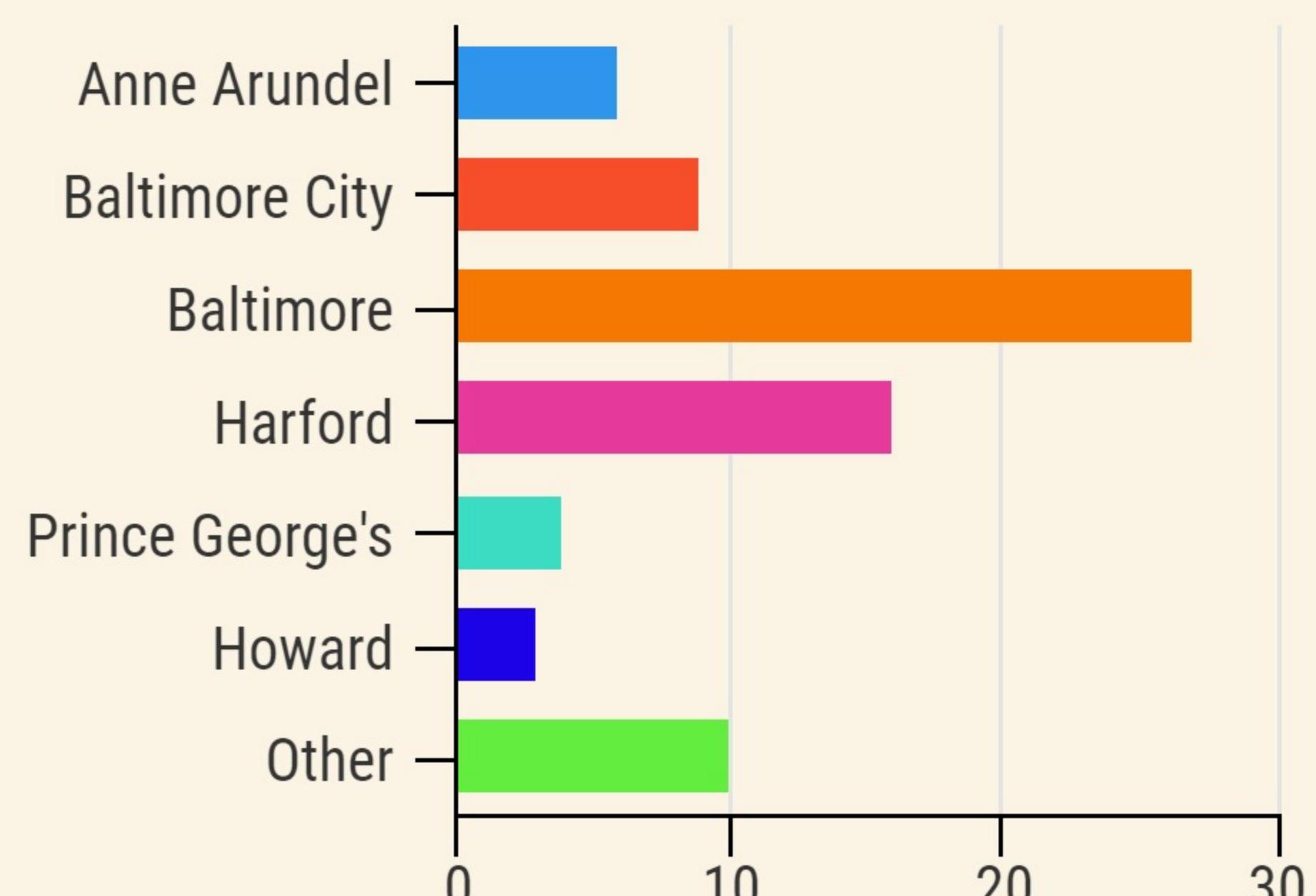


52% (39) of all participants are female.

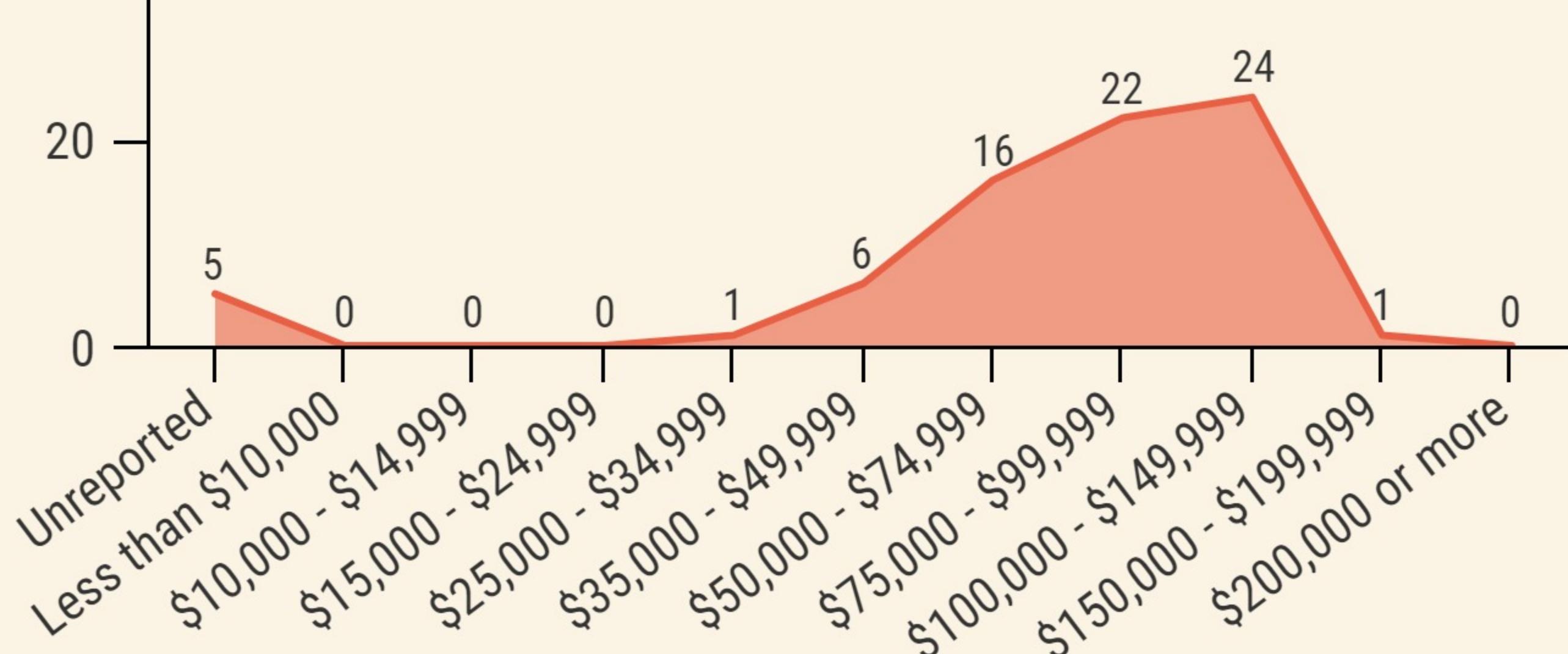
## Education Profile



## County of Residence



## Income



participants (84%) obtained a wage increase

63

participants (72%) earned certification

54

## **Committee to Expand UAS Employment -- Sentinel Robotics Solutions**

This partnership is training entry-level technicians in the Unmanned Aerial Systems (UAS) industry. The training consists of both classroom and field training. At the end of training, students 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 providing the training, provides each completer with a certification of completion.

The partnership committed to training 20 unemployed and underemployed participants, placing at least 15 into employment. As of June 30, 2016, the partnership had successfully trained 8 students and placed 6 into employment. It is anticipated that this partnership will meet or exceed all deliverables.

This partnership has experienced challenges through implementation. The partnership is led by Sentinel Robotics Solutions, a small employer. One of the lessons learned through the EARN partnership is that employers are not the best suited entity to be lead applicant. In order for an EARN partnership to be successful, a large amount of time and effort must be devoted to grant management. This includes coordination among employer partners, recruitment, screening, reporting and other administrative tasks. For a small employer, this can be overwhelming. Fortunately, Wor-Wic Community College and the Lower Shore Workforce Investment Board (WIB) have taken on a larger role in grant management. The increased role of these two entities has helped facilitate success for this partnership. Wor-Wic Community College coordinates the training schedule and the Lower Shore WIB has refined the recruitment and screening process.

# Committee to Expand UAS Employment

Sentinel Robotics Solutions

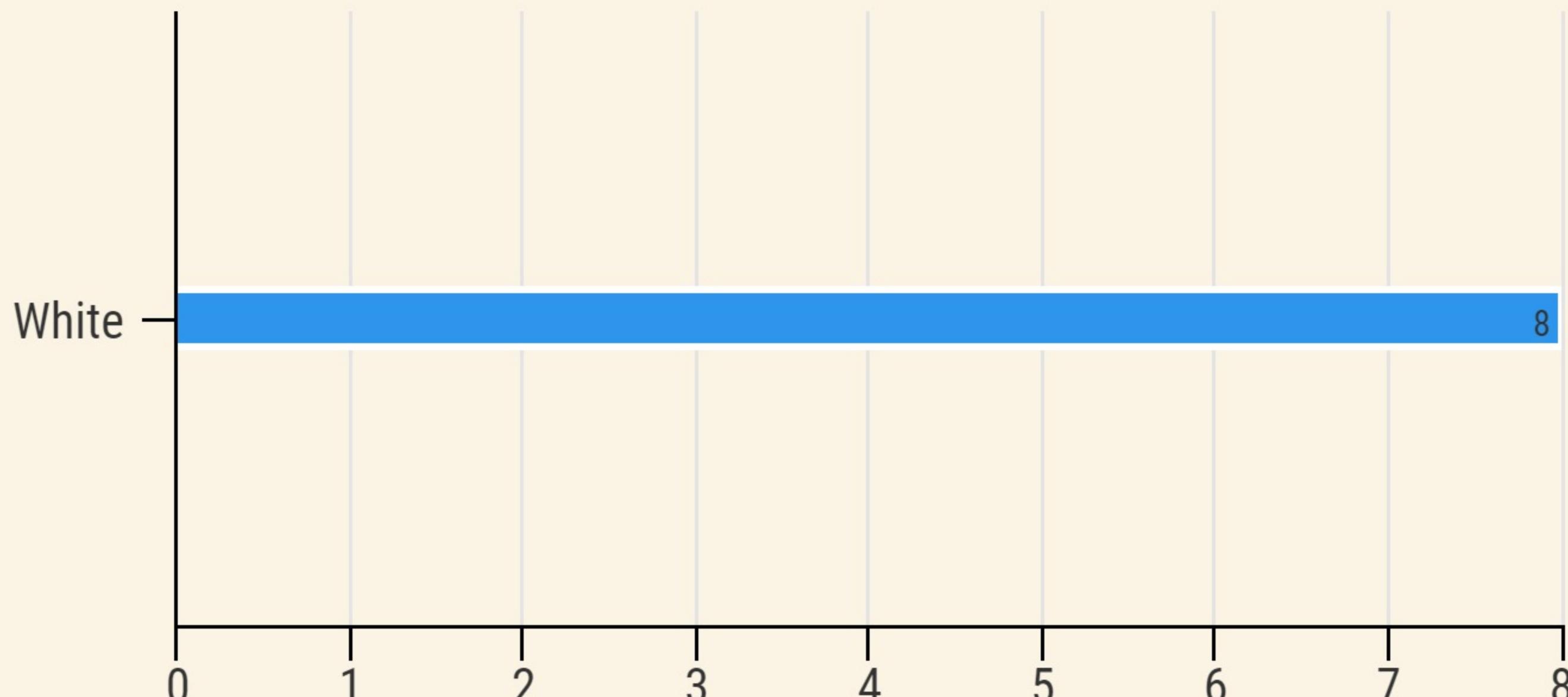
8 students enrolled

8 students completed

## Brief Background

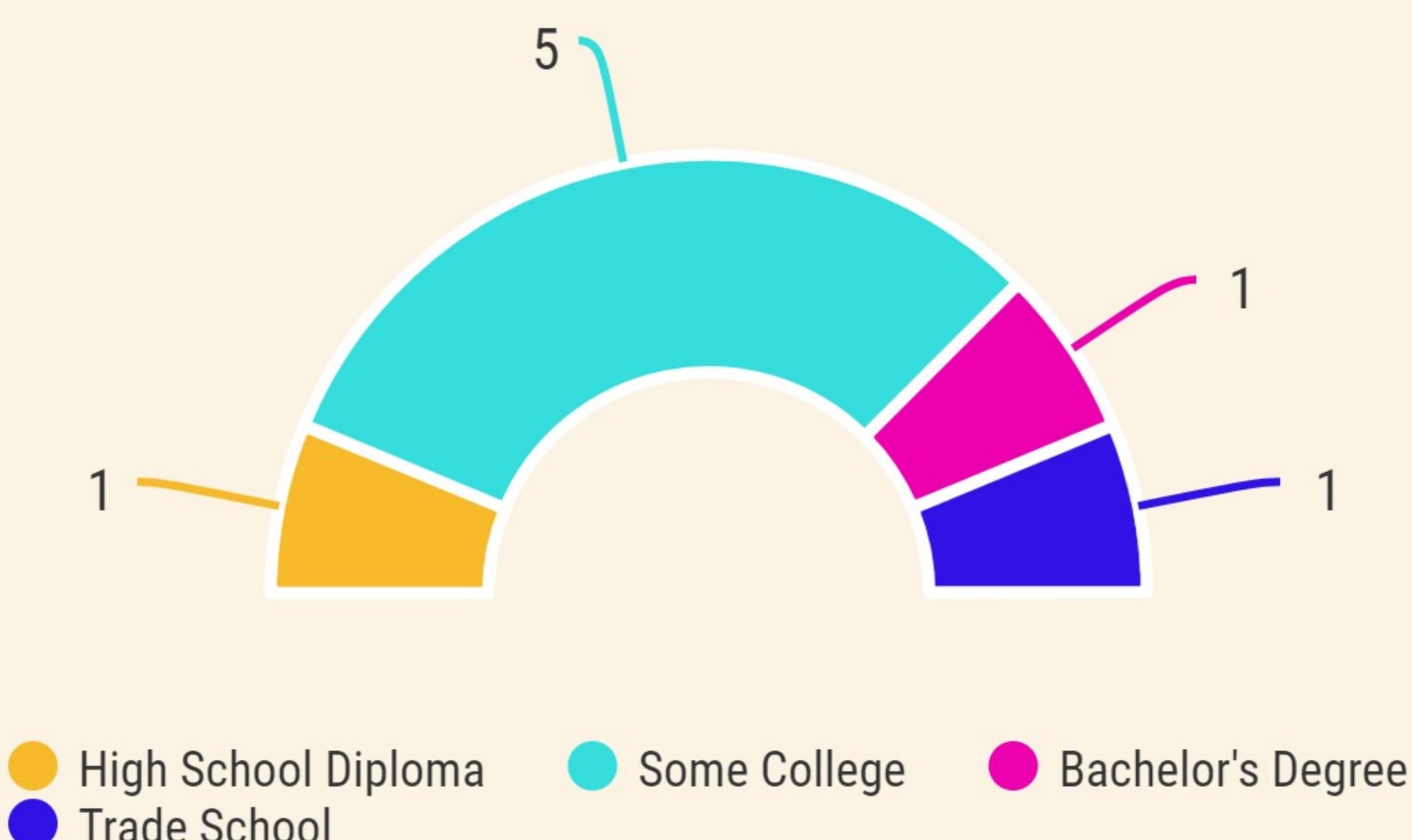
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## Race Profile

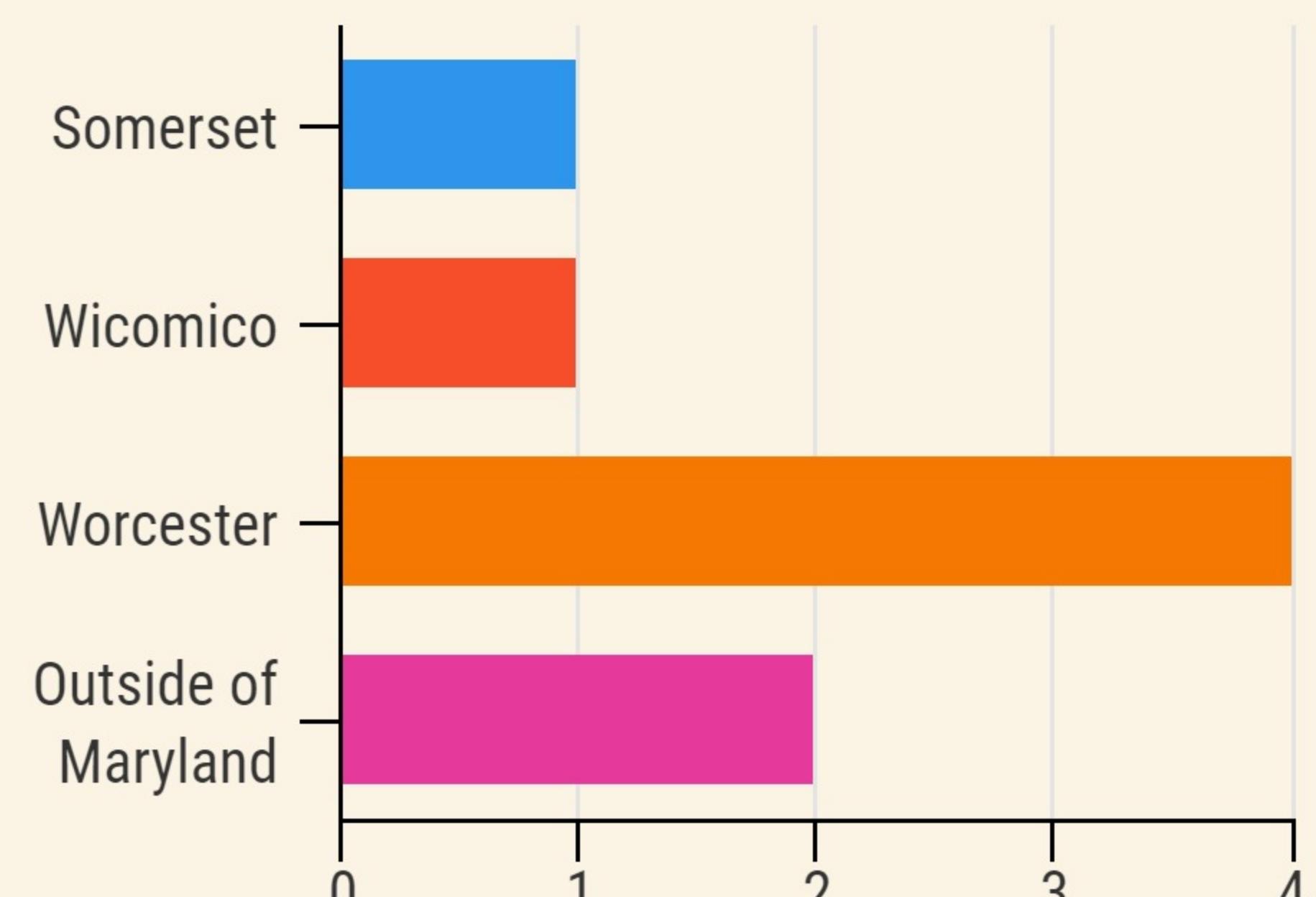


38% (3) of all participants are female.

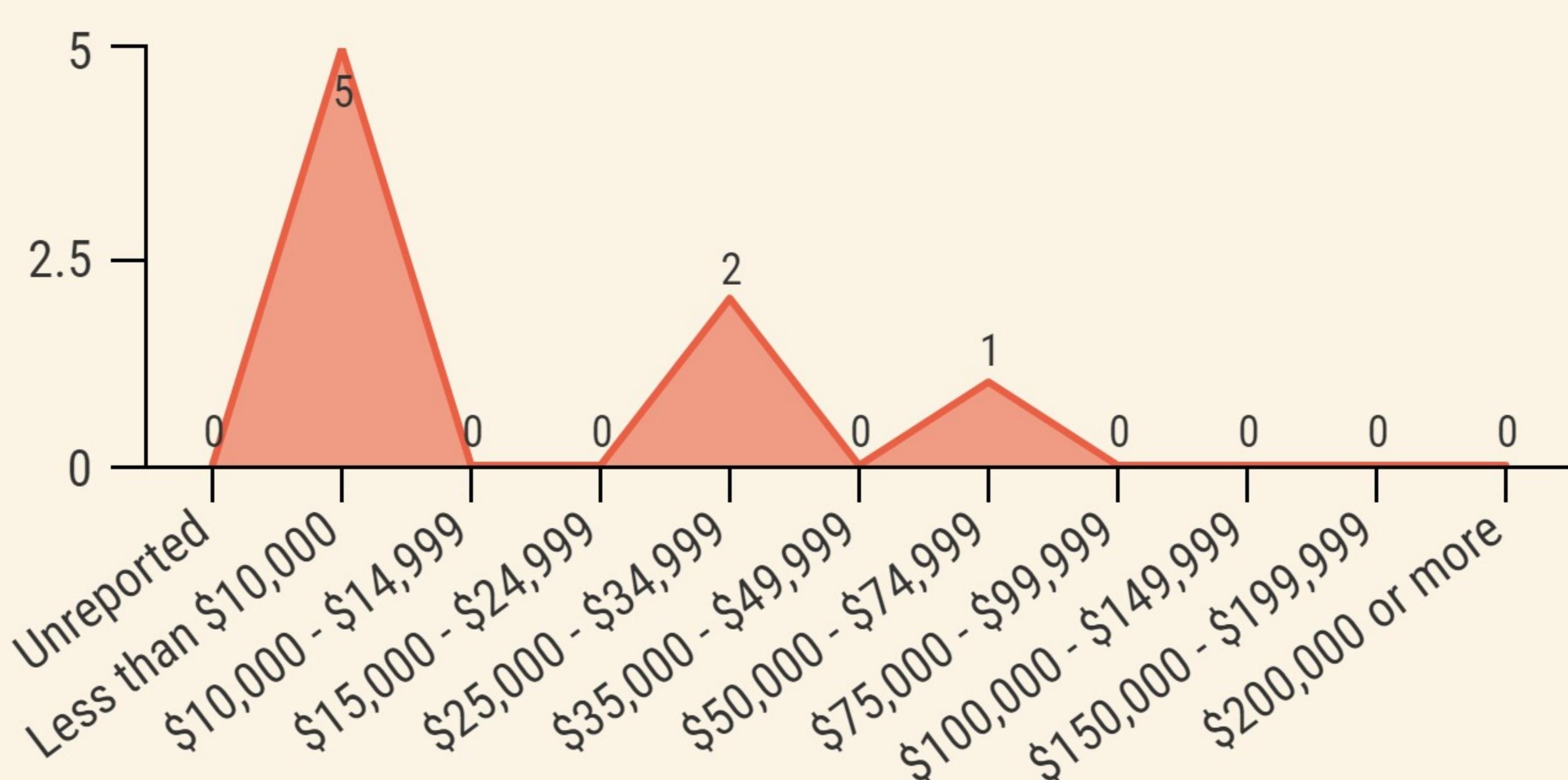
## Education Profile



## County of Residence



## Income



participants (75%) obtained employment

6

participants (100%) earned certification

8

## **Healthcare Partnership of Prince George's and Charles Counties – Associated Black Charities**

Led by Associated Black Charities, this partnership is providing training for several high demand occupations in Prince George's and Charles Counties. The partnership is providing training in Certified Nursing Assistant, Geriatric Nursing Assistant and Patient Care Technician. The holistic training includes technical and essential skills, on-the-job training and mentoring. The partnership has more than doubled its employer participation, with key additions of Righttime Medical Care and Greater Baden Medical Services.

In its first round of funding, the partnership experienced some challenges. One of the largest challenges was in working with one of the training providers. The EARN model requires many training providers to slightly modify the manner in which they traditionally operate. Generally, partners can easily adjust. However, this training provider struggled to provide required demographic data and placement information. As a result, the partnership chose to cease their relationship with the training provider.

Another challenge for this partnership was a regional challenge. Associated Black Charities, the lead applicant for this project, is anchored in Baltimore City. However, given the strong need in Southern Maryland, the partnership chose to focus its efforts in this region. It was difficult to manage day-to-day operations from afar, so the partnership had to refocus, which included the project manager spending more time in Prince George's and Charles Counties to ensure program success.

Despite these challenges, the partnership has been very successful. About 85% of participants obtained employment and all of these participants obtained a certification or credential. This project also enabled ABC, who, as mentioned above is anchored in Baltimore City, to build relationships with employers in Prince George's and Charles Counties.

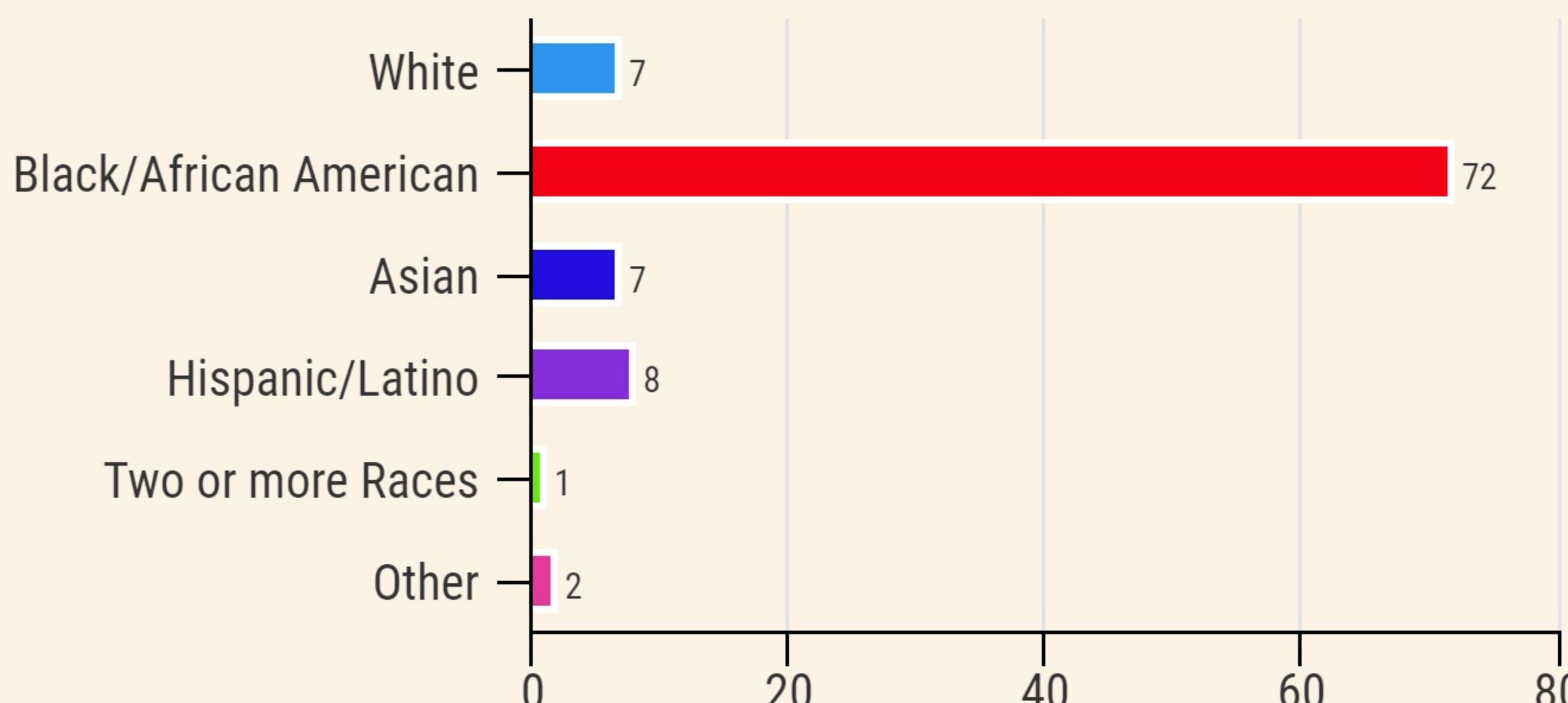
# Healthcare Partnership of Prince George's and Charles Counties

Associated Black Charities  
97 participants enrolled  
66 participants completed

## Brief Background

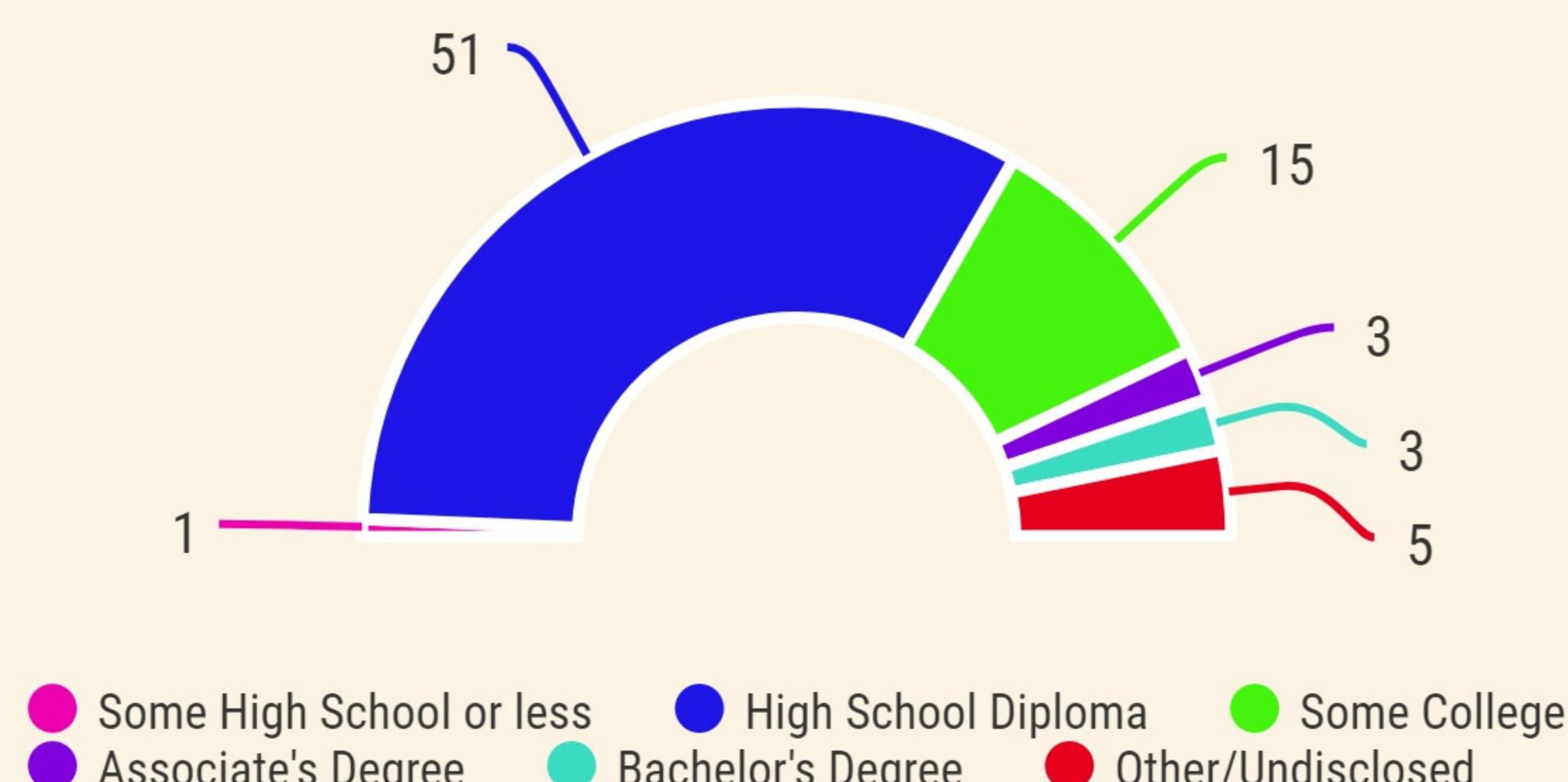
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## Race Profile

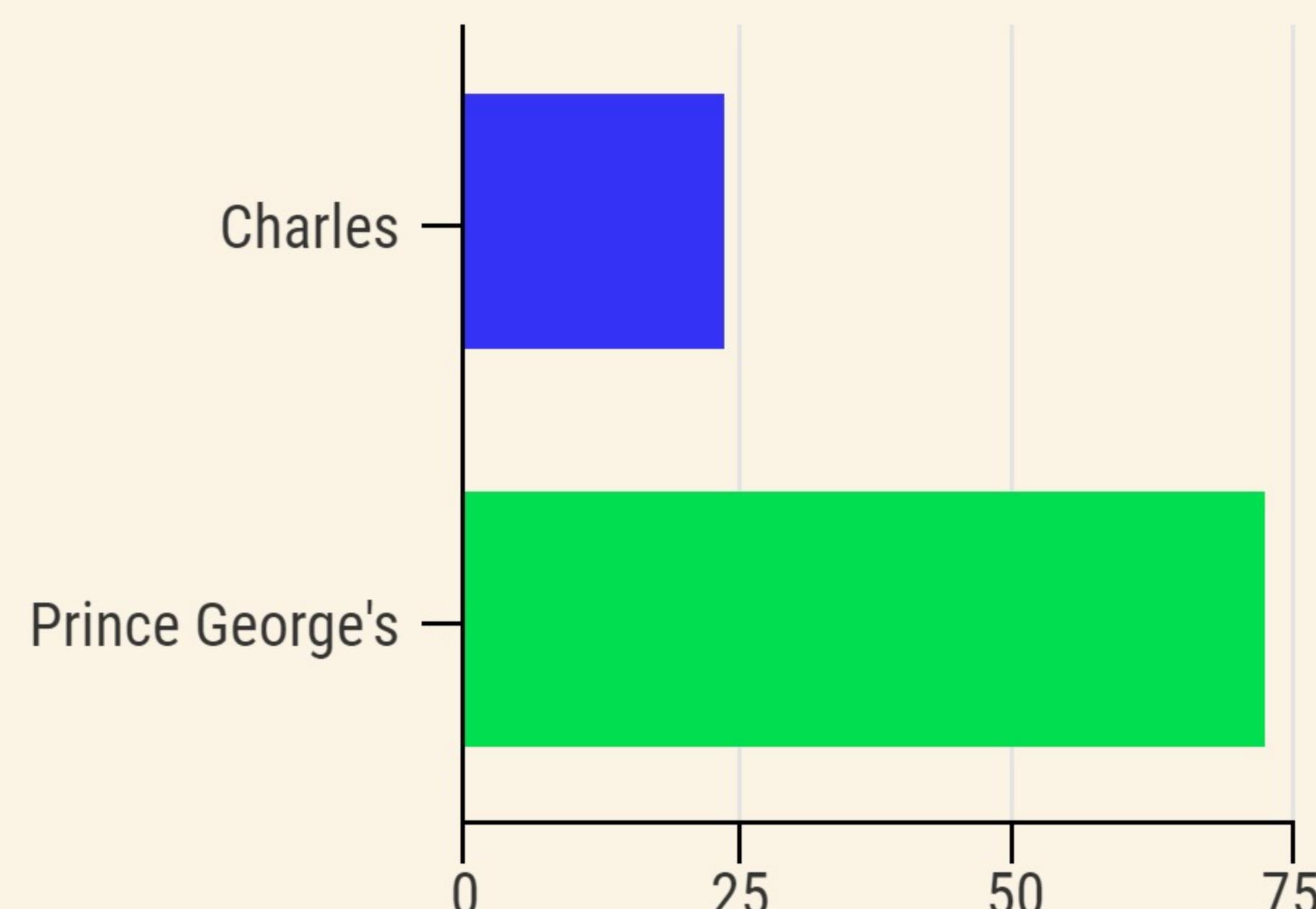


94% (91) of all participants are female.

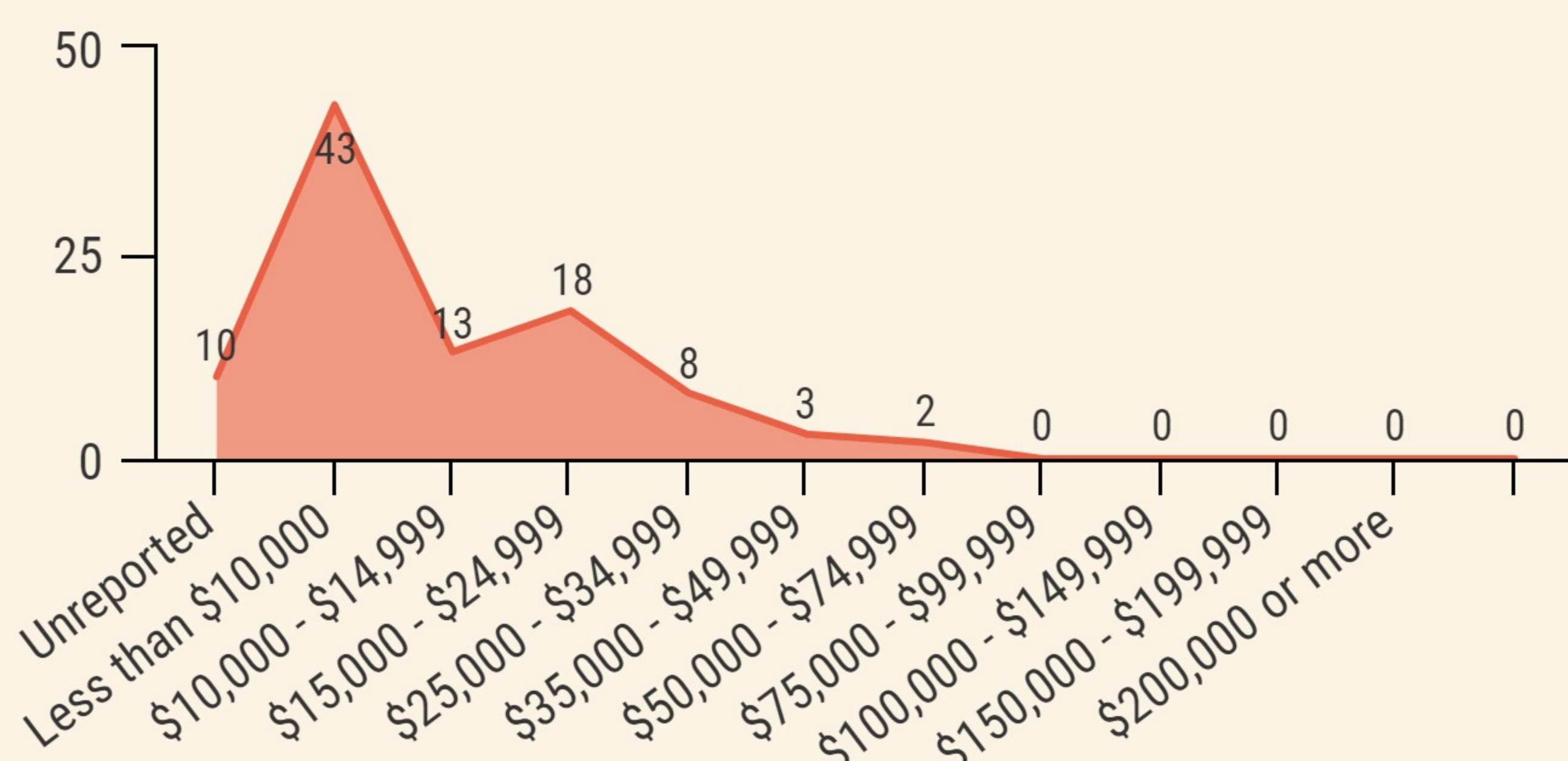
## Education Profile



## County of Residence



## Income



55

unemployed or underemployed participants (83%) obtained employment

66

participants (100%) earned certification or credential

## **Baltimore Healthcare Partnership – Baltimore Alliance for Careers in Healthcare**

Led by the Baltimore Alliance for Careers in Healthcare, all seven major hospitals in Baltimore City participate in this partnership. Through the Baltimore Healthcare Partnership, community organizations have been able to work collaboratively, creating and strengthening relationships with employers. This partnership focuses on essential and technical skills, along with barrier removal. The Baltimore Healthcare Partnership has proven successful, placing 79 percent of completers into employment. The efforts of this partnership have been recognized on a national level by the National Fund for Workforce Solutions. EARN funding has propelled BACH and allowed the organization to grow, expanding its reach. Employer engagement has been amplified and the program model has changed how BACH operates.

Despite its success, the partnership has experienced some challenges. Data collection has proven difficult. The partnership involves numerous community organizations. Therefore, collecting and compiling data from these different partners is time consuming and a difficult process to implement. However, BACH has developed a system that makes this process efficient and easier on all partners.

Another challenge was a delay in licensure from the Maryland Board of Nursing. There were certain circumstances where it would take months for someone to become certified after taking their licensure exam. This was due to a backlog of applications. Through the help of the EARN Maryland staff, a member of the Maryland Board of Nursing joined the partnership and was able to address any issues that arose regarding the certification process.

# Baltimore Healthcare Partnership

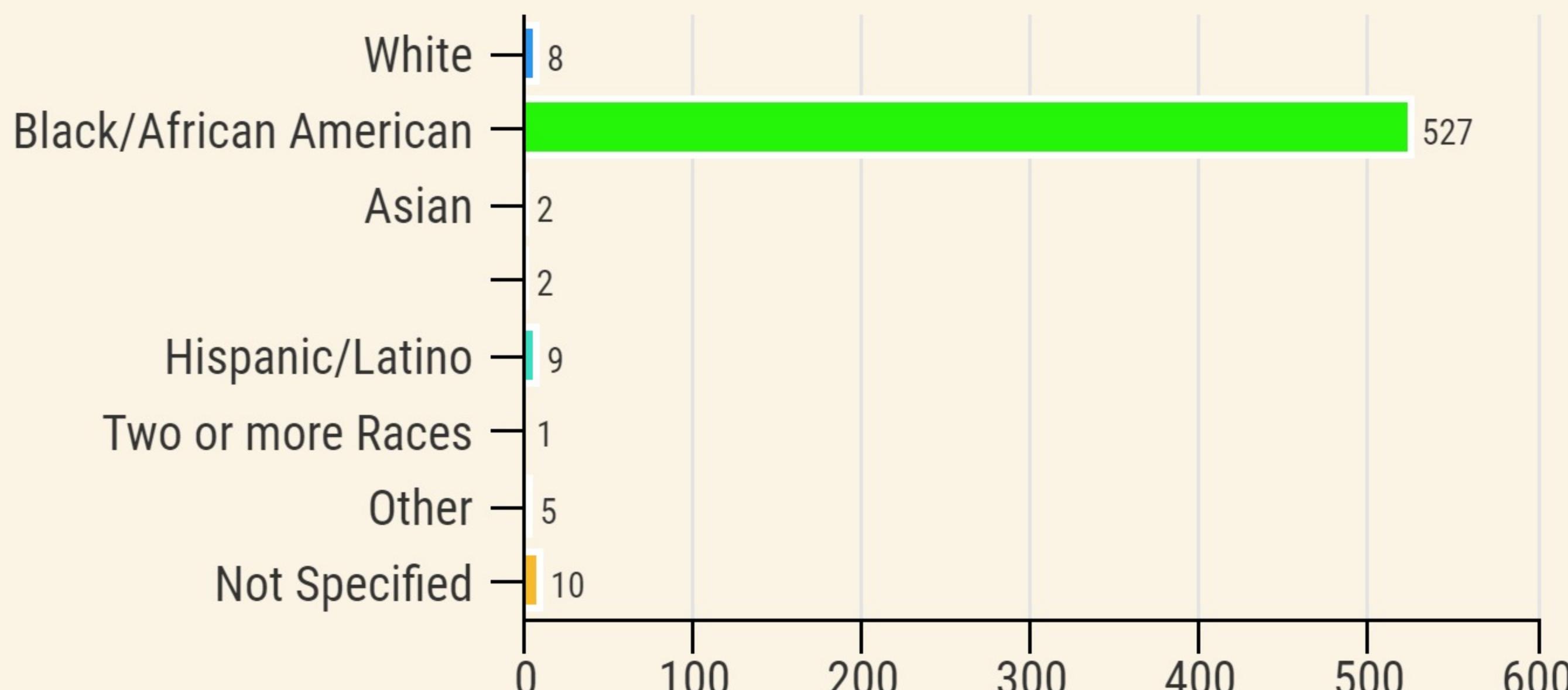
# Baltimore Alliance for Careers in Healthcare

564 participants enrolled  
374 participants completed

## Brief Background

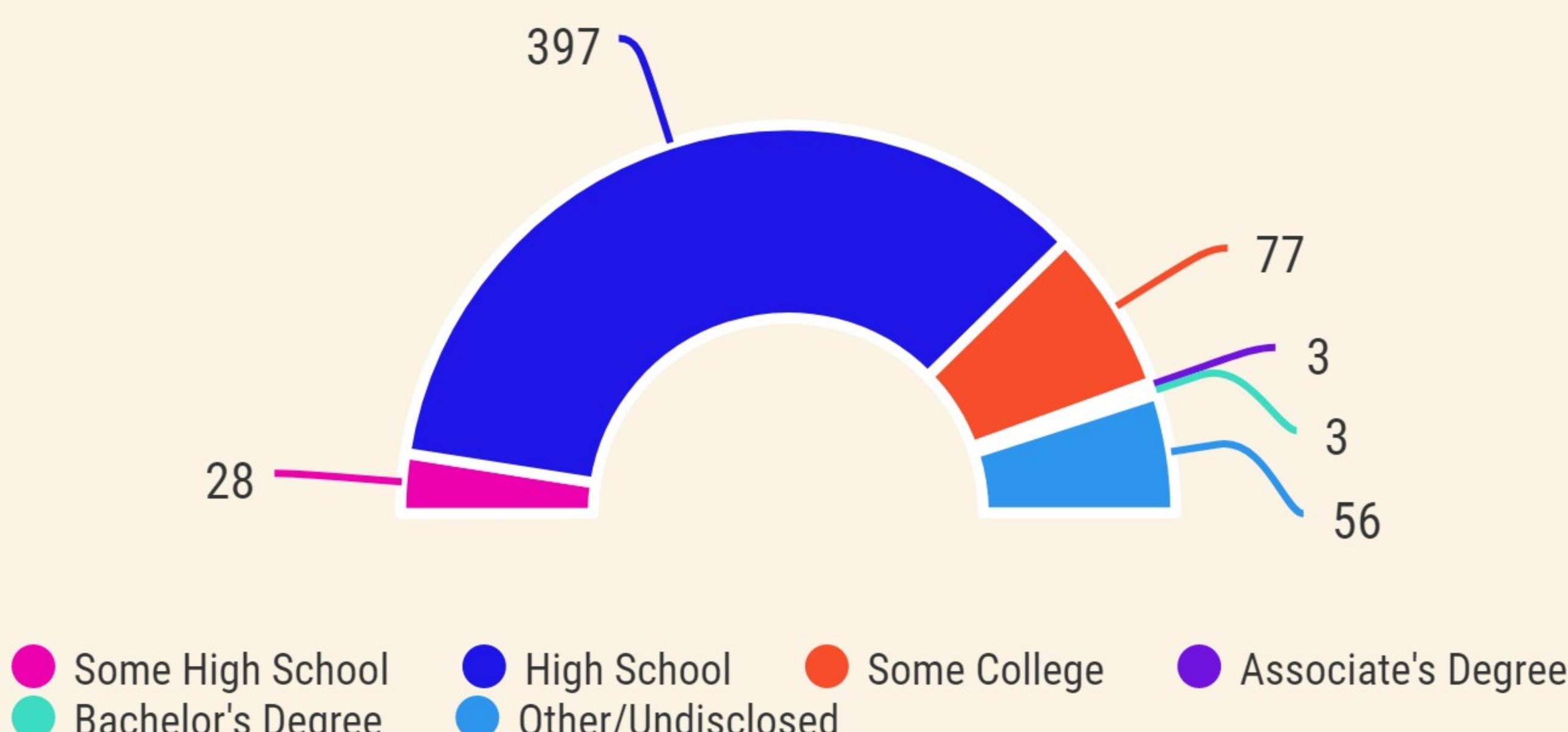
Led by the Baltimore Alliance for Careers in Healthcare, all seven major hospitals in Baltimore City participate in this partnership. Through the Baltimore Healthcare Partnership, community organizations have been able to remove silos, creating and strengthening relationships with employers. The goal of this partnership is to provide essential skills training to participants, and transition those who are job-ready to technical skills training. Participants who do not transition to technical training continue to work with community partners on barrier removal.

# Race Profile

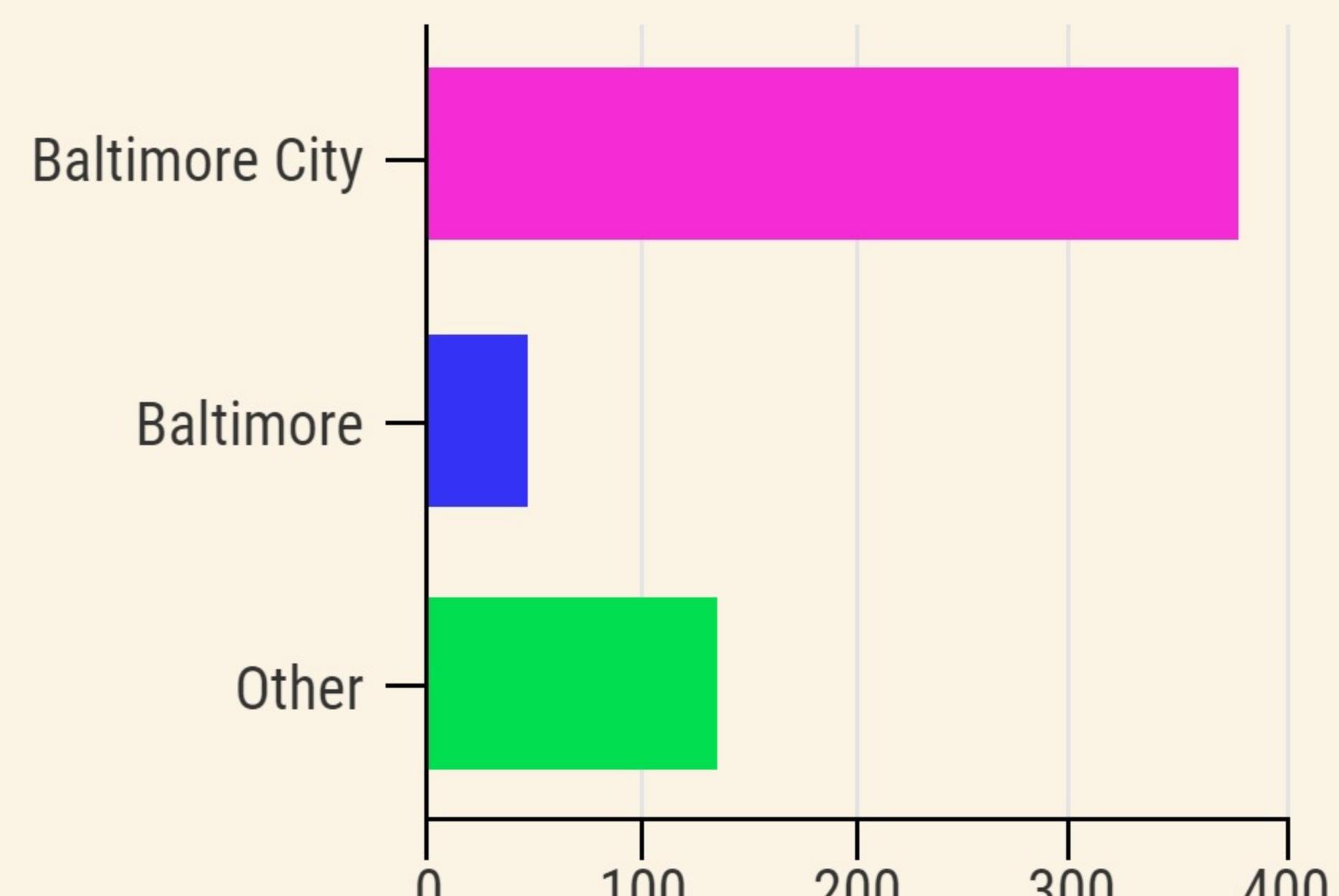


89% (501) of all participants are female.

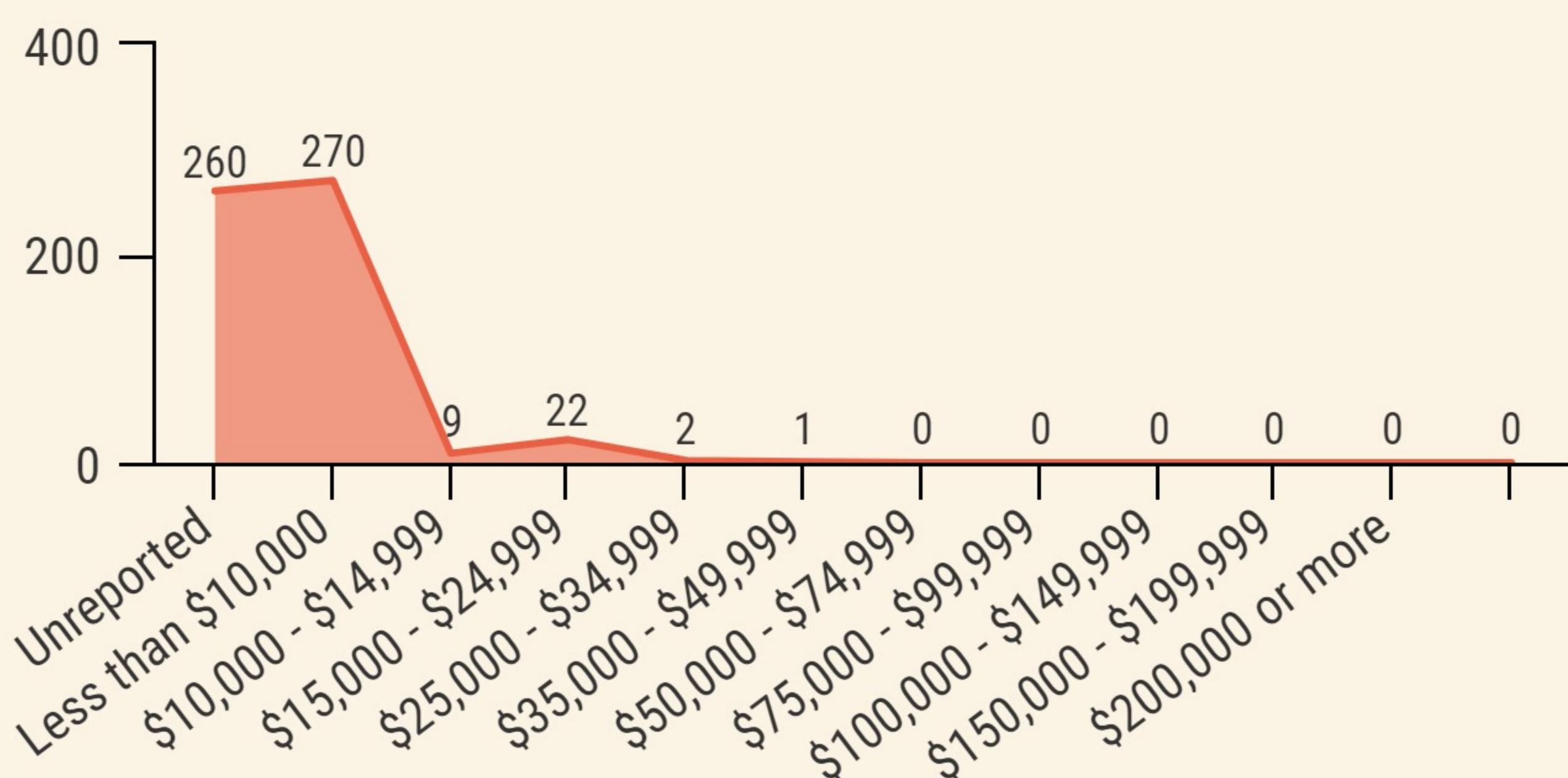
## **Education Profile**



# County of Residence



## Income



**of participants (319)  
who complete  
technical training  
obtain employment**

7

**major hospitals in  
Baltimore City  
participate in program  
design**

## **IT Center for Excellence – Allegany College of Maryland**

Responding to employer demand, Allegany College of Maryland launched the IT Center for Excellence. This EARN partnership is providing training to incumbent workers and students interested in working in the IT industry. Employers cited a need for candidates to have some level of experience before entering even an entry level job. Therefore, the partnership is providing internship opportunities to students from Allegany College and Frostburg State University. This real-life experience is allowing students to become more competitive upon graduation. Employers also identified the need to upskill their current workforce. The partnership is providing different training opportunities, including Project Management, Information Systems, CompTIA, and Information Technology Infrastructure Library.

Overall, this partnership has been very successful. Employers are responding well and remain engaged. Allegany College of Maryland recently earned the EC Council's Accredited Training Center designation, which is the first designation in the tristate region. This is a result of the EARN partnership and its commitment to the region. Due to the industry-led nature of this partnership, almost \$1 million dollars has been awarded to the region to further training in the IT industry.

Despite its success, the partnership did experience a few challenges. One challenge was under-enrollment in some modules. For instance, the partnership did not meet enrollment numbers for the internship module for two semesters. This was due to either a lack of student interest or a lack of employer capacity to host an intern. The partnership convened its employer partners to determine what other training was in high demand. Due to the flexibility of EARN, the partnership worked with the Department to submit a project modification. The modification allowed for the partnership to increase training slots in modules with high demand, thus utilizing the funding more effectively to reach a larger audience.

# IT Center for Excellence

Allegany College

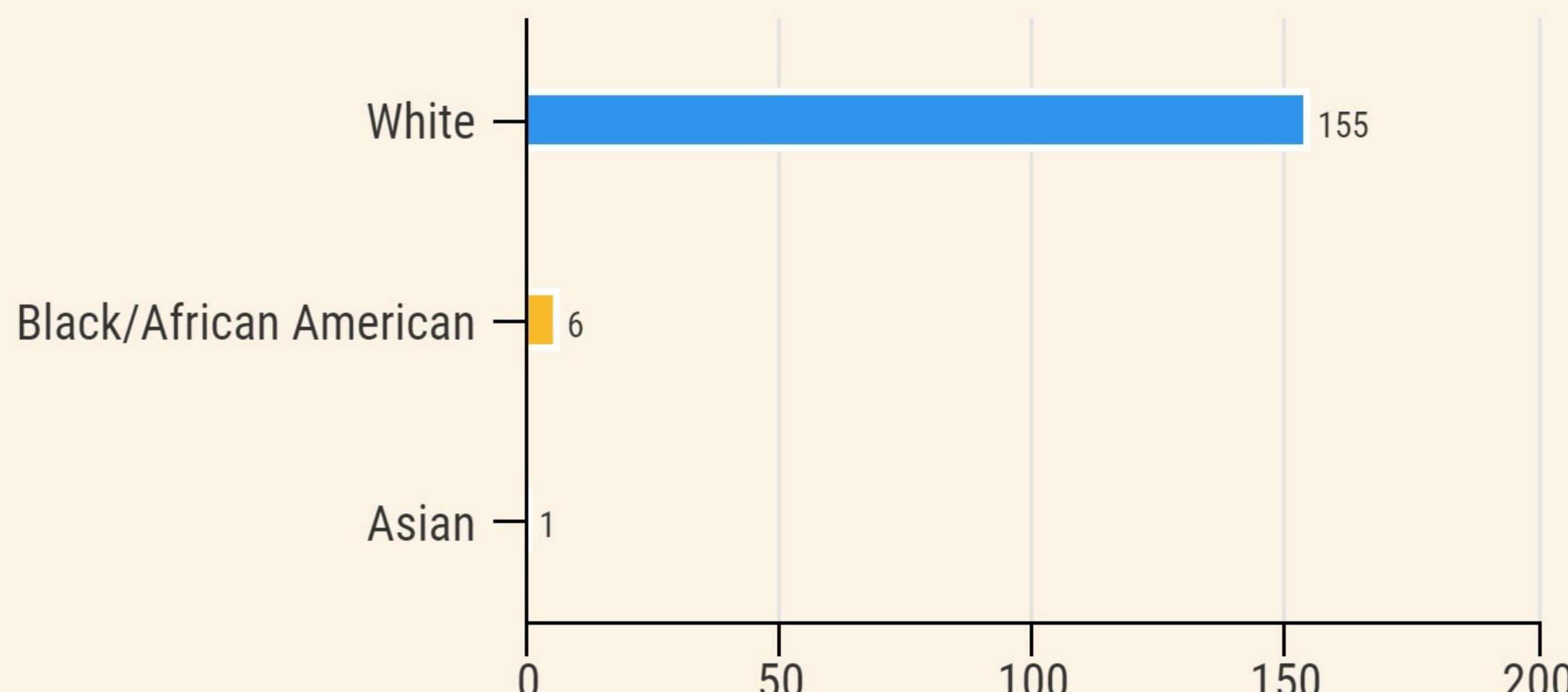
162 students enrolled

130 students completed

## Brief Background

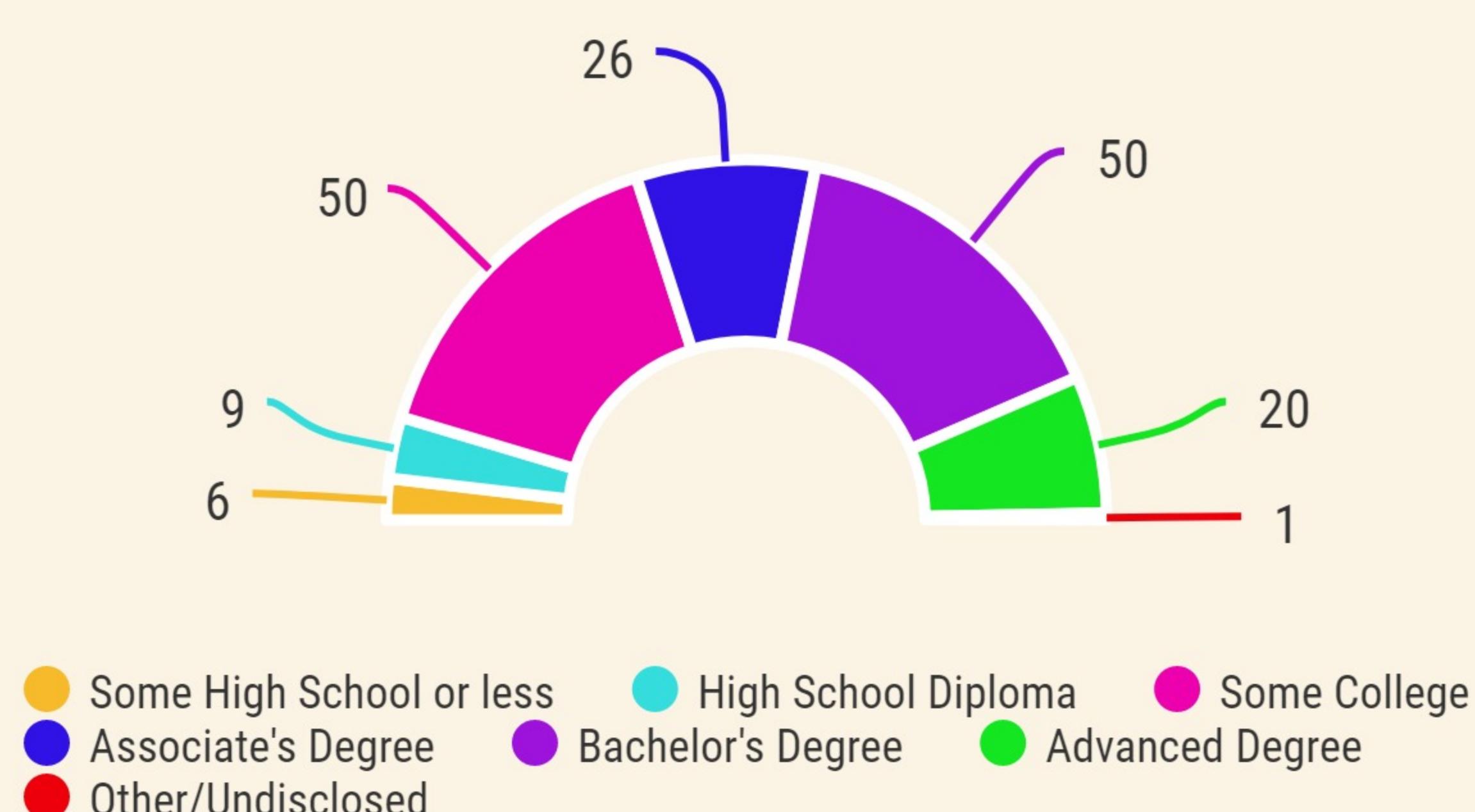
This EARN partnership is providing training to incumbent workers and students interested in working in the IT industry. Employers cited a need for candidates to have some level of experience before entering even an entry level job. Therefore the partnership is providing internship opportunities to students from Allegany College and Frostburg University. Employers also identified the need to upskill their current workforce. The partnership is providing different training opportunities, including Project Management, Information Systems, CompTIA, and Information Technology Infrastructure Library.

## Race Profile

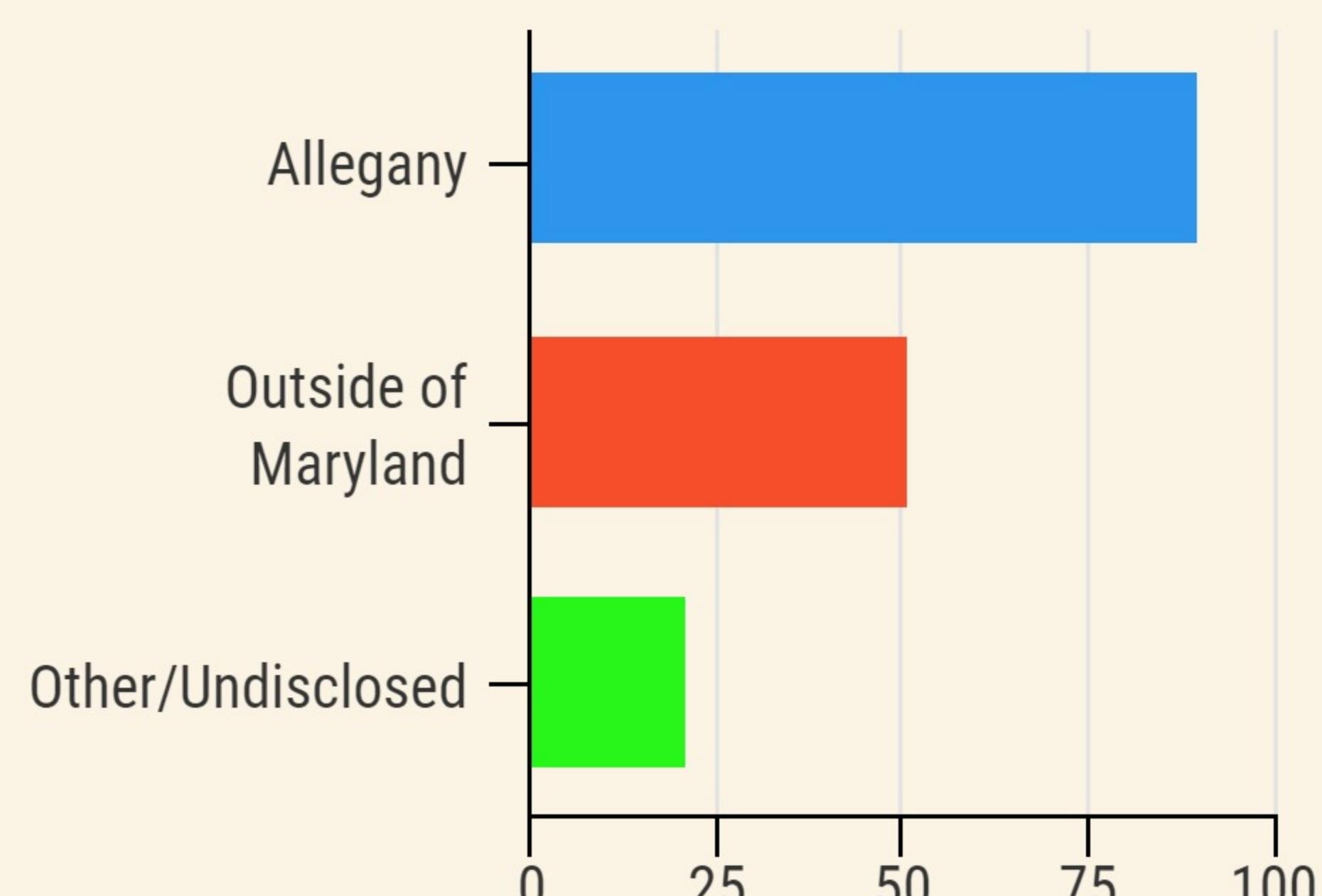


22% (35) of all participants are female.

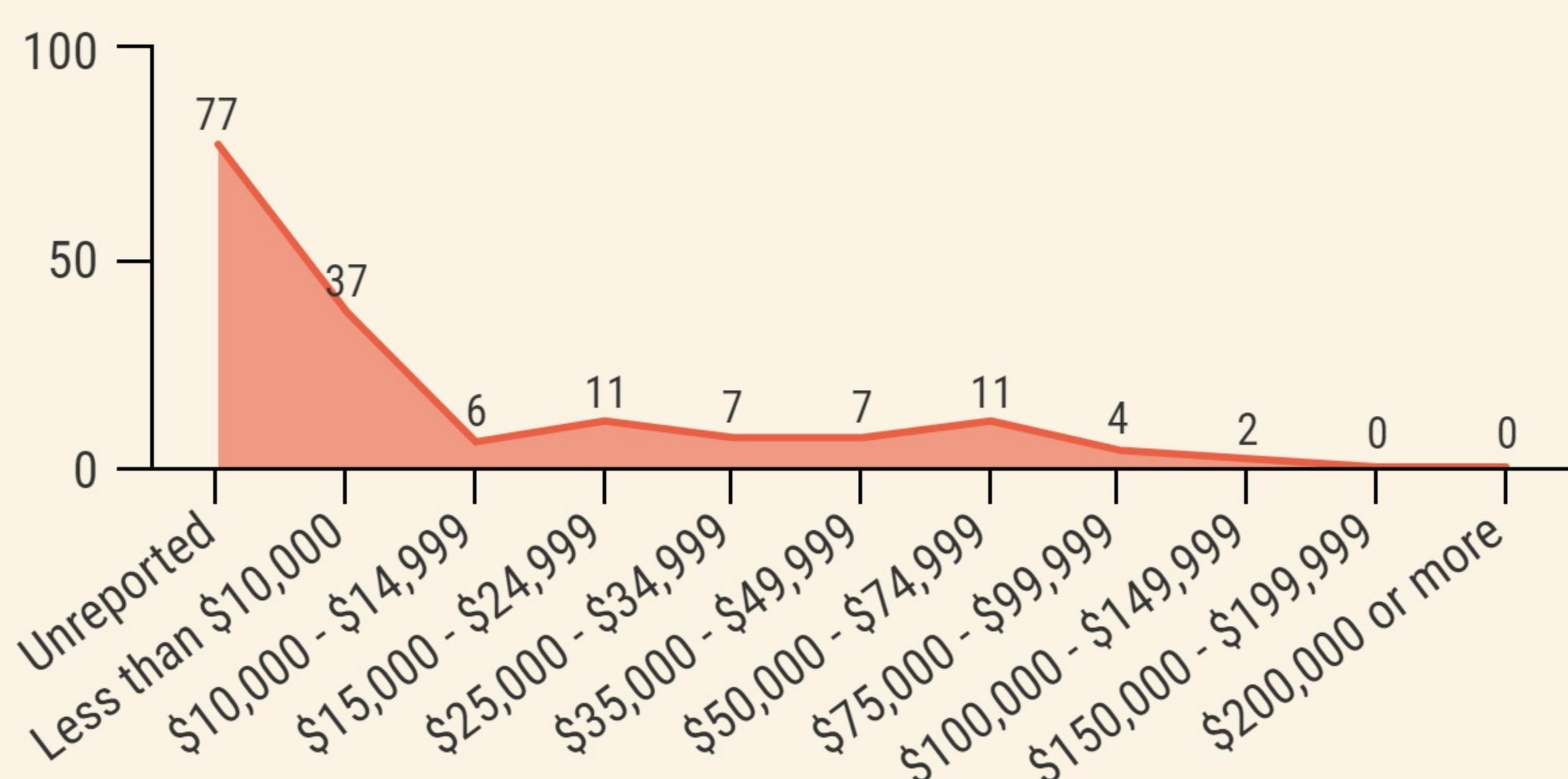
## Education Profile



## County of Residence



## Income



92%

earn new certification, credential or skill

\$14.65

of economic impact is created for every State dollar invested

## **Manufacturing Workforce Partnership of Frederick County – Wright Manufacturing**

This partnership was led by Wright Manufacturing, a local employer in Frederick County. The Manufacturing Workforce Partnership of Frederick County set out to train unemployed, underemployed and incumbent workers. Employer partners identified a need to provide frontline supervisor training, as well as LEAN training, to its incumbent workforce. The partnership also proposed a boot camp module to develop a pipeline of qualified entry level workers.

This partnership experienced multiple challenges. The largest challenge was that the lead applicant was an employer. This means that all aspects of project management, including reporting requirements and scheduling was the responsibility of Wright Manufacturing, who had to balance EARN with running the day-to-day operations of the business. The point-of-contact from Wright felt that the reporting requirements were onerous and time intensive.

About a third of the way through the project, the employer partners stated that training needs in their region had changed. Many of the companies expressed that they would not be hiring new employees in the near future, but needed to upskill their existing workforce. Because industry needs change quickly, the flexibility of EARN allowed for the partnership to put forth new deliverables that focused more on the training of incumbent workers. The Partnership ultimately provided training to almost 90 incumbent workers. Though the partnership met all of the new deliverables, it was decided that they would not pursue additional funding.

# Manufacturing Workforce Partnership of Frederick County

Wright Manufacturing

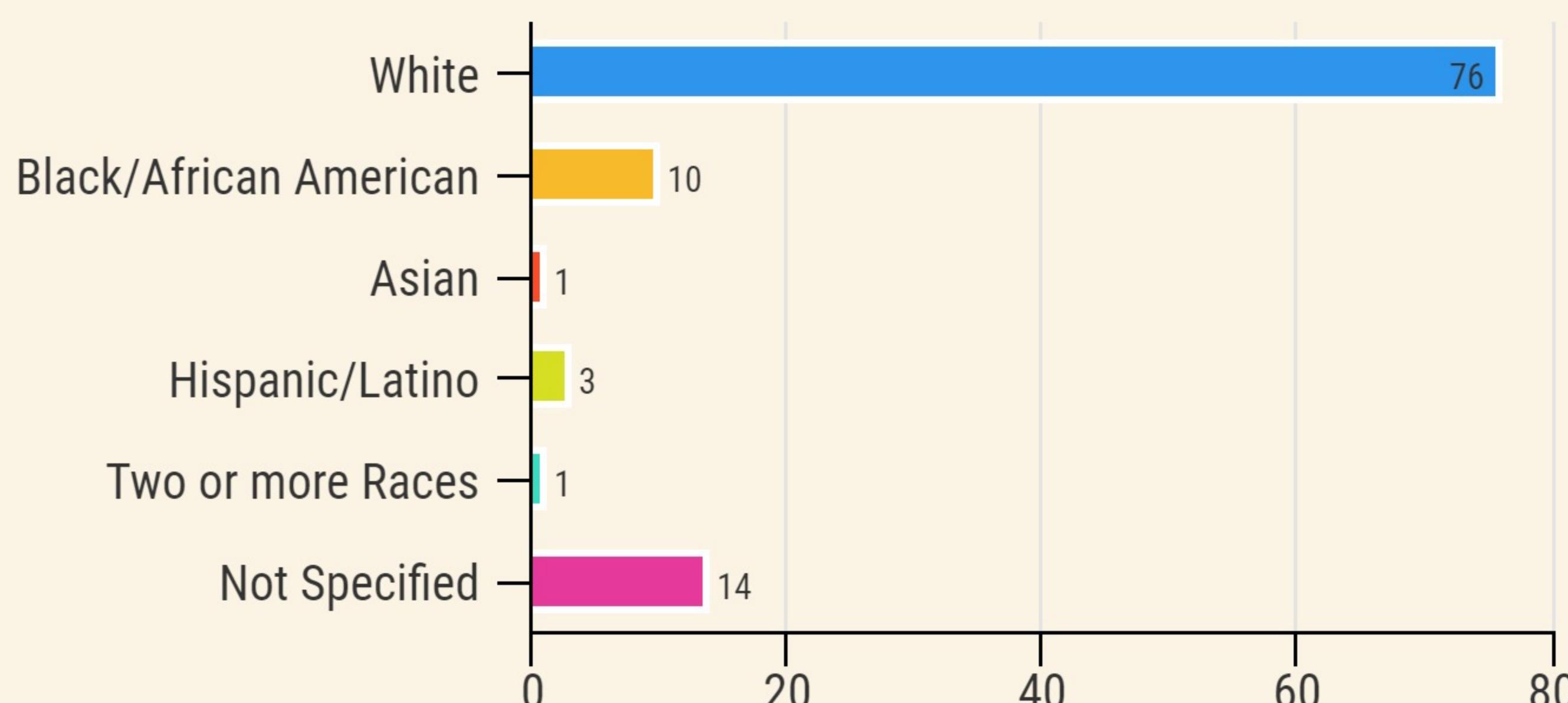
105 students enrolled

105 students completed

## Brief Background

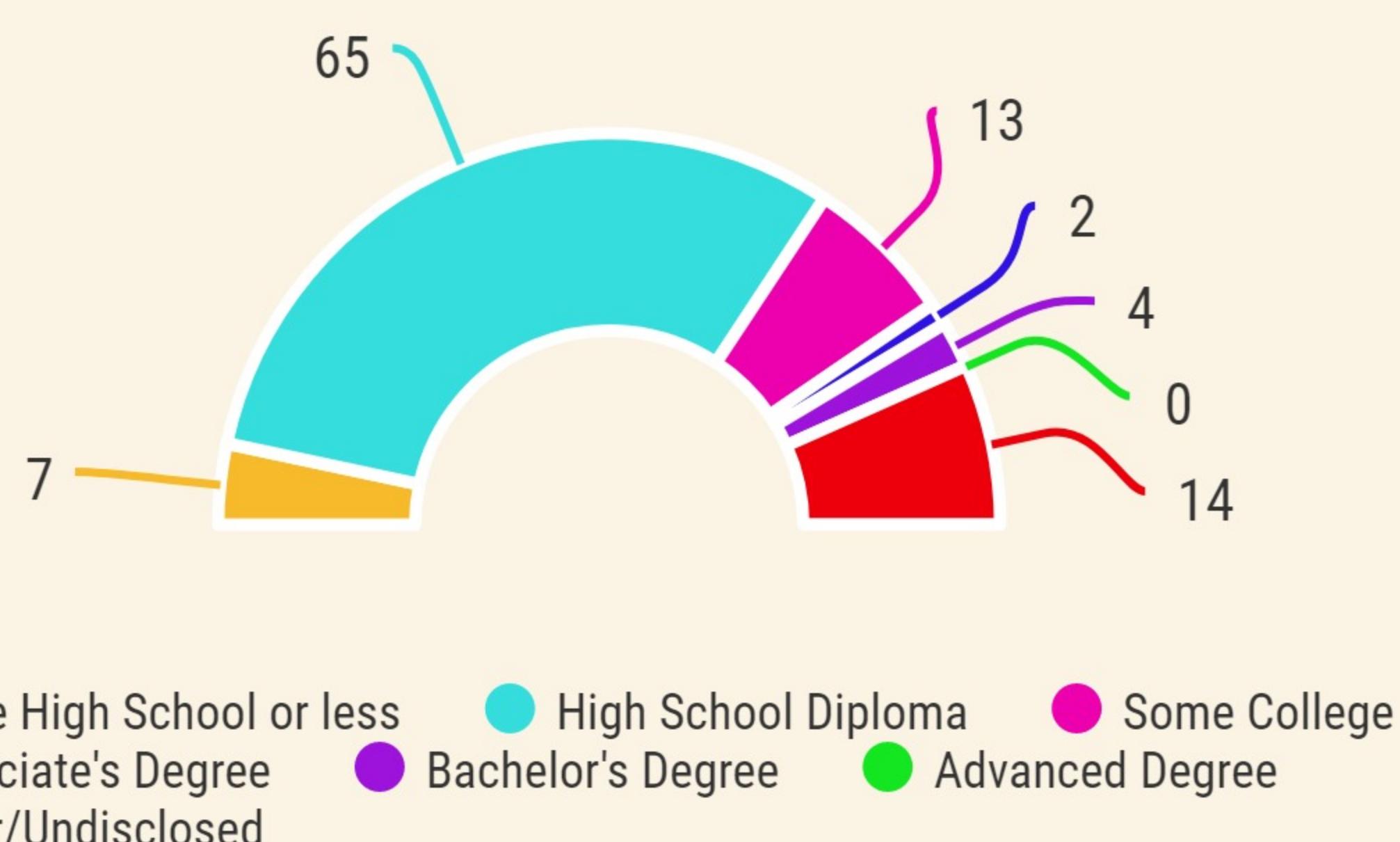
This partnership was led by Wright Manufacturing, a local employer in Frederick County. The Manufacturing Workforce Partnership of Frederick County set out to train unemployed, underemployed and incumbent workers. Employer partners identified a need to provide frontline supervisor training, as well as LEAN training, to its incumbent workforce. The partnership also proposed a bootcamp module to bring on new employees.

## Race Profile

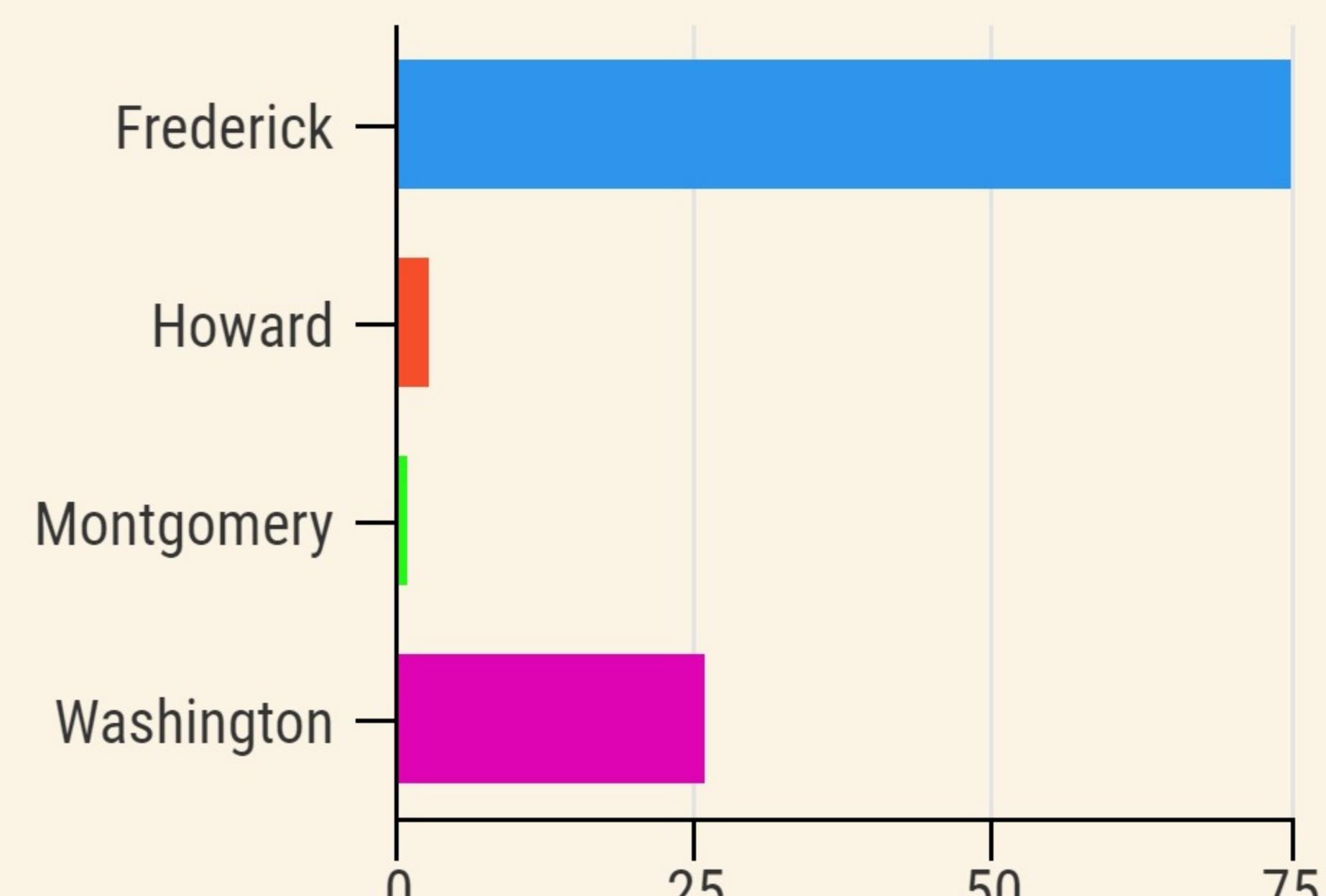


14% (15) of all participants are female.

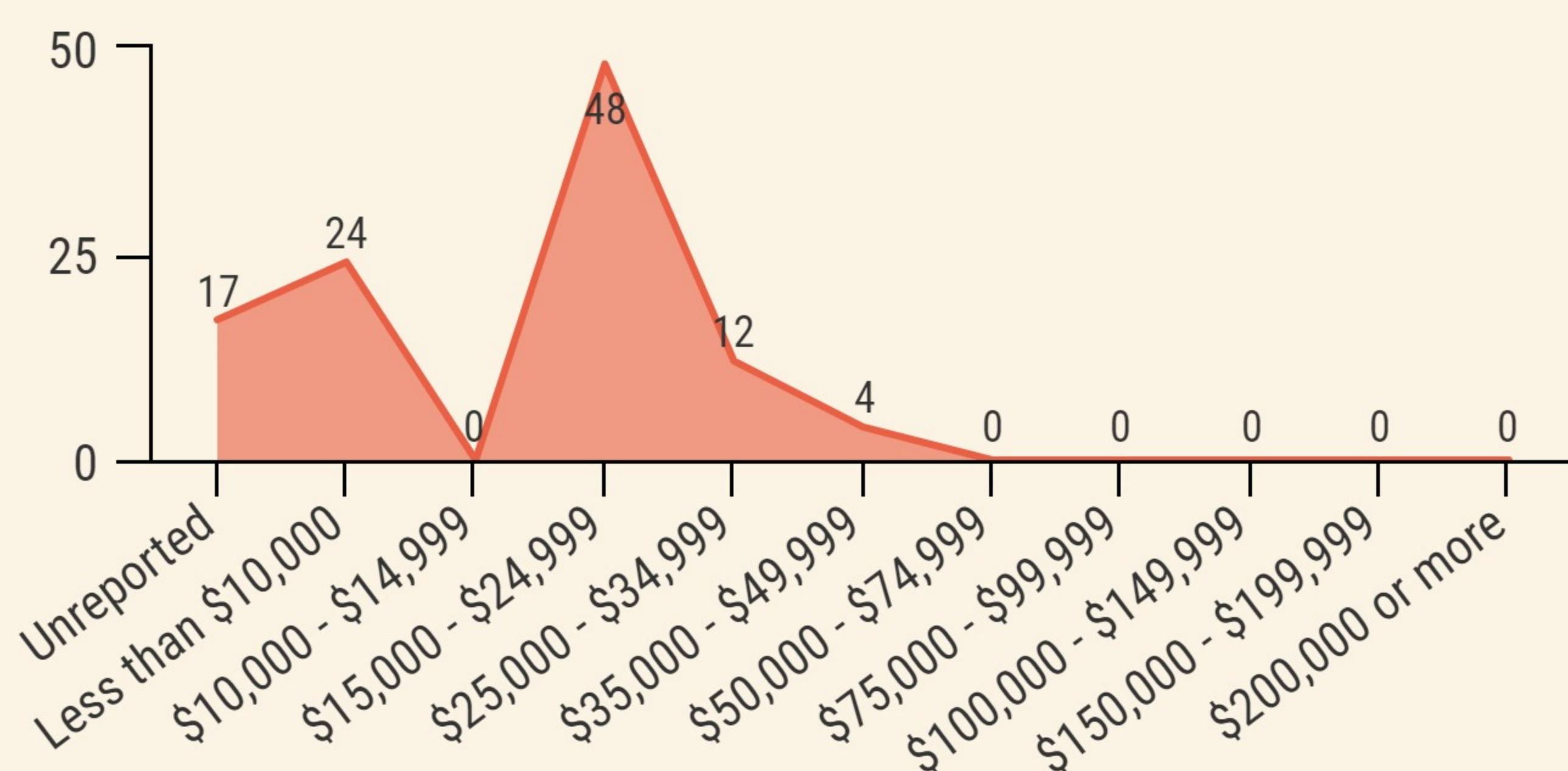
## Education Profile



## County of Residence



## Income



85%

of incumbent workers earn new certification or credential

43%

of unemployed participants obtained employment

## **Marine Trades Industry Partnership – Marine Trades Association of Maryland**

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. The goal of the internship is to educate the younger workforce on the opportunities available in the marine trades industry. To date, 70 percent of interns received further employment. Employers also indicate the need to upskill their current workforce, which is often cost-prohibitive. MTIP is providing incumbent training in a variety of different areas, leading to new certifications, wage increases and title promotions.

This partnership has experienced great success. Employer participation has almost tripled, with nearly 60 employers participating in the partnership. Industry is responding well to the internship program, and report improved outcomes as a result of the incumbent worker training program. EARN has transformed how the marine trades industry in Maryland is implementing workforce development.

One of the largest challenges the partnership has experienced is in the recruitment of youth. Employers express concern at the fact that a majority of their workforce is set to retire over the next few years. It is vital that a pipeline of skilled and qualified workers is available to fill the demand. Therefore, the partnership is trying to “re-brand” the marine trades industry to make it more attractive for young people. Through its work, the partnership has learned that it is also important to engage the parents of young people. It is vital that youth and their parents are educated on the opportunities in the marine trades industry. In an effort to combat the recruitment challenge, the partnership has formulated strong, positive relationships with high schools, community colleges and CAT programs across the State. This strategy has proved fruitful, as the partnership received twice as many applications for the internship program in its second year.

# Marine Trades Industry Partnership

Marine Trades Association of Maryland

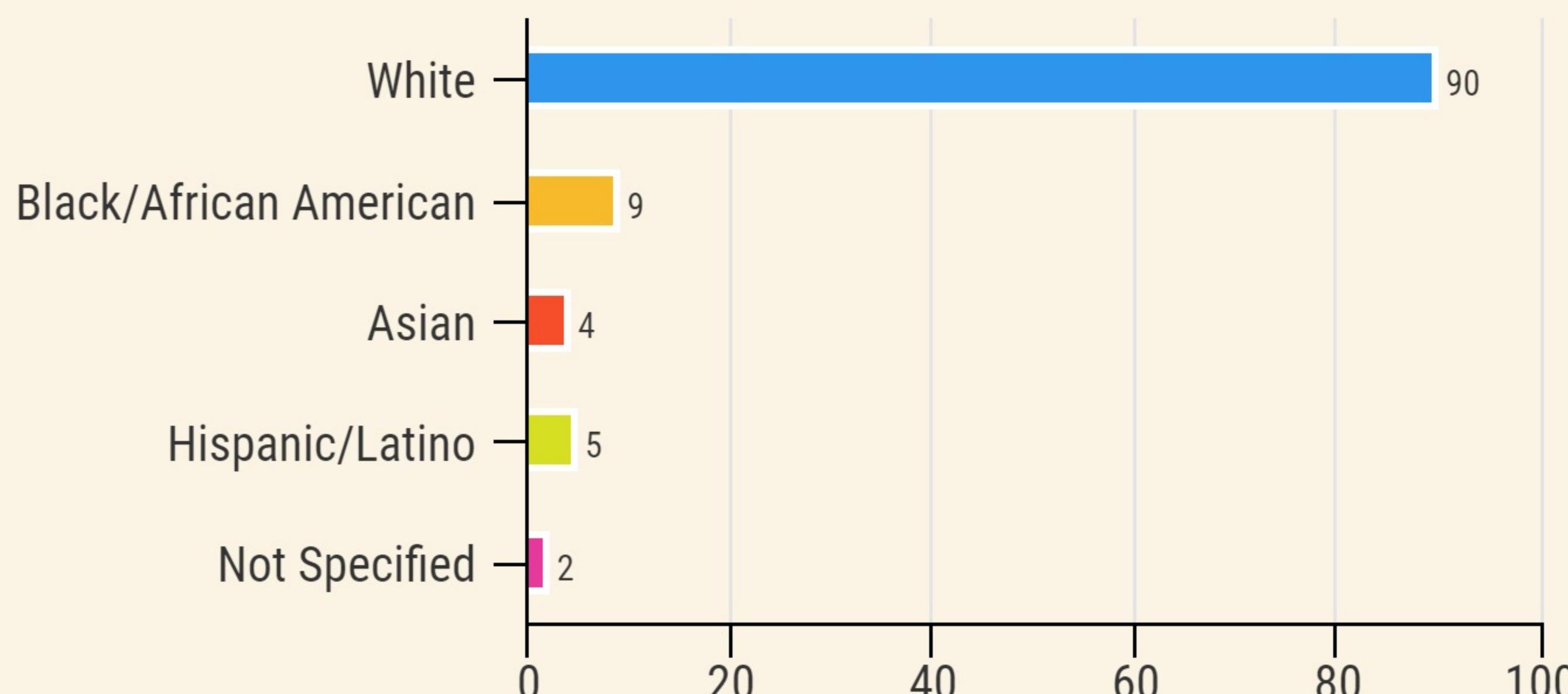
110 students enrolled

105 students completed

## Brief Background

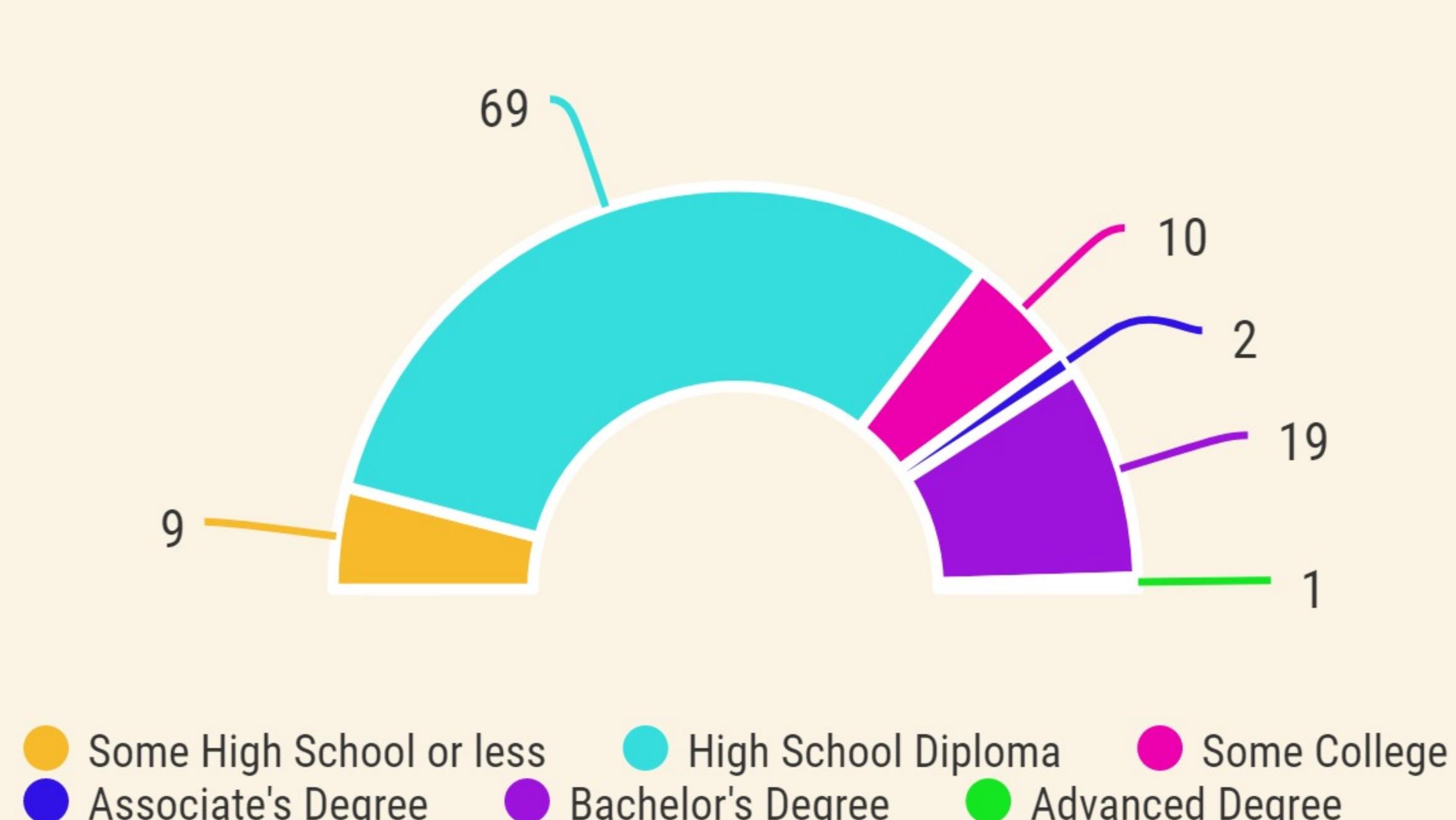
With an aging workforce, the marine trades industry faces an impending shortage of workers. This unique partnership is providing internships to youth in an effort to develop a pipeline for skilled workers. Employers also indicate the need to upskill their current workforce, which is often cost-prohibitive. MTIP is providing incumbent training in a variety of different areas, leading to new certifications, wage increases and title promotions.

## Race Profile

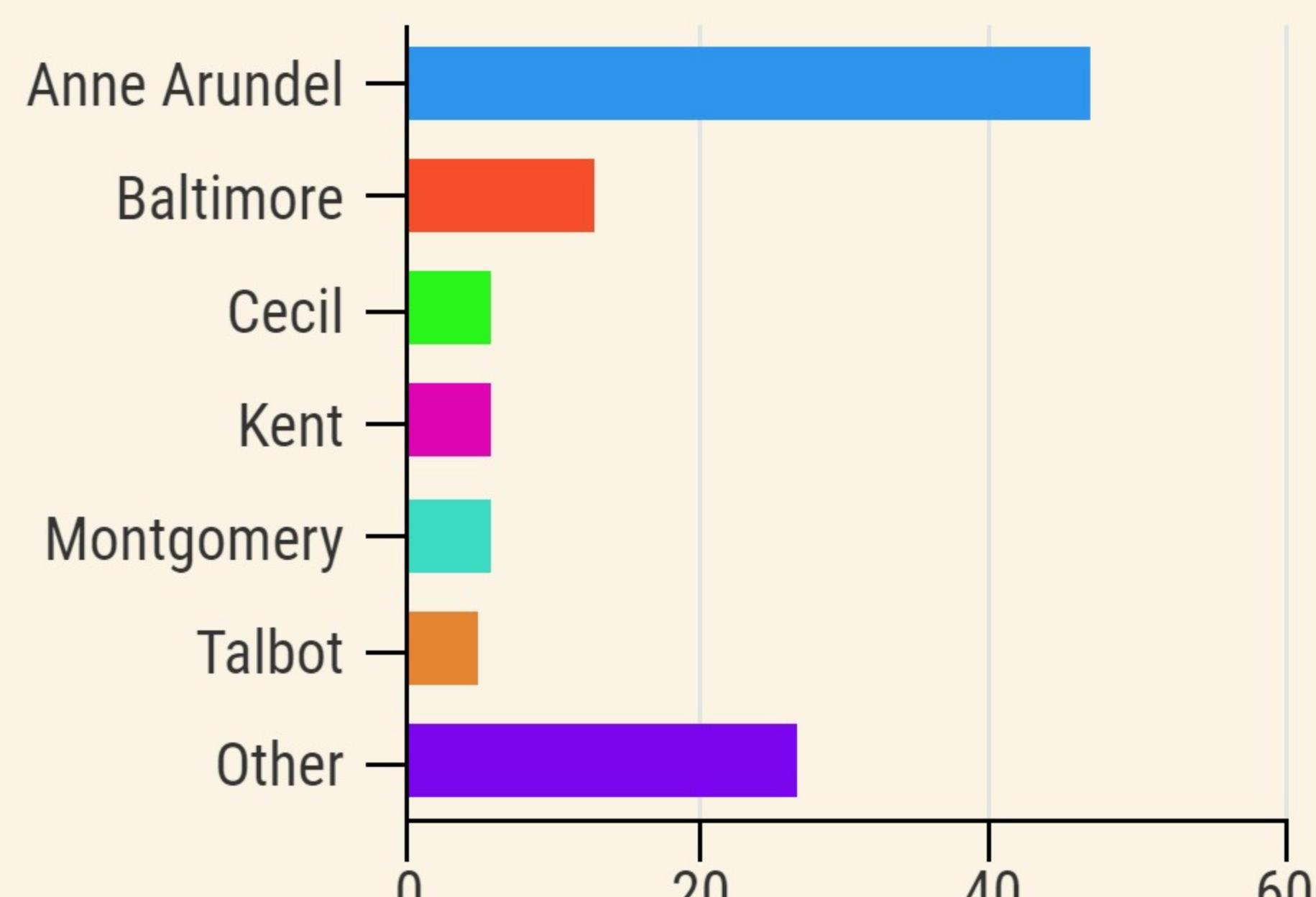


7% (8) of all participants are female.

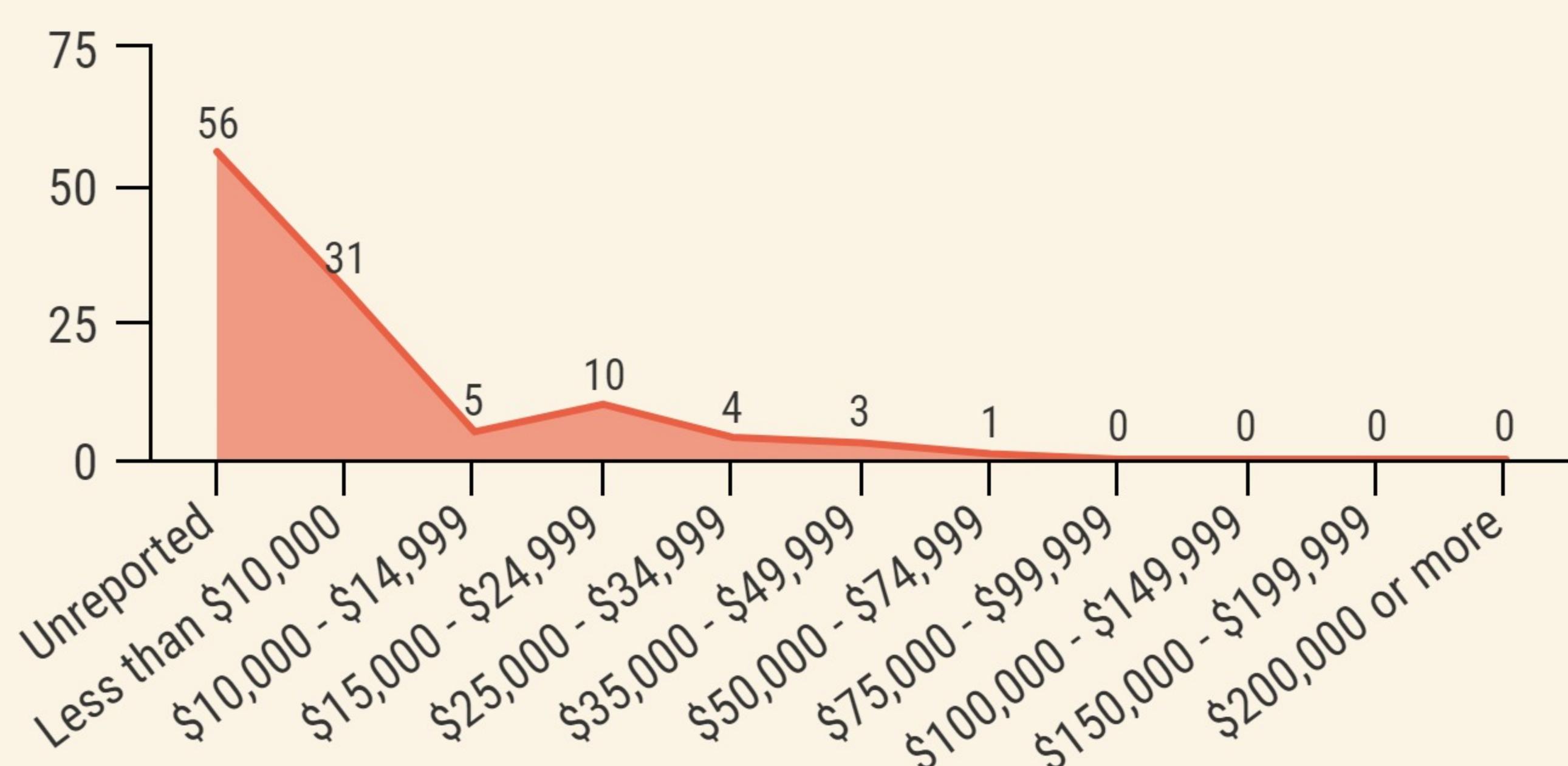
## Education Profile



## County of Residence



## Income



70%

of interns retain employment upon completion of training

79

new certifications or credentials earned

## **Maritime Transportation and Logistics Program – Maryland New Directions**

Led by Maryland New Directions, the Maritime Transportation and Logistics Program is providing technical and essential skills training to unemployed and underemployed participants. This training, meant to prepare participants for a career in the maritime industry, consists of 60 hours of essential skills training and 30 hours of industry specific field training, including warehousing, logistics and customer service. Participants have the opportunity to earn their forklift certification and Transportation Identification Worker Card, which is a requirement to work at the Port of Baltimore. As of June 30, 2016, 226 participants have completed the program with 178 obtaining employment.

Due to the industry-led nature of the program, the partnership has leveraged almost \$450,000 since program inception, allowing the program to grow and reach a larger number of participants. Additionally, Maryland New Directions launched an Industry Advisory Council comprised of employers and subject-matter-experts. The Industry Advisory Council meets four times a year and discusses industry trends. The group will refine the program curriculum to ensure participants exit the program with the necessary skills to be successful in the maritime industry.

Despite its success, the partnership has encountered a few challenges. One challenge was the number of participants who expressed interest in the program but had multiple barriers to employment, including criminal backgrounds. Due to the nature of the work at the Port of Baltimore, hiring practices were strict. The partnership engaged new industry employers who were not based at the Port of Baltimore, thus having a bit more flexibility in hiring someone with a criminal record. Additionally, Maryland New Directions worked with participants to identify other trainings or opportunities that were more conducive to their situation.

The partnership also did not anticipate the large demand and interest in the training. On average, more than 100 potential candidates would attend orientation for a cohort size of 30. This required the partnership to develop a series of screening and assessment procedures that would enable Maryland New Directions to handle the large interest and properly identify candidates who would be a good fit for training.

# Maritime Transportation Distribution and Logistics Partnership

Maryland New Directions

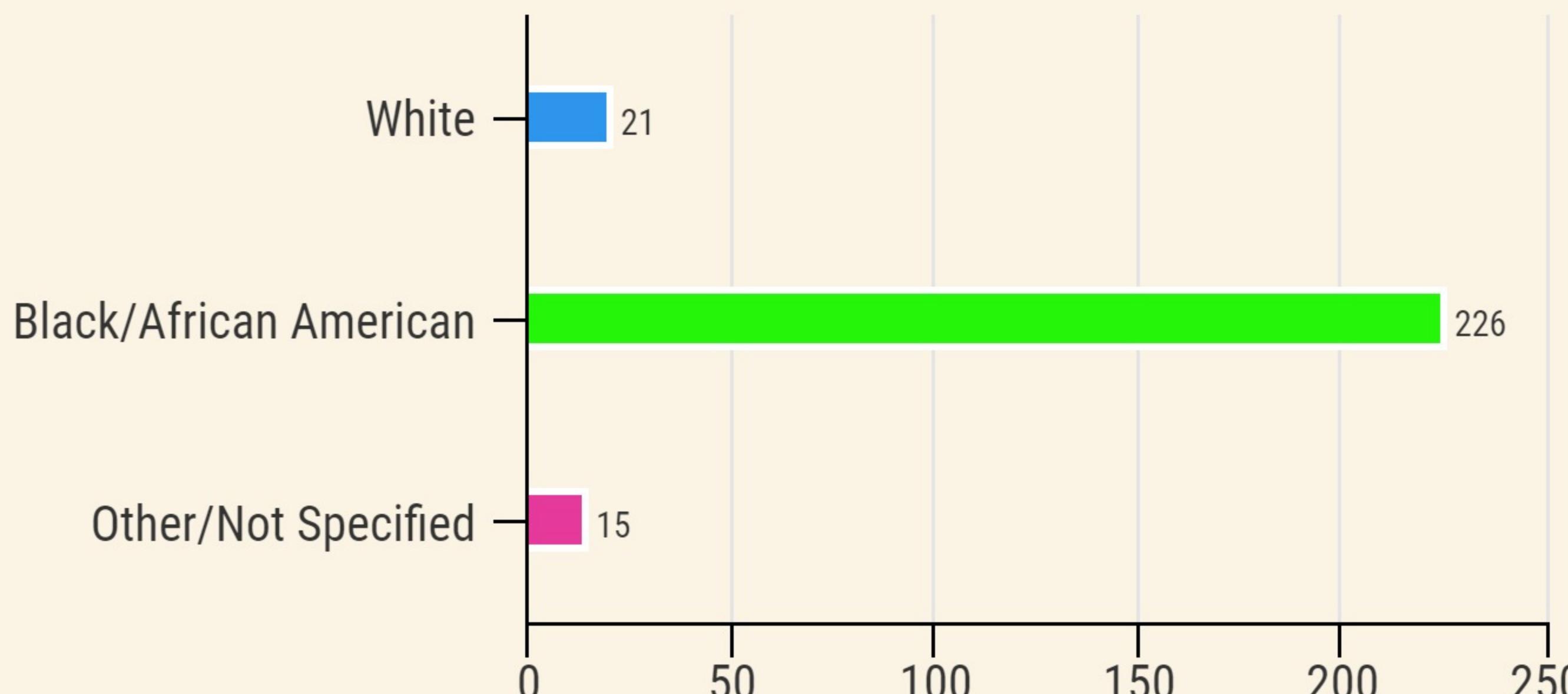
262 students enrolled

226 students completed

## Brief Background

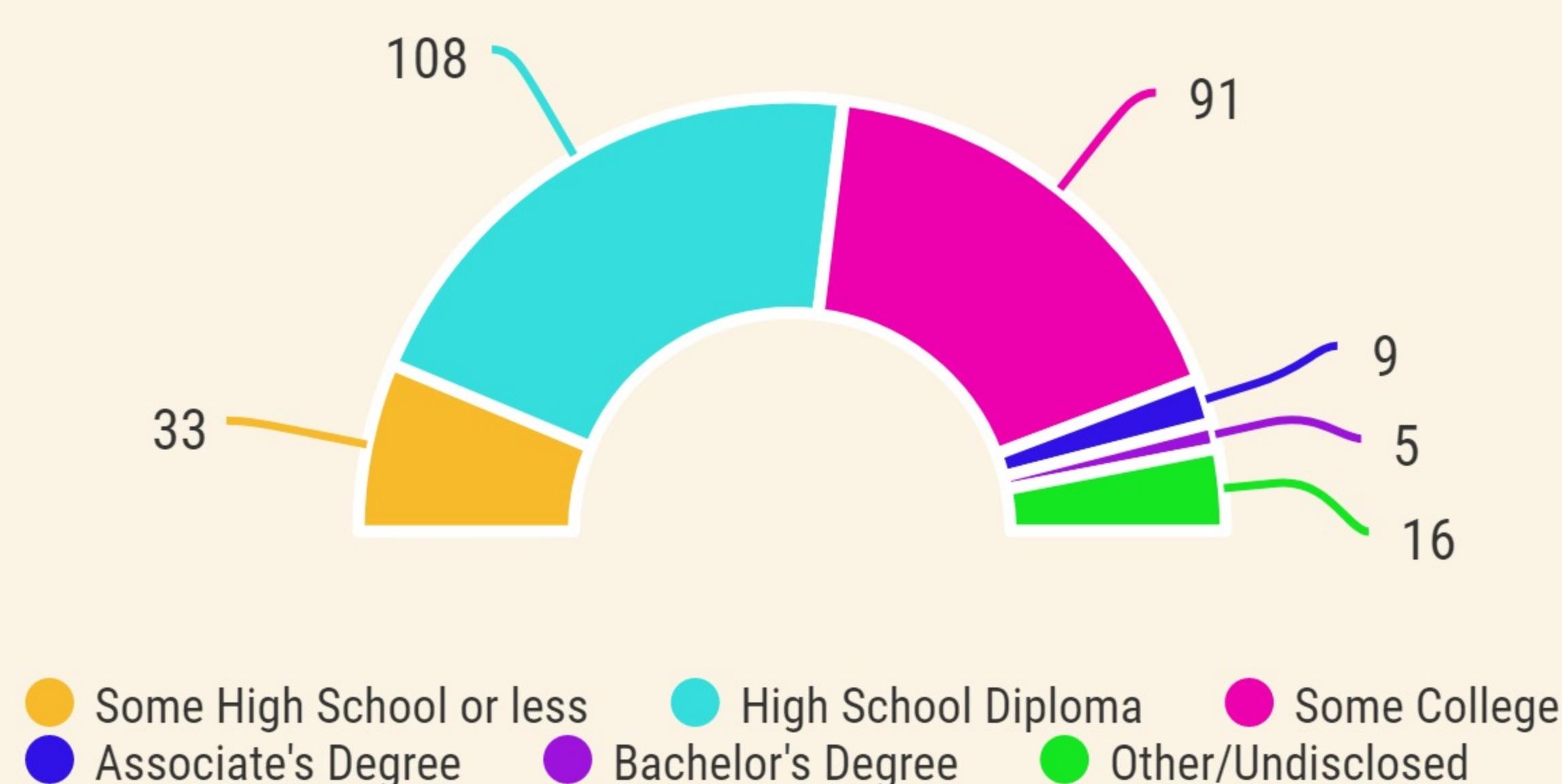
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## Race Profile

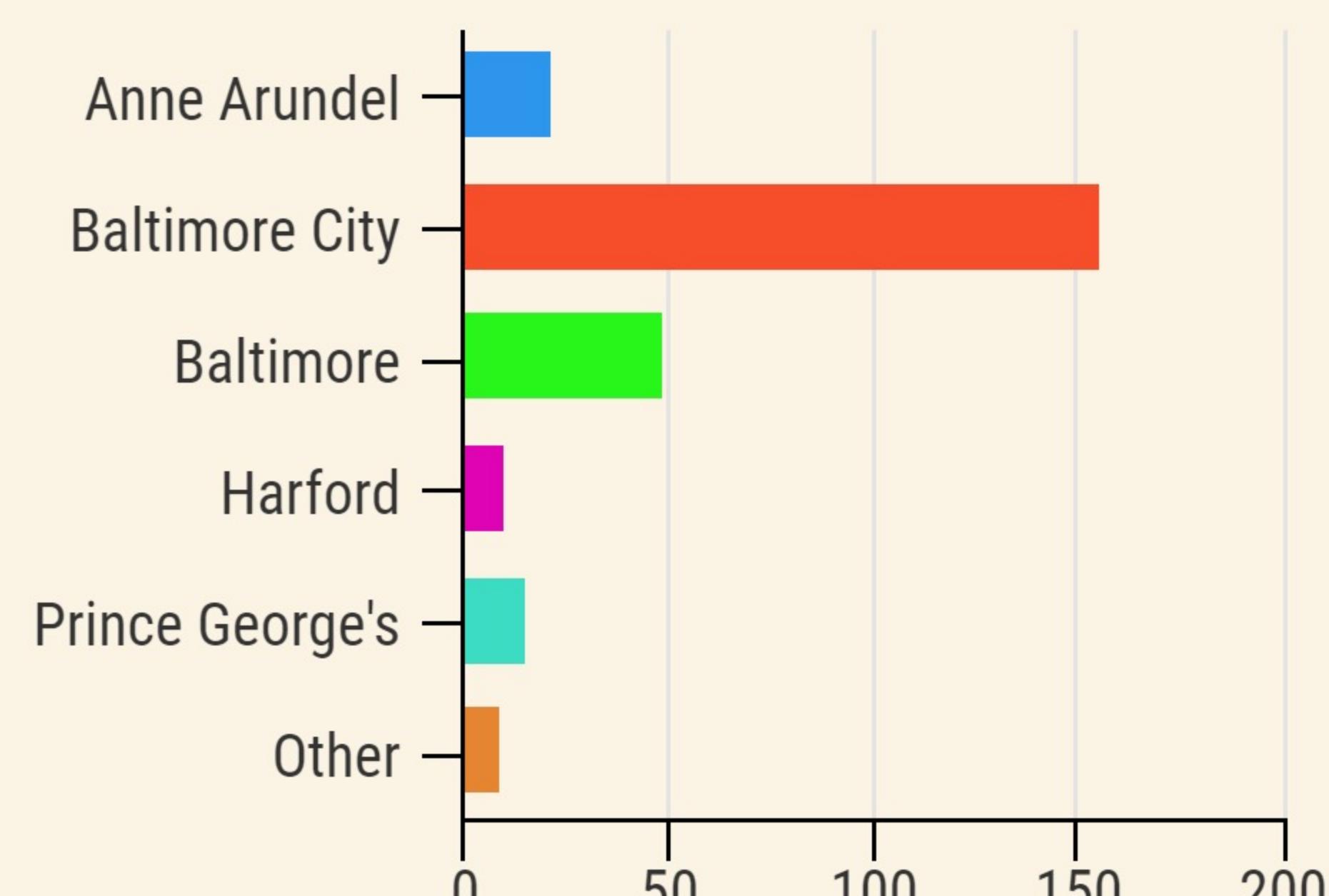


41% (108) of all participants are female.

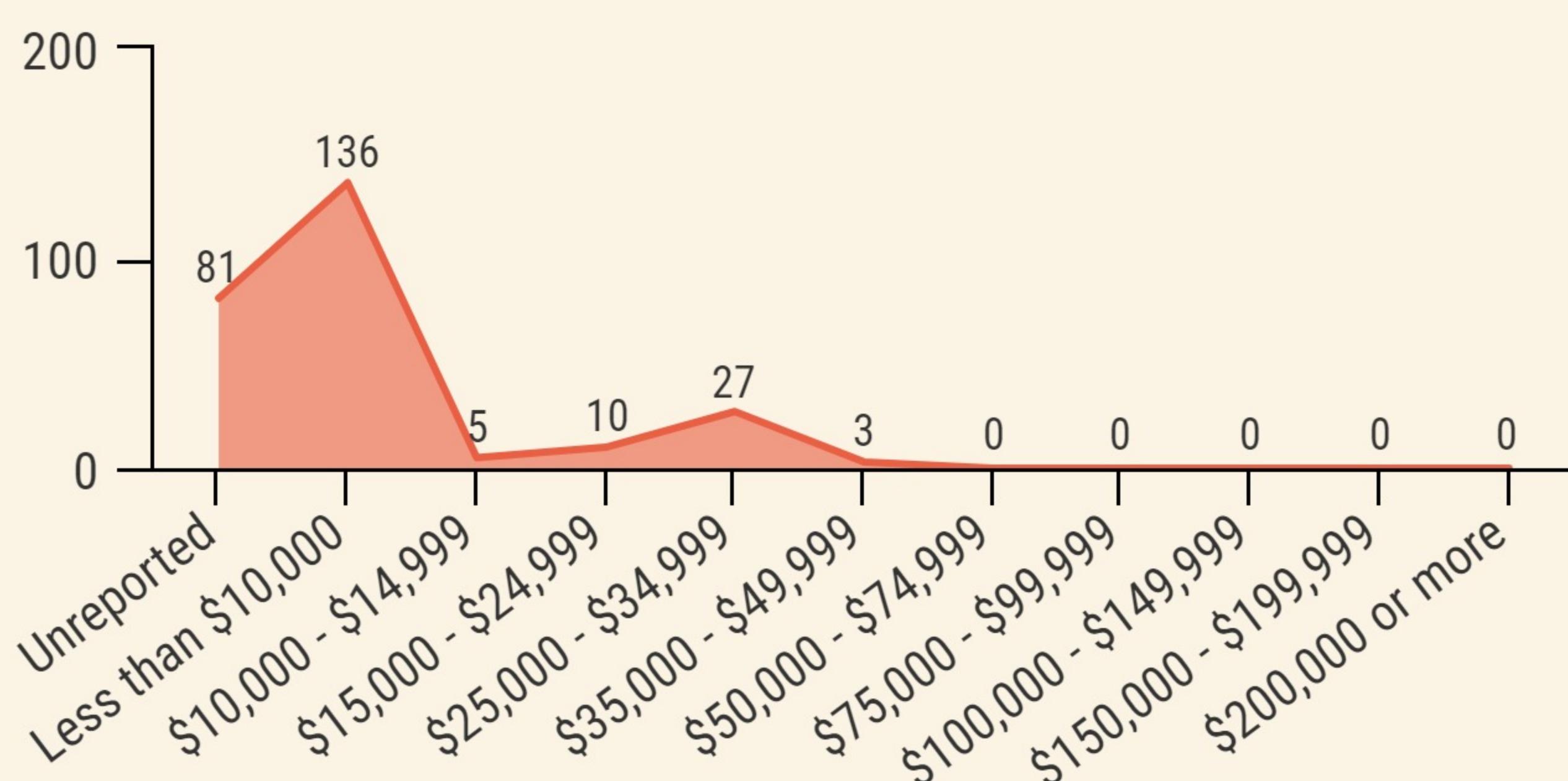
## Education Profile



## County of Residence



## Income



of completers obtain employment

79%

new certifications or credentials earned

120

## **Maryland Manufacturing Bootcamp – Maryland Manufacturing Extension Partnership**

Led by the Maryland Manufacturing Extension Partnership, a state intermediary, the Maryland Manufacturing Bootcamp works with over twenty employer partners to reach unemployed, underemployed and incumbent workers. Manufacturers express a difficulty in finding qualified workers ready and able to work. To alleviate this challenge, the partnership is implementing a customizable boot camp aimed at teaching basic manufacturing, employability and life skills. Employers also identified a need to upskill their incumbent workforce. However, incumbent training brings about three different costs: tuition, wages and lost production time, making incumbent worker training cost prohibitive. This partnership implements a match program, where employers pay for 50 percent of training and EARN funding pays for the rest.

The partnership initially set out to train 50 incumbent and 100 unemployed or underemployed workers. However, similar to the Frederick County Manufacturing Partnership, employers identified that the needs of the industry had changed. While it remained true that employers struggled to find qualified workers, the participating employers did not have a need as large as the initial deliverable. The partnership submitted a modification, which allowed for the training of more incumbent workers and a smaller number of unemployed and underemployed workers. As of June 30, 2016, the partnership had trained 76 participants through the boot camp and over 200 incumbent workers. The boot camp has been quite successful and employers throughout the State have expressed interest in utilizing this model for hiring. Seventeen different manufacturers have participated in the incumbent worker training, leading to a reported \$214,000 in cost savings and 145 jobs retained.

The largest challenge faced by this partnership was with the boot camp. The partnership took for granted all of the different components necessary to implement a training program, especially one that targets the hardest-to-serve. For instance, MEP was not familiar with screening, recruitment and barrier removal processes. Therefore, it was important for MEP to identify and partner with the appropriate organizations, including non-profit agencies, community based organizations and local workforce areas, which were adept at handling these aspects of the program. With the help of EARN Maryland staff, the partnership formulated strong relationships across the State that proved effective in working with hard-to-serve participants.

Another challenge was in data collection. Because MEP works with so many different employers, the partnership had to develop a data collection system that would be conducive to program requirements. Once the system was developed and streamlined, data collection was much easier.

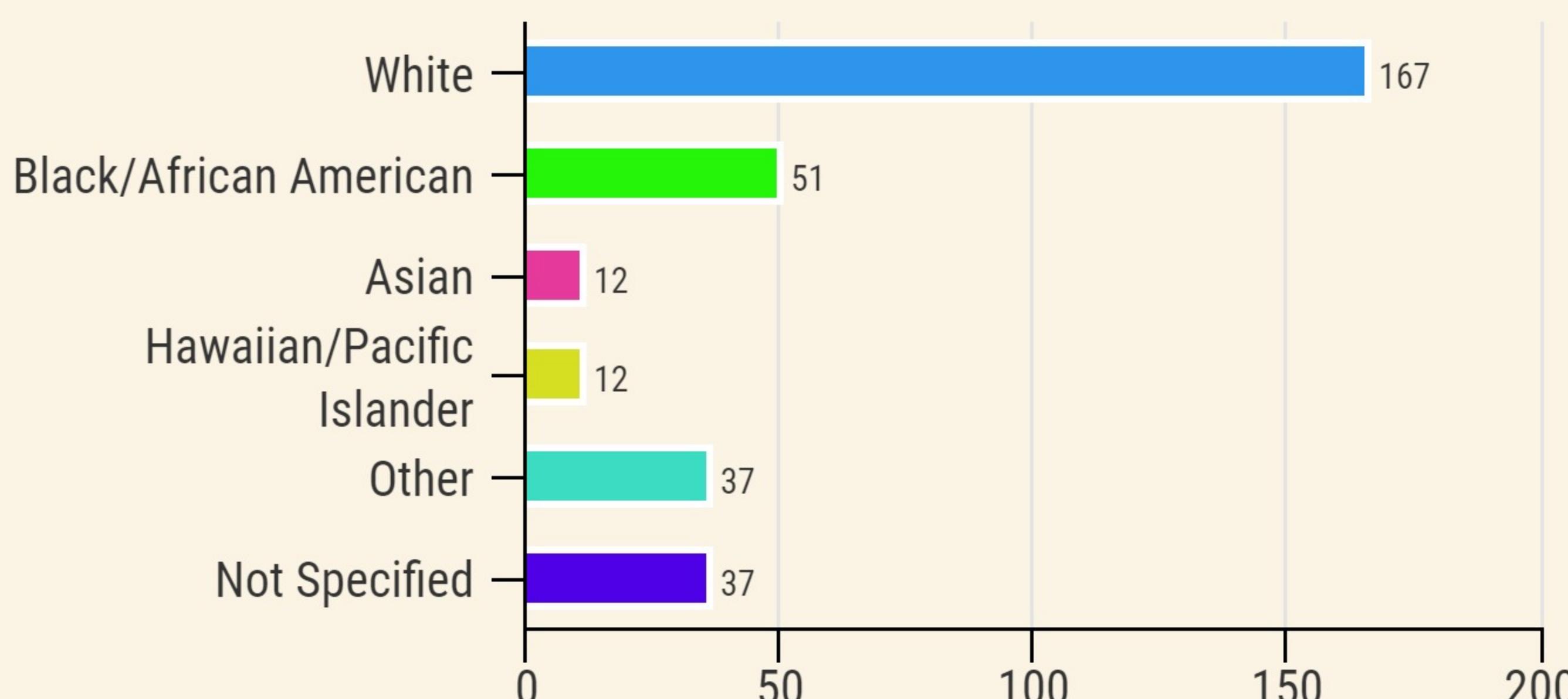
# Maryland Manufacturing Bootcamp

Maryland Manufacturing Extension  
Partnership  
281 students enrolled  
263 students completed

## Brief Background

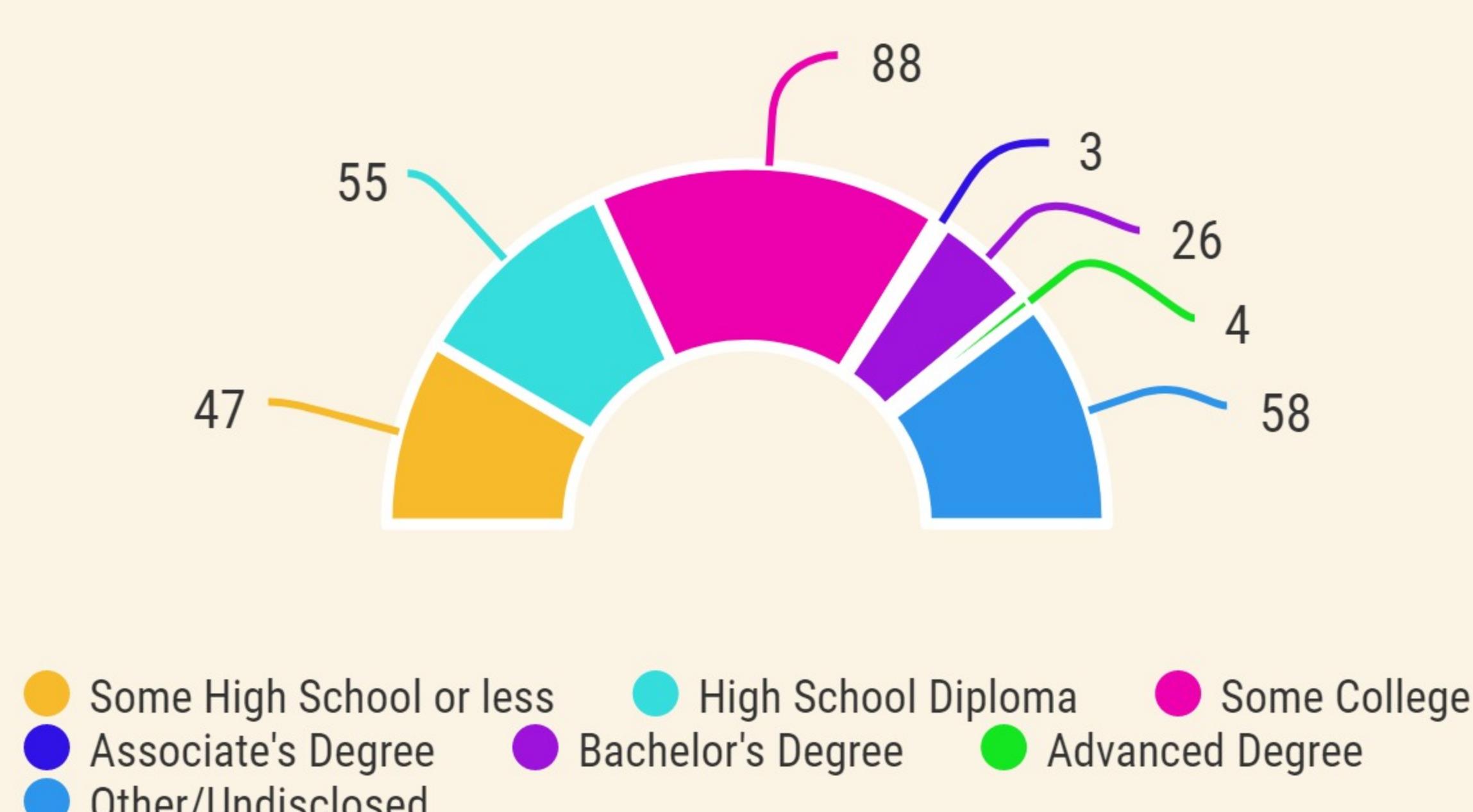
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## Race Profile

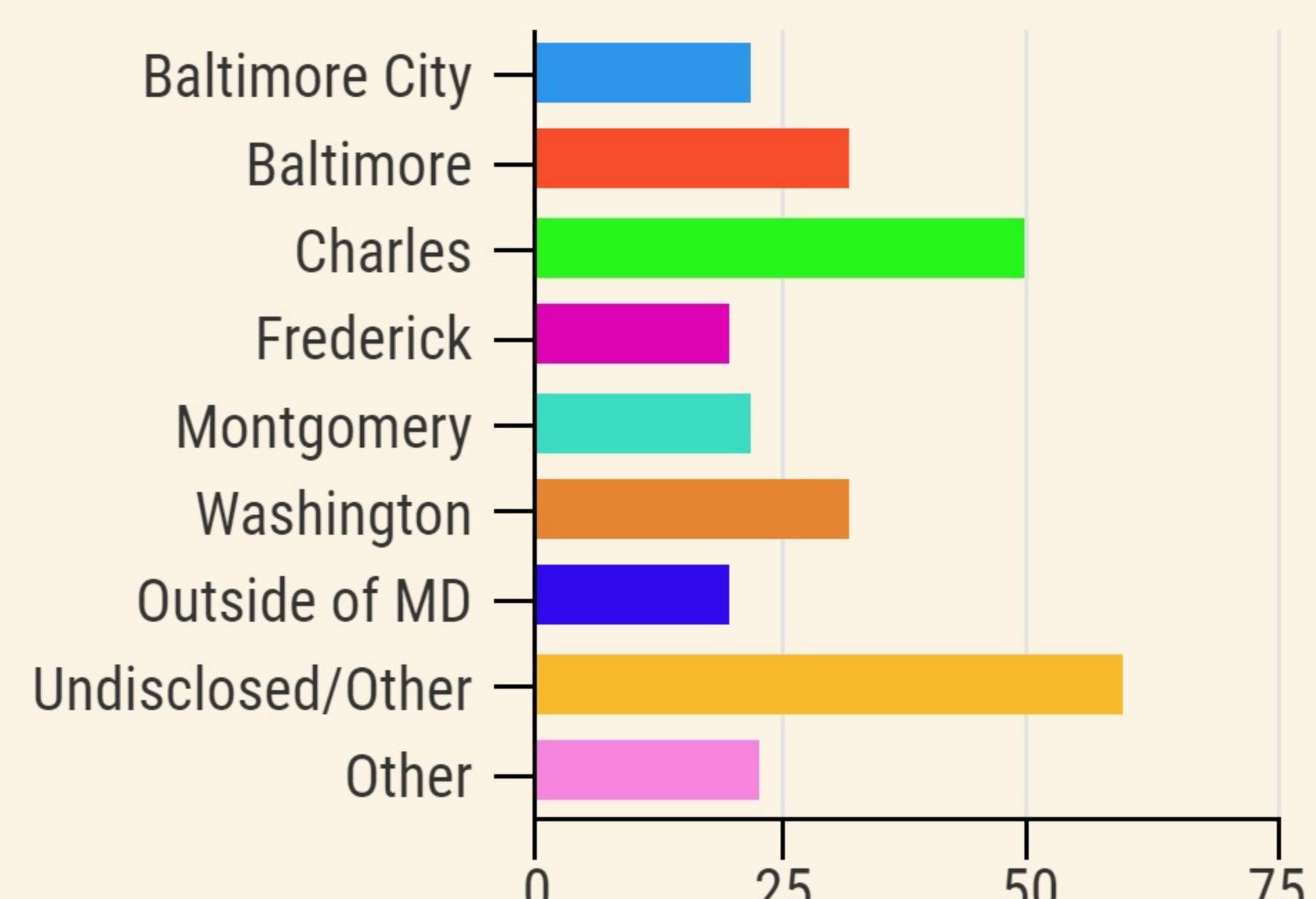


44% (124) of all participants are female.

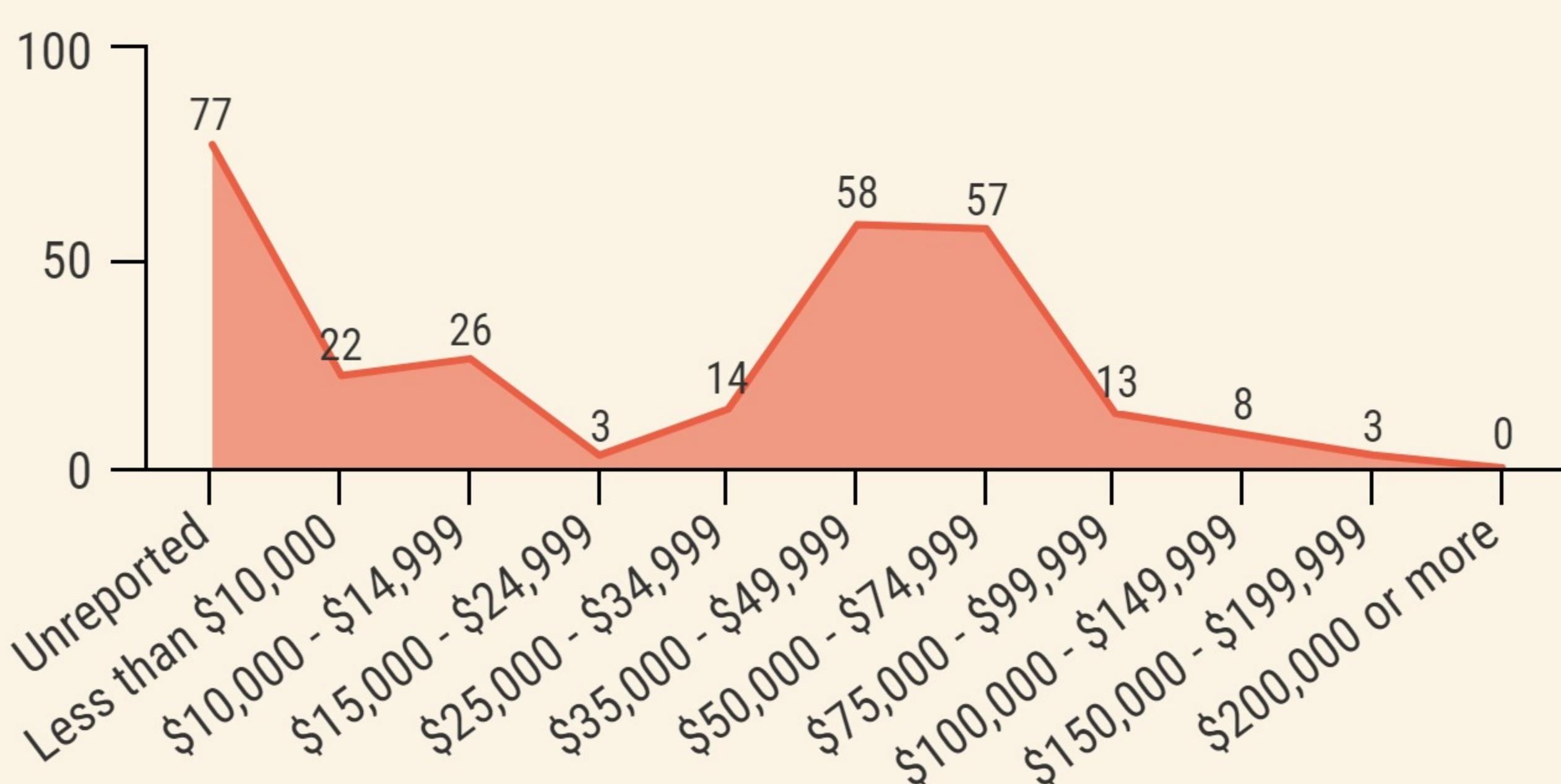
## Education Profile



## County of Residence



## Income



46

bootcamp graduates obtained employment

214

incumbent workers obtained new certification, credential or skill

## **Maryland Offshore Wind Strategic Industry Partnership – Humanim**

This partnership, led by Humanim, sought to train welders in the Baltimore region. The training plan included essential and technical skills, and resulted in industry-recognized credentials, such as the American Welding Society (AWS) certification. The project committed to train 15 participants, placing 11 into employment. Ten of twelve participants who completed the program were placed into employment, with 100 percent of participants earning at least one credential.

The partnership struggled to find the right balance in participants. The partnership sought those who had barriers and needed the program the most, while also recognizing the need to meet deliverables. Participants with a criminal background would have a difficult time obtaining employment as a technician at an offshore wind facility. For this reason, the partnership brought in additional employers who were more open to hiring someone with a criminal background.

One success of the program was the development of the partnership with the Business Network for Offshore Wind. This organization provided substantial support and helped the partnership bring on additional employers and aided in the understanding of industry needs.

While this partnership was generally successful, it was decided that the partnership would have more success in a different region of the State. For this region, the partnership shifted its efforts to the Eastern Shore where it is experiencing great success in 2017.

# Maryland Offshore Wind Strategic Industry Partnership

Humanim

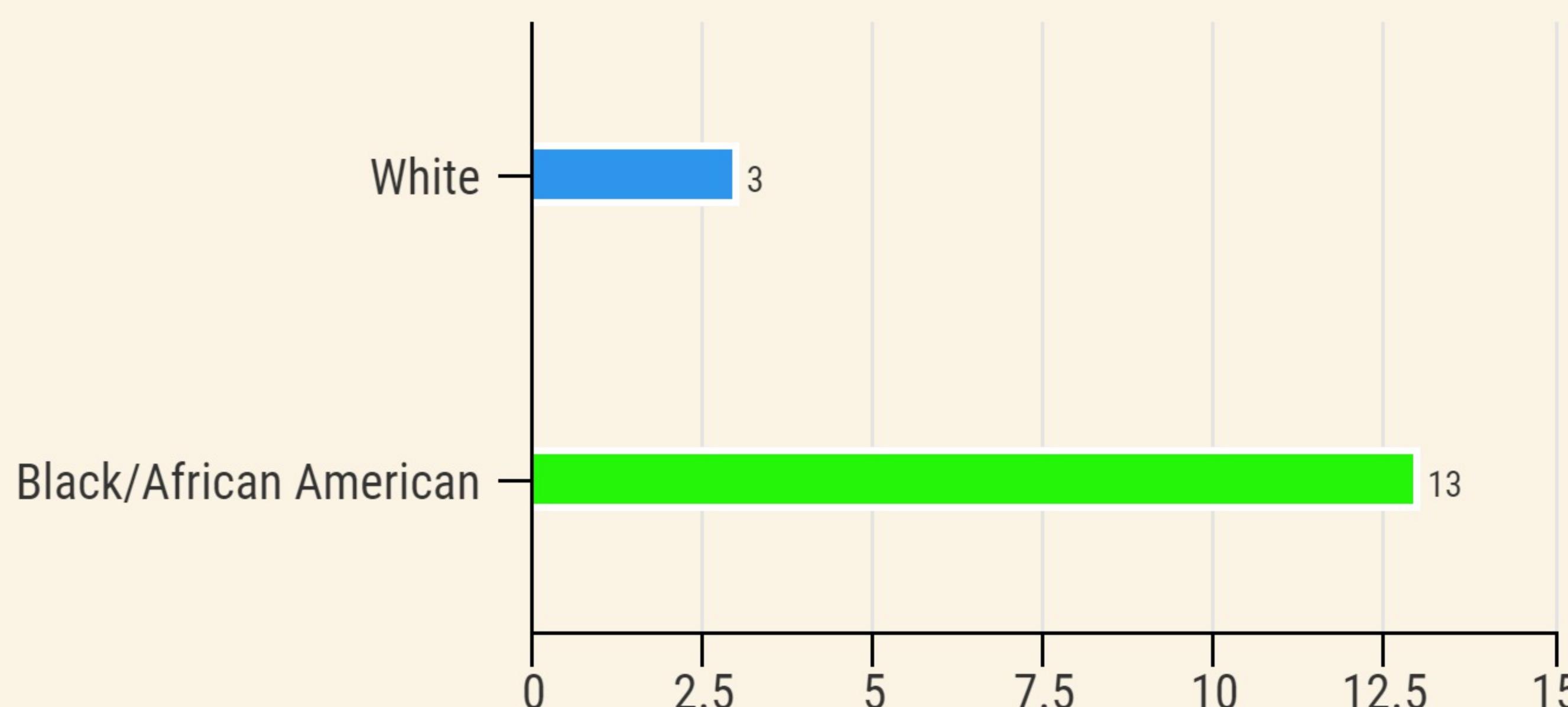
16 students enrolled

12 students completed

## Brief Background

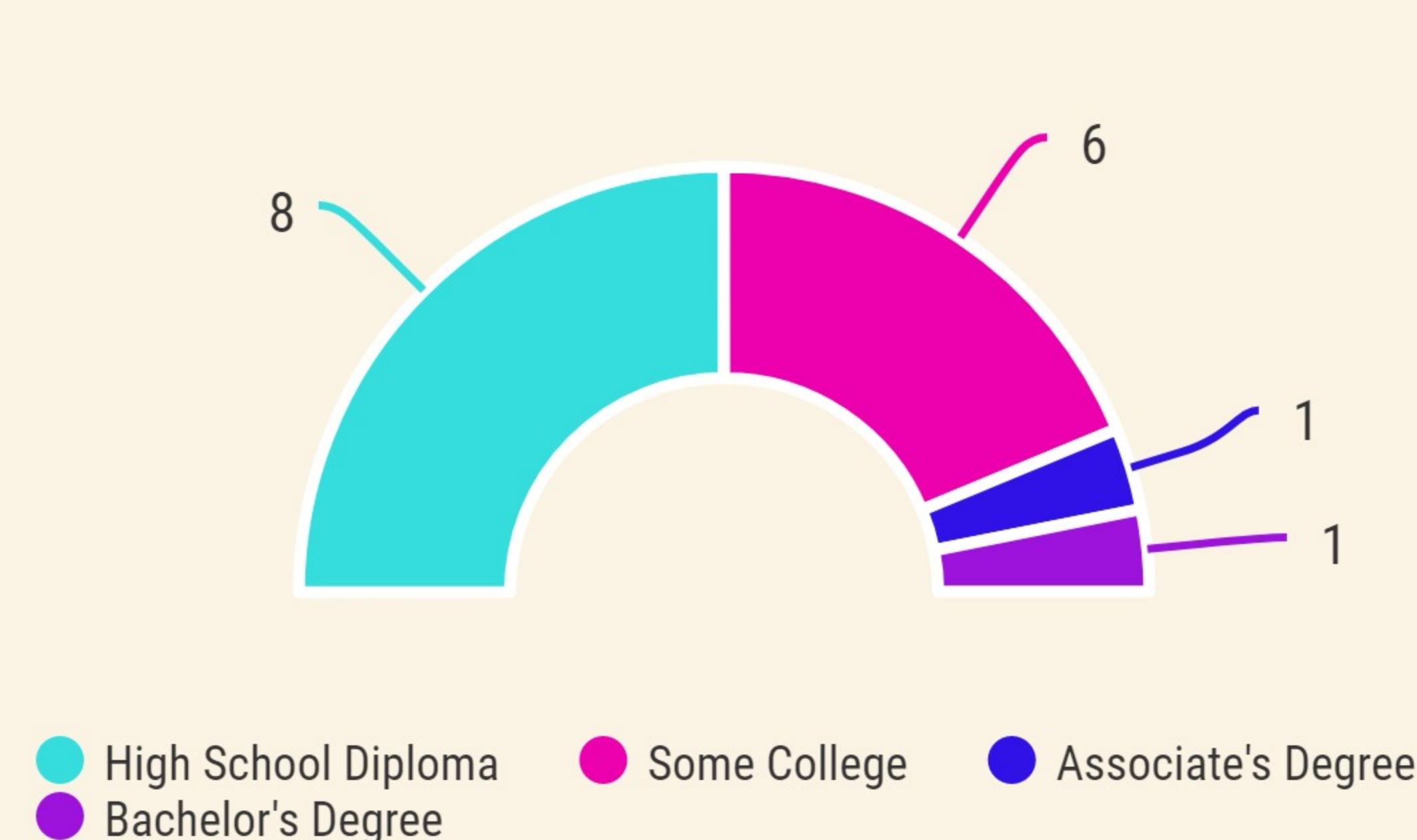
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### Race Profile

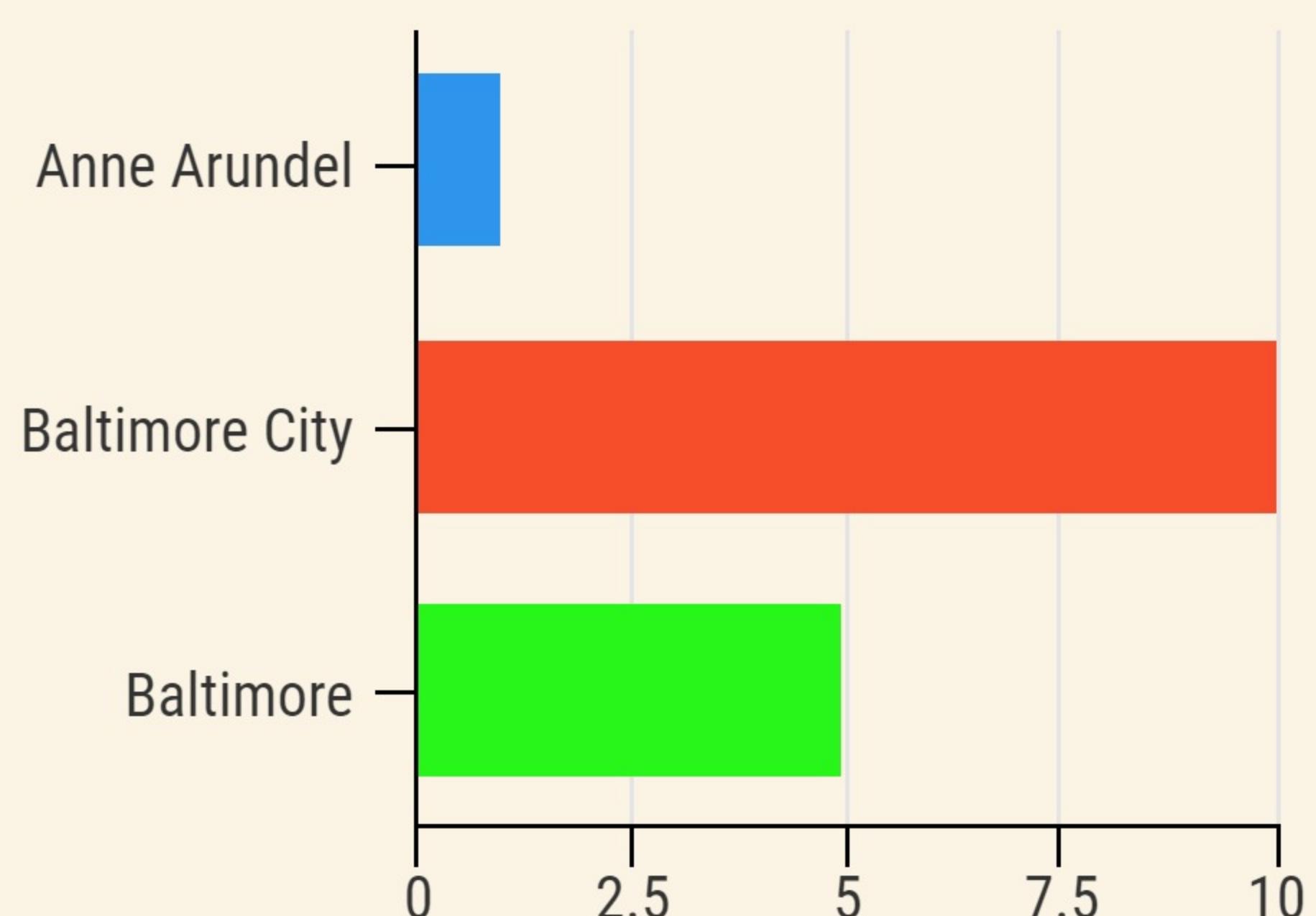


6% (1) of all participants are female.

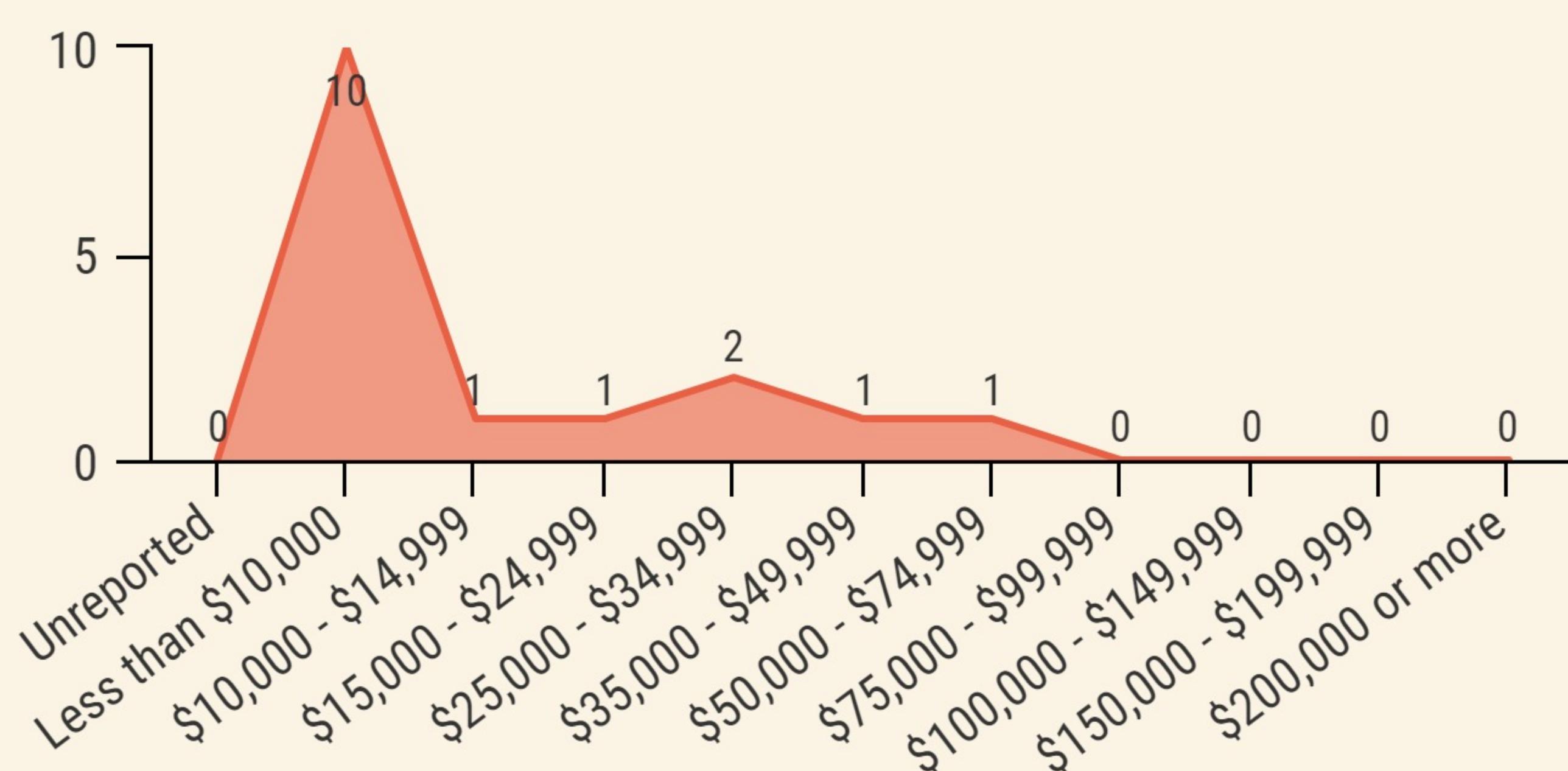
### Education Profile



### County of Residence



### Income



10

completers (83%)  
were placed into  
employment

100%

of completers  
obtained  
certification or  
credential

## **Maryland Offshore Wind Strategic Industry Partnership – Wor-Wic Community College**

Building on the success of Humanim’s project, this partnership transitioned to the Eastern Shore of Maryland, where offshore wind is projected to grow at a fast pace. Leveraging funds from the Maryland Energy Administration, Arcon Welding, in partnership with Wor-Wic Community College opened a training center. This center is the first of its kind on the Eastern Shore and is helping to meet the high demand in that region. 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, an industry-recognized certification that is highly valued by employers.

Employer partners are extremely satisfied with the candidates completing the program, and have cited the program as being responsible for recent growth and expansion. In fact, one employer called the training “the best in Maryland, if not the country.” The partnership will continue its work in 2017.

# Maryland Offshore Wind Strategic Industry Partnership

Wor-Wic Community College

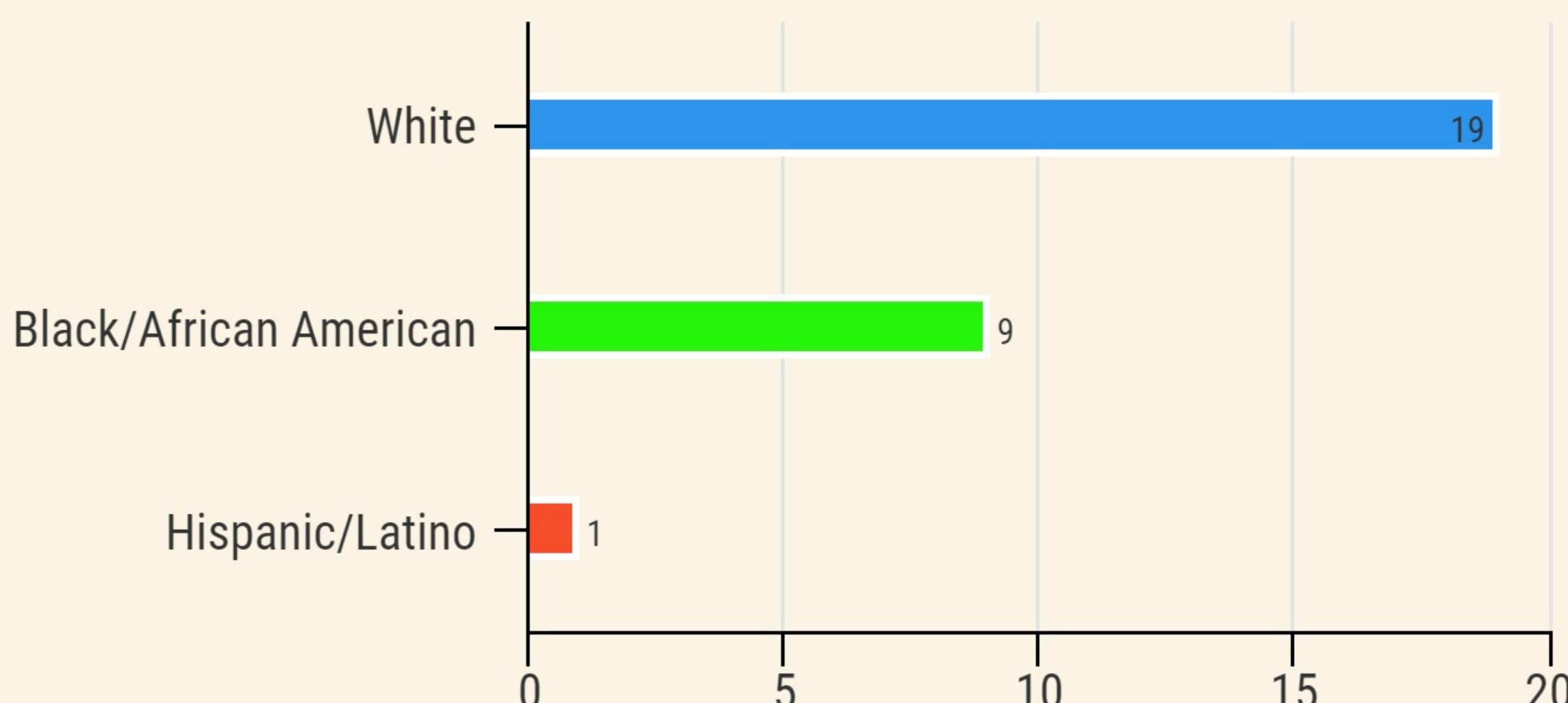
29 students enrolled

24 students completed

## Brief Background

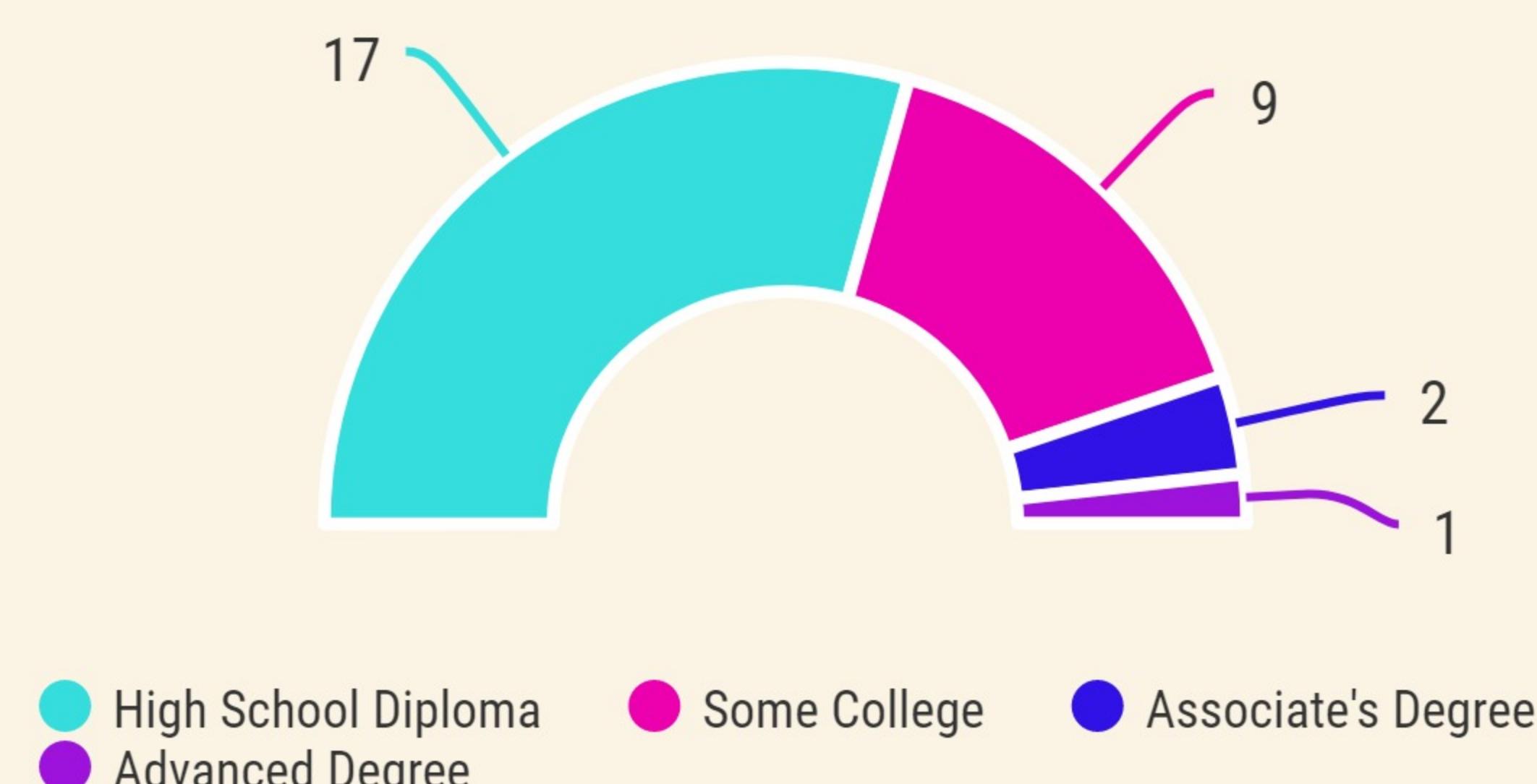
This partnership, led by Wor-Wic Community College, provides relevant, in-demand welding training to unemployed and underemployed participants. The training plan includes essential and technical skills, and results in industry-recognized credentials, such as the American Welding Society (AWS) certification.

### Race Profile

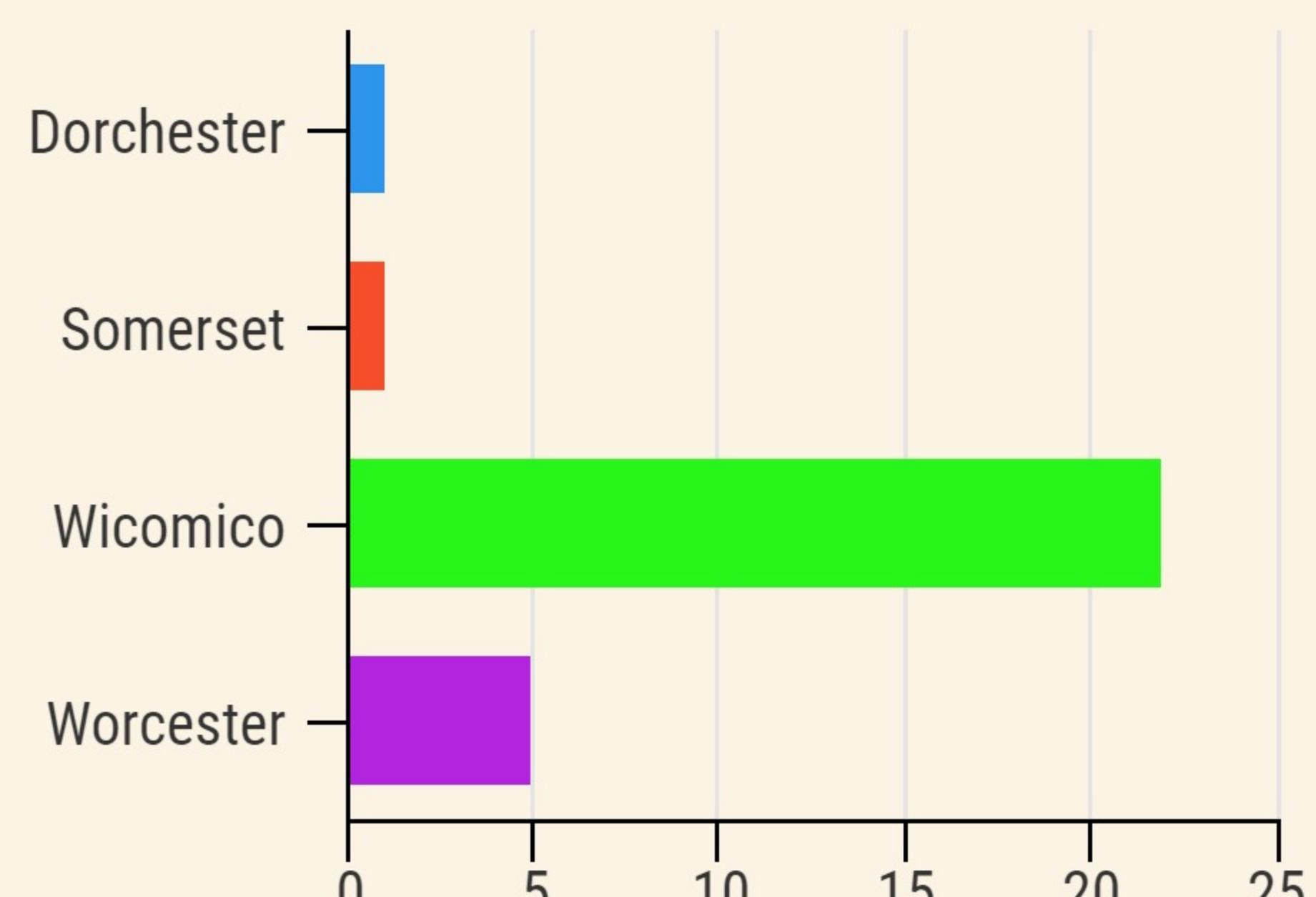


14% (4) of all participants are female.

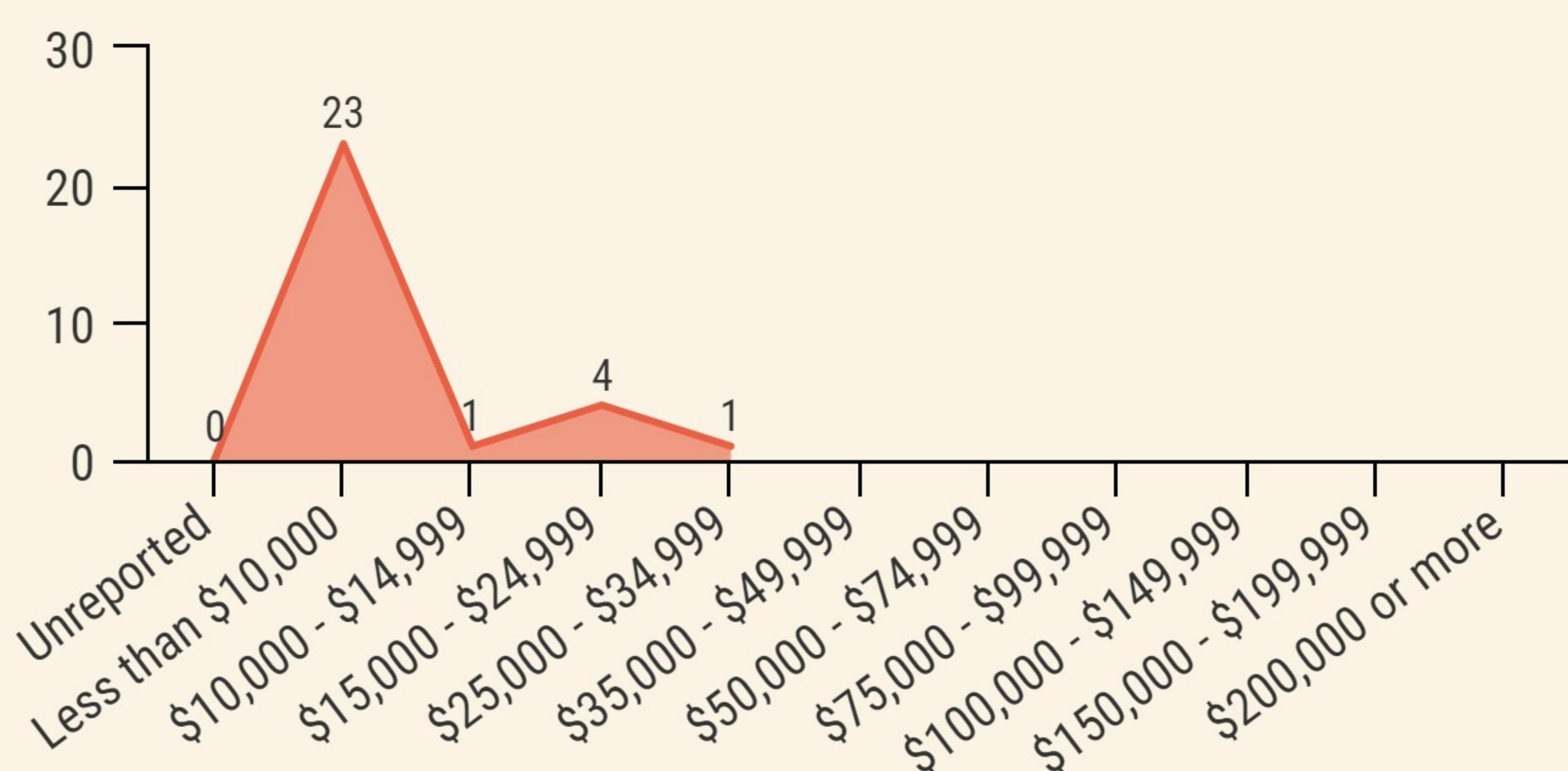
### Education Profile



### County of Residence



### Income



18

completers (75%) were placed into employment

100%

of completers obtained certification or credential

## **mHealth Focused Health Tech SIP – Howard Community College**

The mHealth-focused Health Tech Partnership was a bit different than traditional EARN partnerships as they were focused on spreading awareness of the mHealth industry. The mHealth industry is a relatively new, quickly growing industry that combines healthcare and IT. The partnership had the goal of aligning the two industries with emerging technology through the development of new curricula and certification programs. mHealth developed and implemented many different programs. The Mobile Health Design and Development Course trained incumbent workers in emerging skills needed to effectively create and prototype mobile health systems. The partnership also led an Executive Education module which provided employers and managers of health enterprises with training regarding how to structure and manage opportunities with mHealth technologies. The partnership hosted the Maryland Health IT Conference, which was attended by over 100 people, which offered a robust educational program, career fair and networking opportunity. Finally, in partnership with the MdBio Foundation, the partnership engaged over 4,000 high school students across the State in the *Maryland Innovate 4 Health Challenge*. This program provided professional mentors to help student teams create new health tech innovations, and importantly, help seed the future generation of Maryland health tech innovators.

Overall, the partnership met its goals of increasing awareness for the mHealth industry in Maryland. The partnership, which is anchored by the Maryland Health Tech Coalition, will continue to utilize curriculum developed for this project. Through the SIP, the Coalition has grown to over 600 members, proving the effectiveness of the outreach campaign. Industry relationships were developed and continue to be strengthened.

One of the largest challenges experienced by this SIP was the sudden passing of the project lead. She was a champion of these efforts and her leadership was instrumental in the project's early successes. Another challenge for this partnership was data collection. Due to the leadership transition, some of the program requirements were lost. This led to unreported data. Similarly, the *Maryland Innovate 4 Health Challenge* targeted high school students, bringing about data collection concerns. It was decided that the partnership could count the activity itself as meeting one of the goals, but could not count the students as participants. Despite this, the partnership was able to meet all deliverables. Program leaders now fully understand the program requirements and moving forward will capture comprehensive, robust data.

# mHealth Focused Health IT SLP

Howard Community College

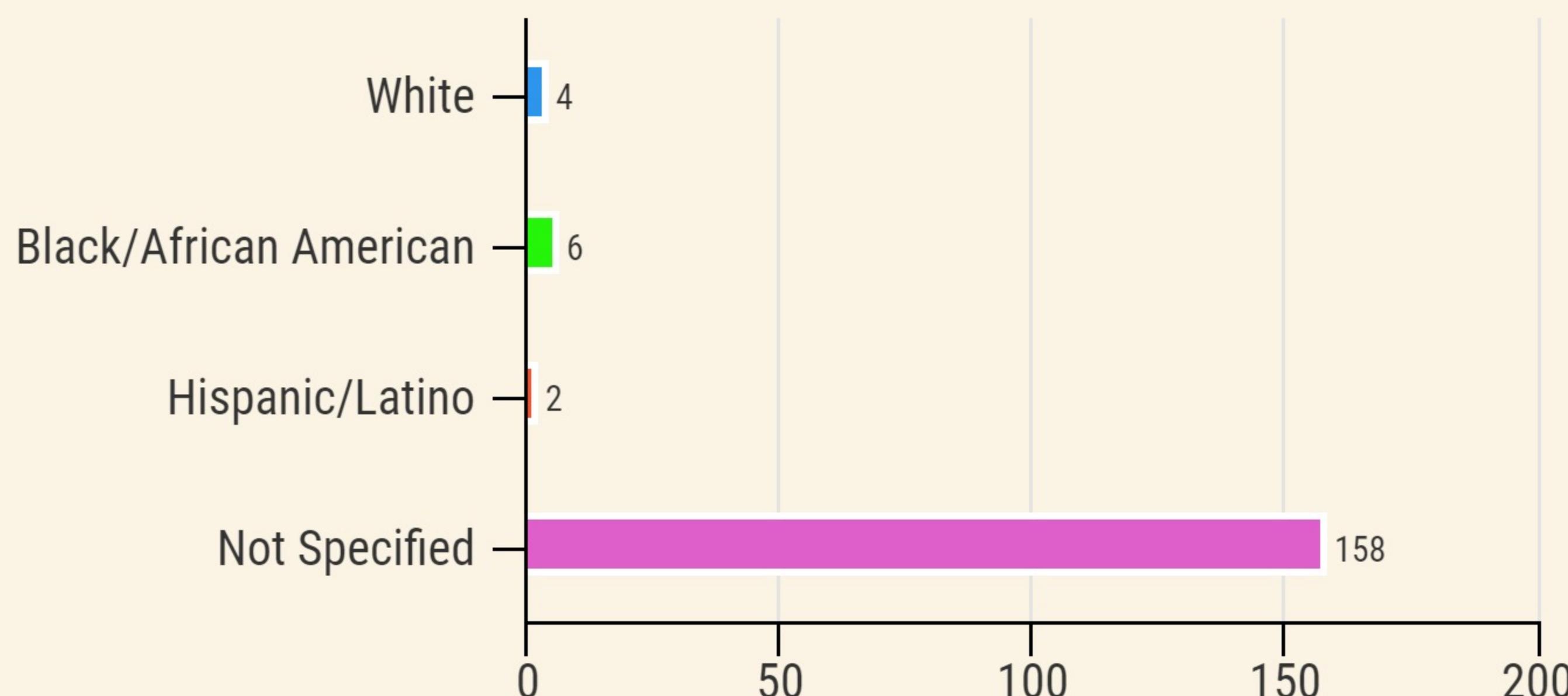
170 participants enrolled

161 participants completed

## Brief Background

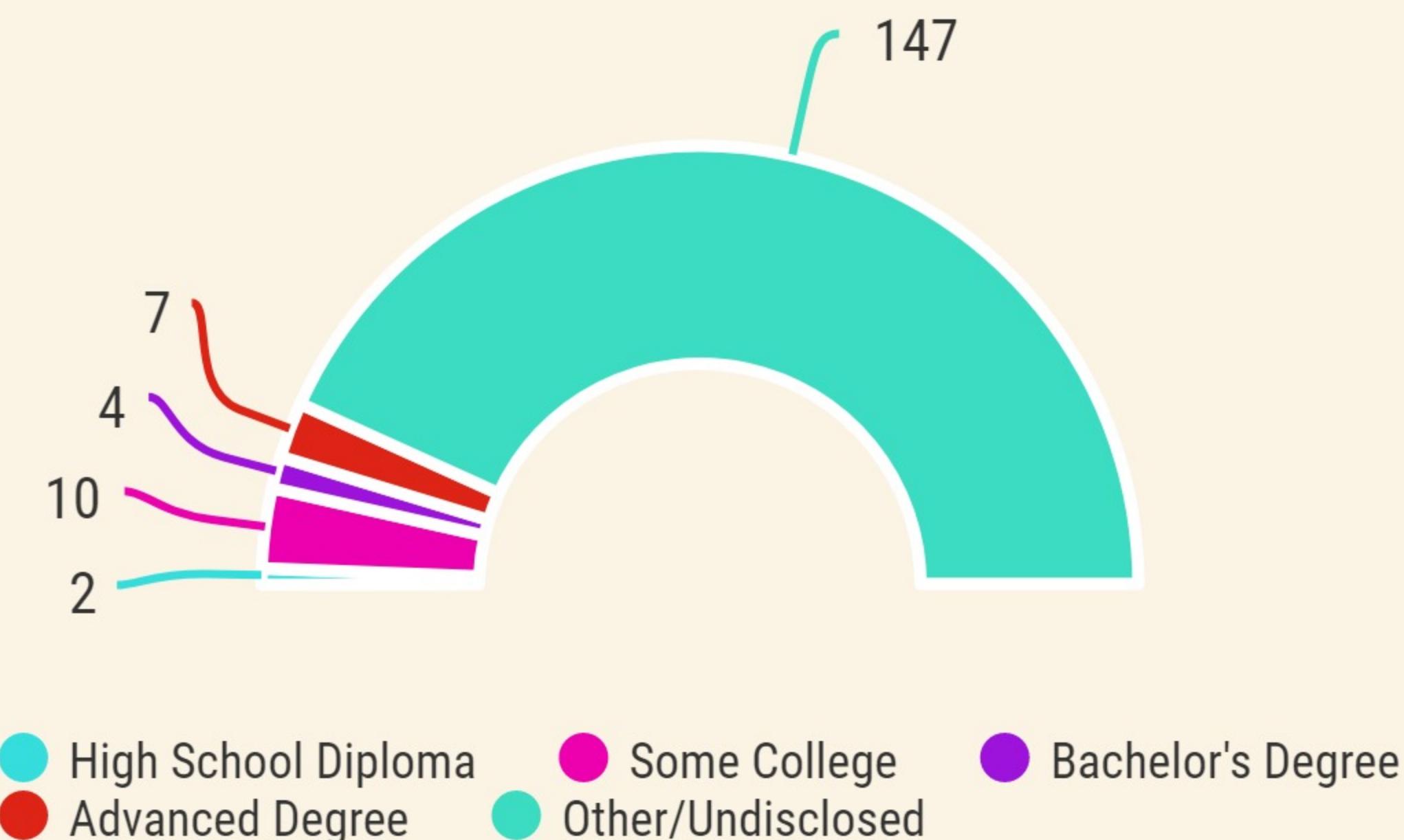
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### Race Profile

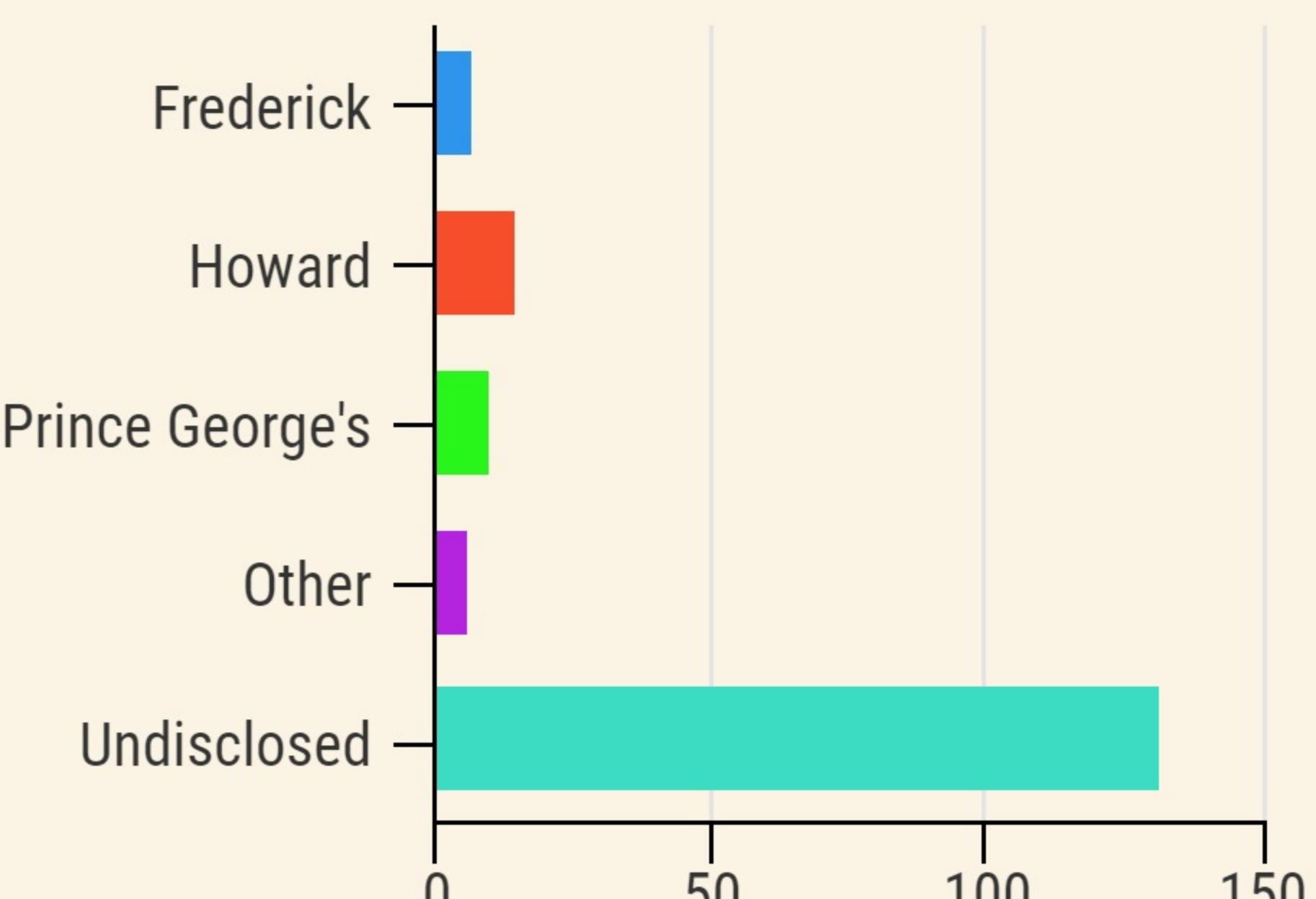


2% (4) of all participants are female.

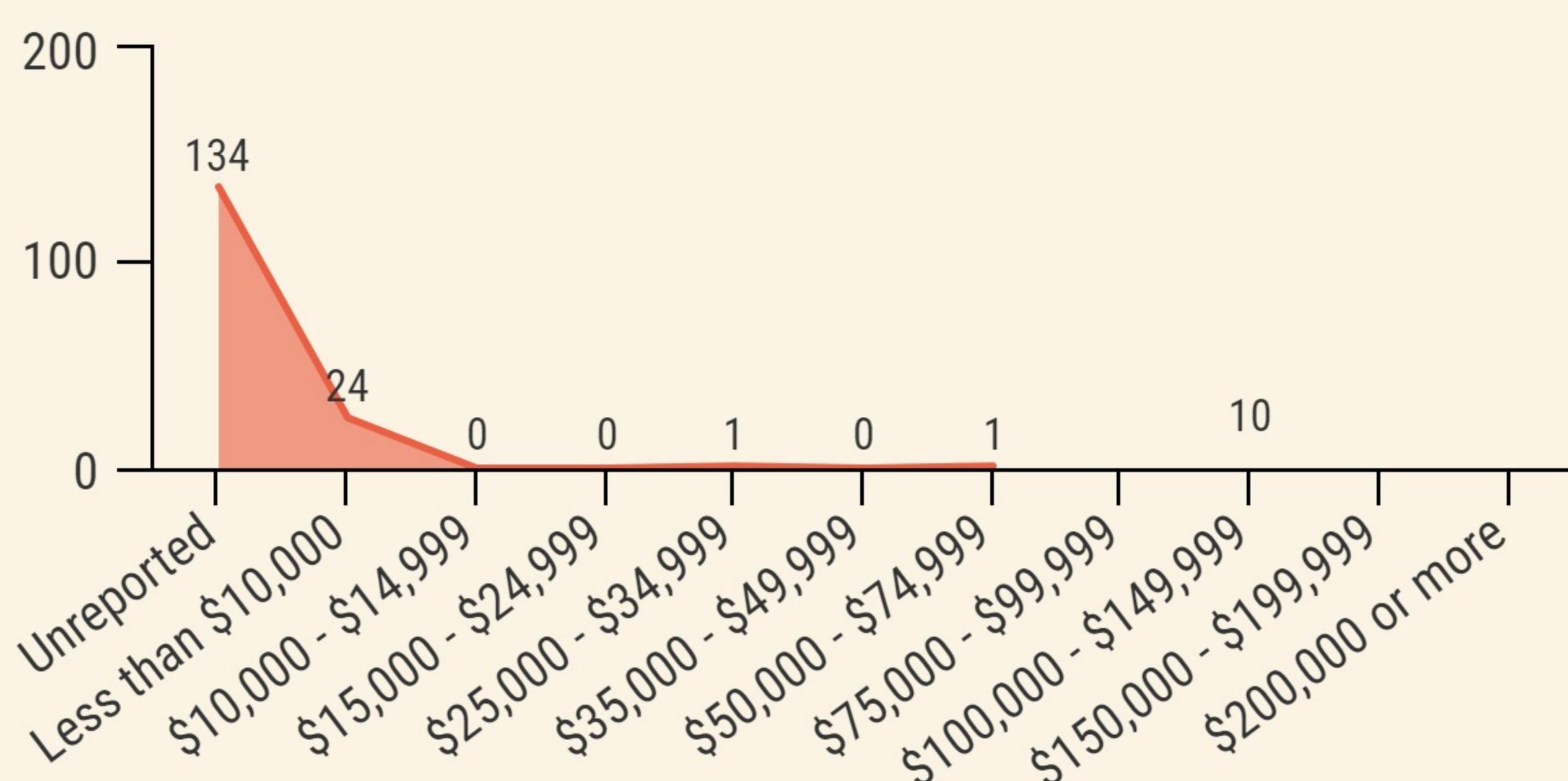
### Education Profile



### County of Residence



### Income



93%

of participants earned new certification, credential or skill

4

new modules created in mHealth

## **MOVE – Montgomery College and Hagerstown Community College**

Montgomery College and Hagerstown Community College partner to address the growing demand for qualified workers in the transit and transportation trucking industry. Utilizing a combination of essential and technical skills, students earn valued industry-recognized credentials, including Class A and B Commercial Driver's Licenses and forklift certifications. Employer partners also identified frontline supervisory skills as important for their incumbent workforce. The partnership places 82 percent of graduates into a variety of transportation and logistics opportunities. The partnership has significantly grown its employer base and now includes over fifty employer partners.

This partnership has been quite successful in that it forged strong relationships among entities that typically do not work together. The joining of Montgomery College and Hagerstown Community College has allowed the respective programs to share best practices, improving each program. Additionally, each institution has brought on community based organizations that they had not worked with in the past. These organizations, such as Career Catchers and Horizon Goodwill Industries, have been instrumental in providing case management and wrap-around services that community colleges cannot offer. Additionally, the partnership has worked closely with the Maryland Motor Transit Authority, an industry partner, to open the lines of communications and remove institutional and regulatory barriers that plague this workforce.

Despite its successes, MOVE has experienced some challenges. While the joining of the two separate programs allowed for cross-referrals and resource sharing, reporting proved difficult. Each college has different means and system for fiscal reporting. In order to complete reporting requirements in an effective, efficient and accurate manner, the partnership developed a single system that was specific to EARN. The partnership also experienced some difficulties with follow-up. This challenge was alleviated by utilizing a wage system that the Department can access. EARN staff provided employment data to the partnership so that they were able to accurately report on all students.

# MOVE

Montgomery College and Hagerstown Community College

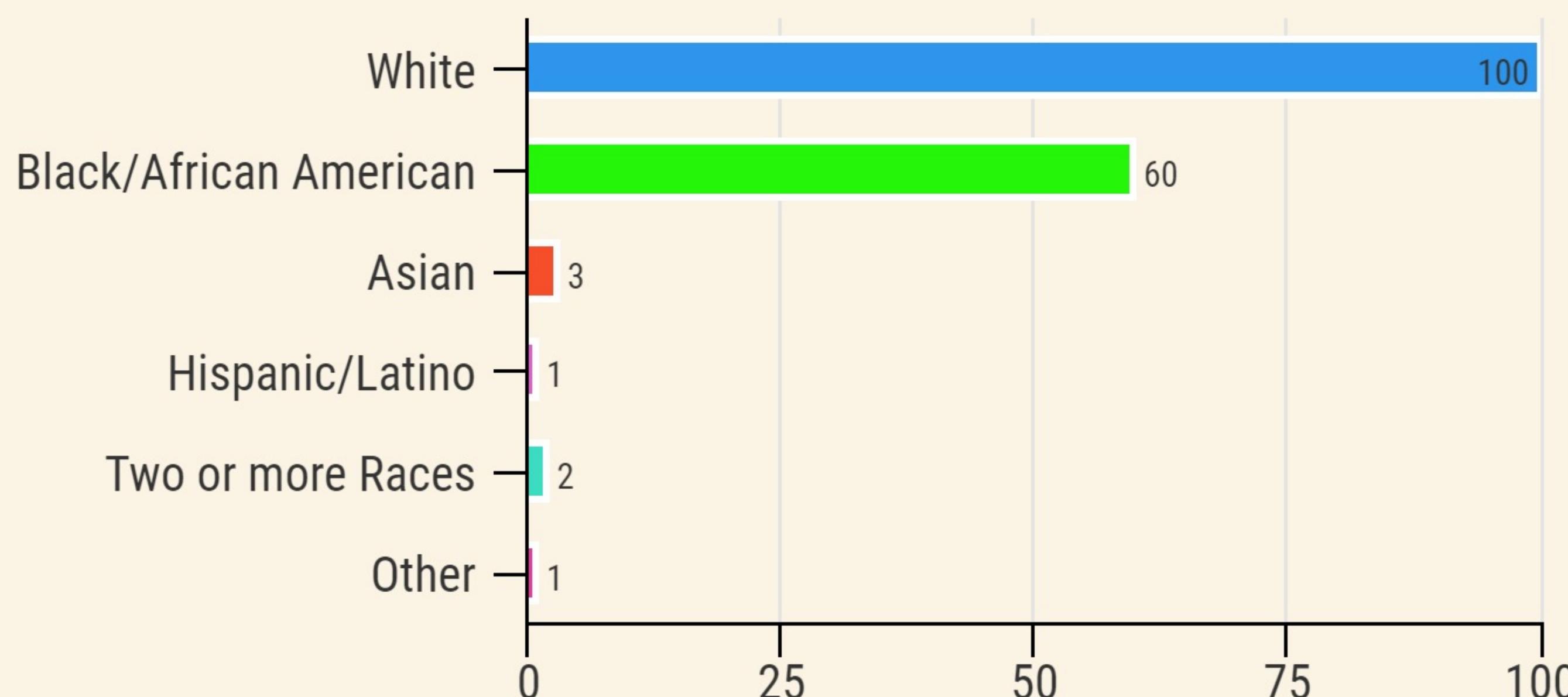
182 participants enrolled

182 participants completed

## Brief Background

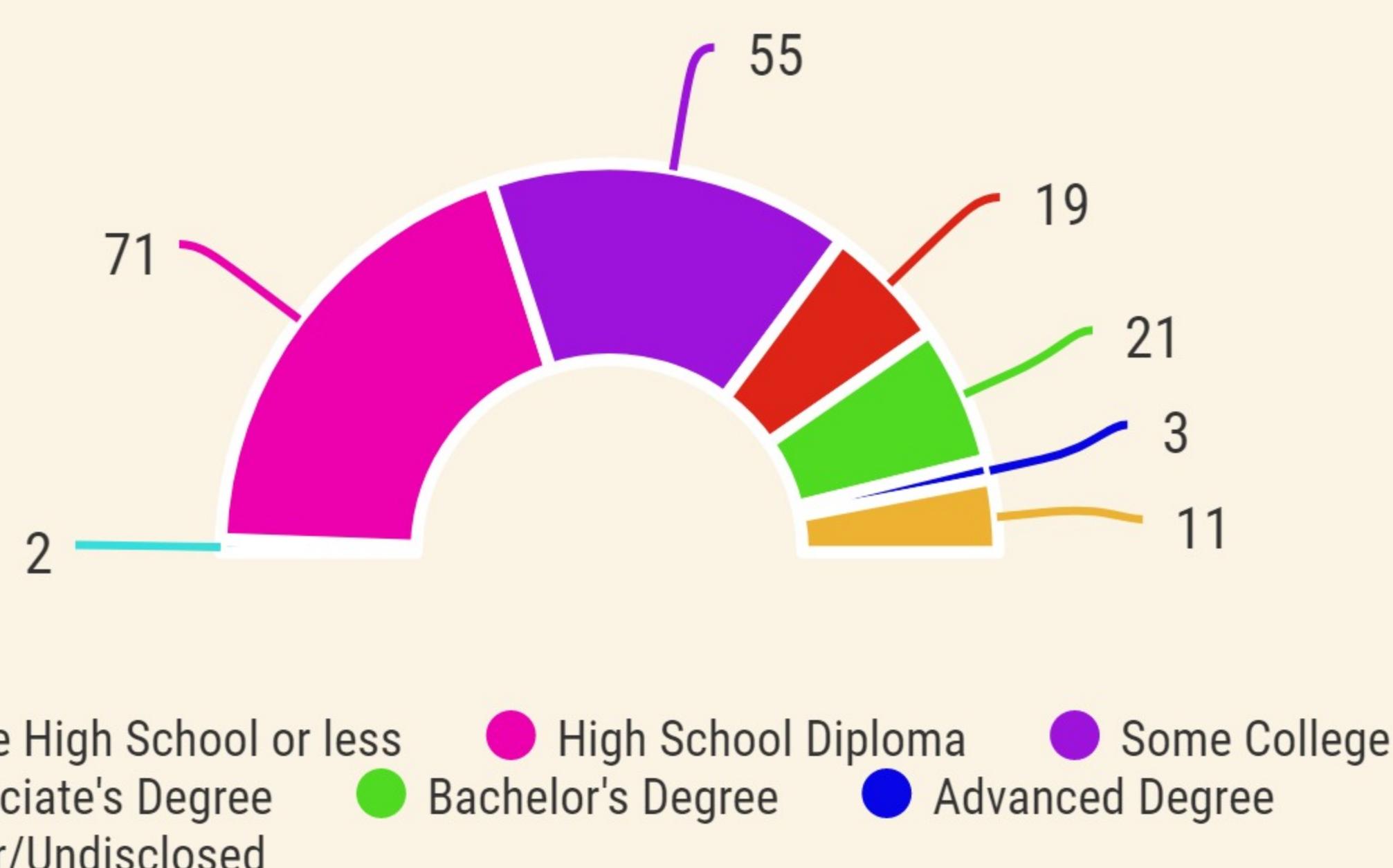
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### Race Profile

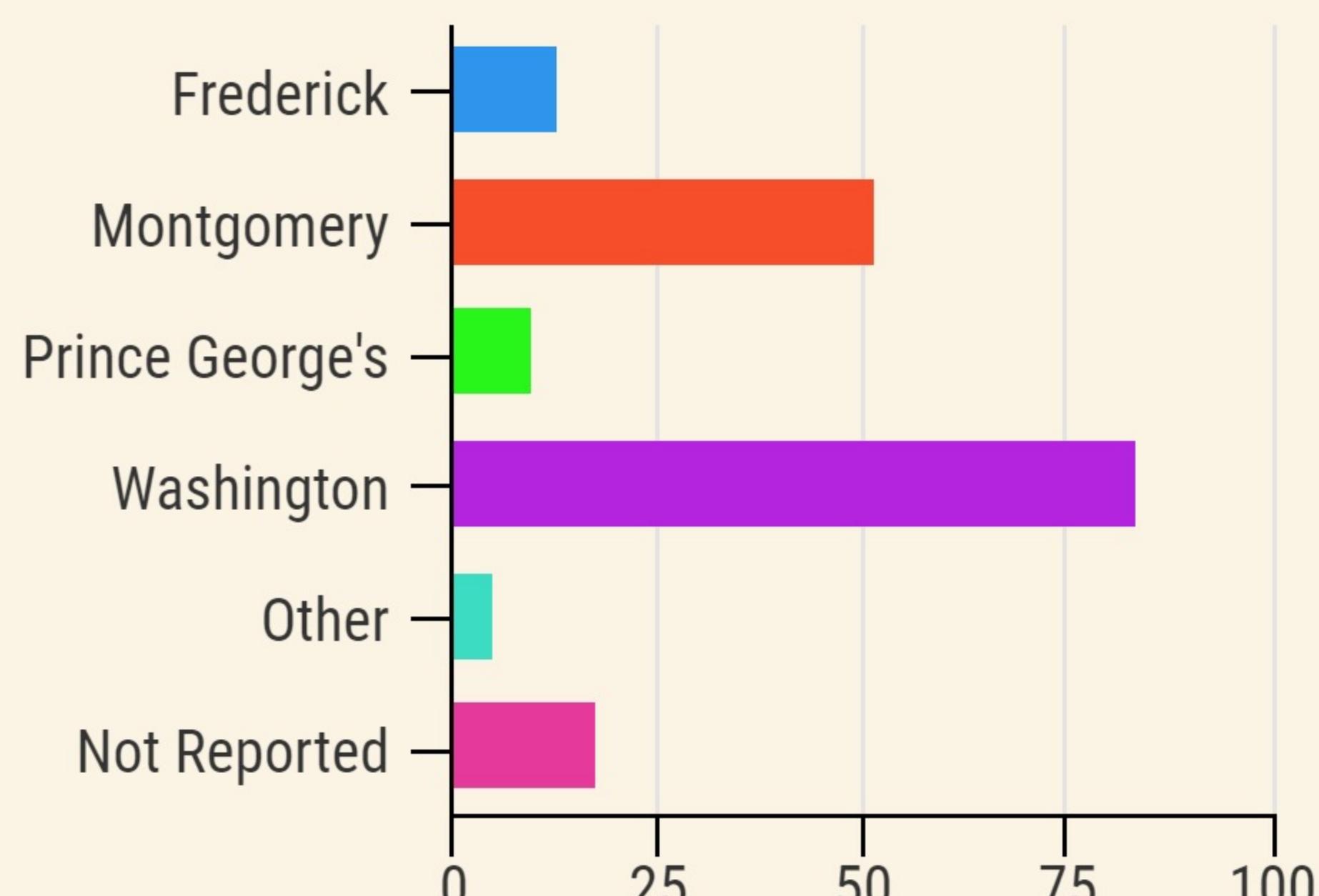


18% (33) of all participants are female.

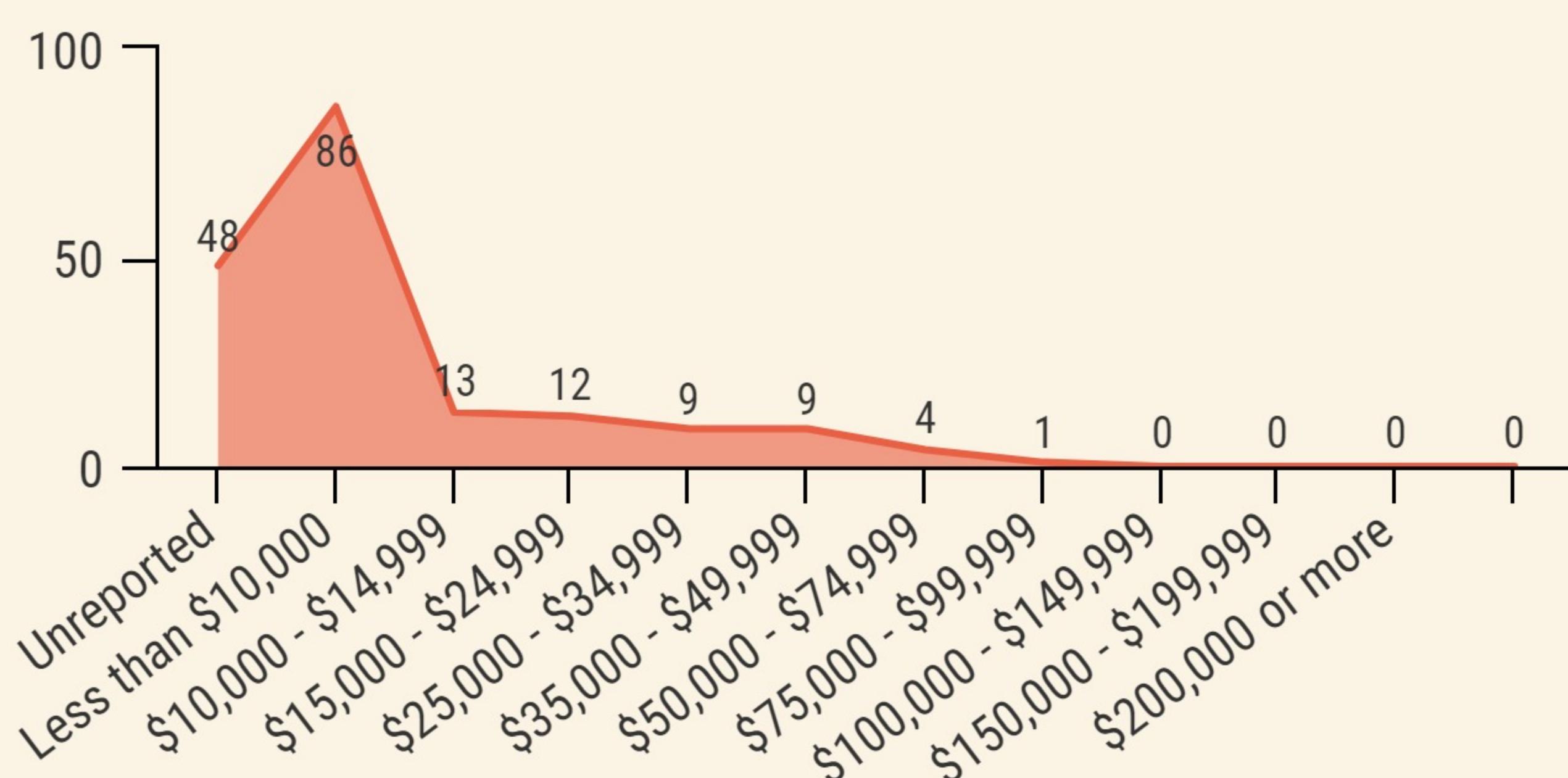
### Education Profile



### County of Residence



### Income



82%

of completers obtained employment

52

employers are engaged in the MOVE partnership

## **PrintSIP – Printing and Graphics Association MidAtlantic**

Led by the Printing and Graphics Association MidAtlantic, PrintSIP is seeking to meet the workforce needs of one of Maryland's largest industries. The partnership committed to train 40 students in technical skills as defined by their employer partners. As of June 30, 2016, 28 students had completed modules in Graphic Communications, Digital Print Production and Offset Press Operations. It is anticipated that PrintSIP will meet or exceed all program deliverables by the end of the grant period.

The partnership has been successful in its ability to offer valuable training opportunities to the printing industries workforce. Though it is one of Maryland's largest industries, there are little to no training opportunities in the printing industry. Due to their groundbreaking work, PrintSIP was highlighted in *WhatTheyThink*, the printing and publishing industry's leading media organization. Employers are responding well and the partnership is in discussion to expand Statewide to increase its reach.

Despite its success, PrintSIP has encountered a few challenges. The partnership originally considered targeting returning citizens for training. Upon further discussion, PrintSIP determined the necessary supports were not in place to yield success for this population. For instance, paid training and intensive case management are best practices when working with returning citizens. The partnership is receiving technical assistance from EARN Maryland staff and other EARN grantees to understand best practices and formulate relationships with other partners who may be able to partner in the future, should PrintSIP determine to target returning citizens for their program.

## Printing and Graphics Association MidAtlantic

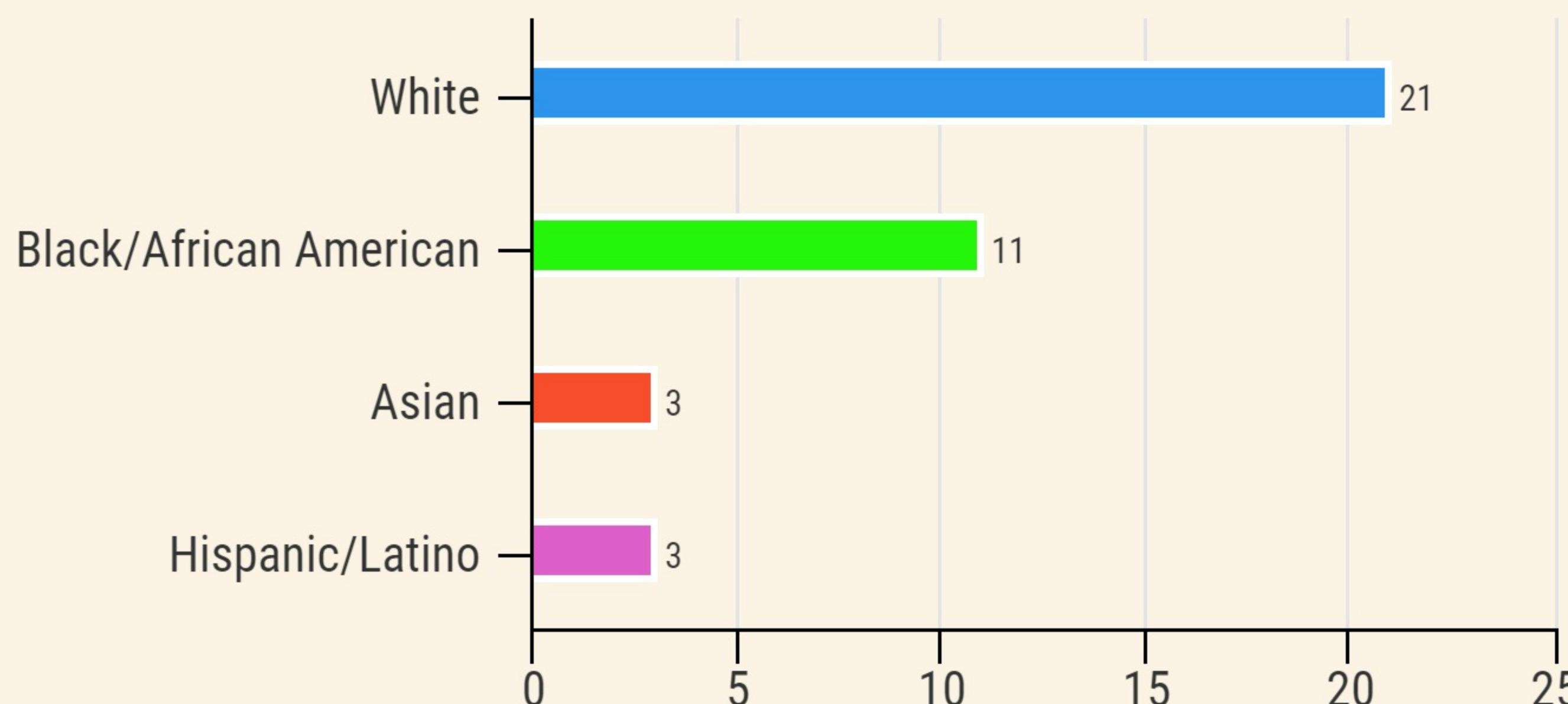
38 participants enrolled

28 participants completed

## Brief Background

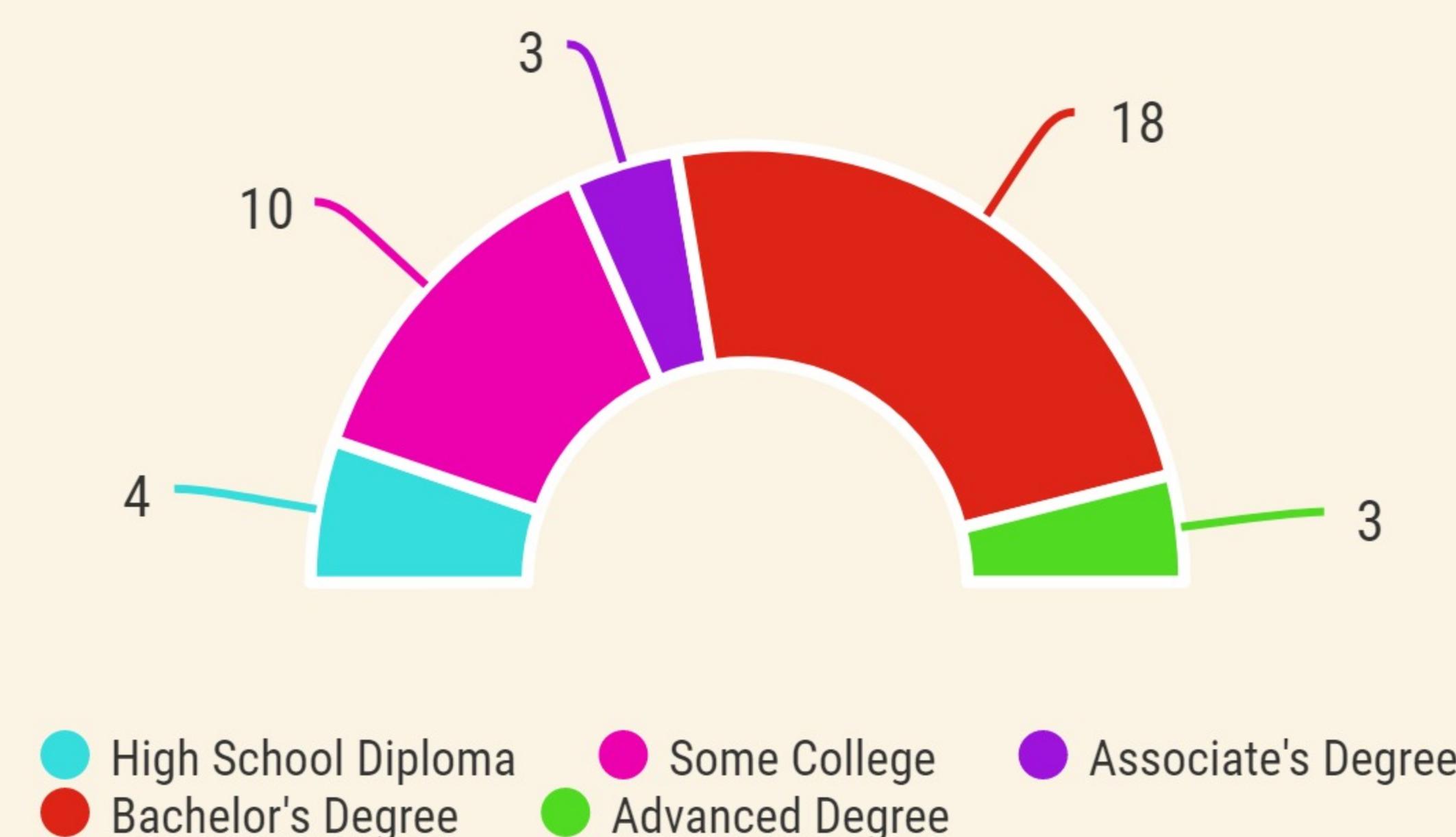
Led by the Printing and Graphics Association MidAtlantic, PrintSIP is seeking to meet the workforce needs of one of Maryland's largest industries. The partnership committed to train 40 students in technical skills as defined by their employer partners. As of June 30, 2016, 28 students had completed modules in Graphic Communications, Digital Print Production and Offset Press Operations.

## Race Profile

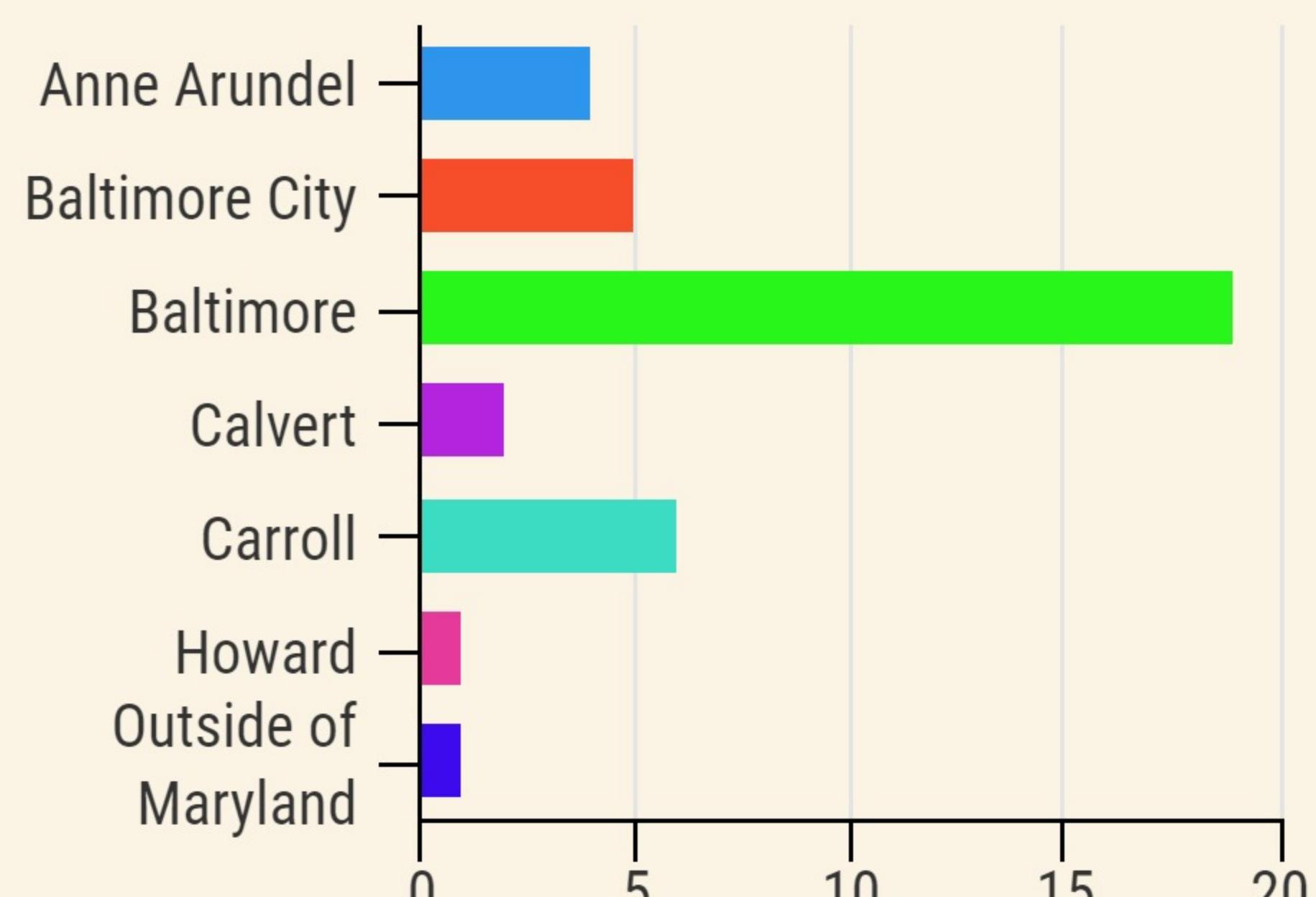


**56% (21) of all participants are female.**

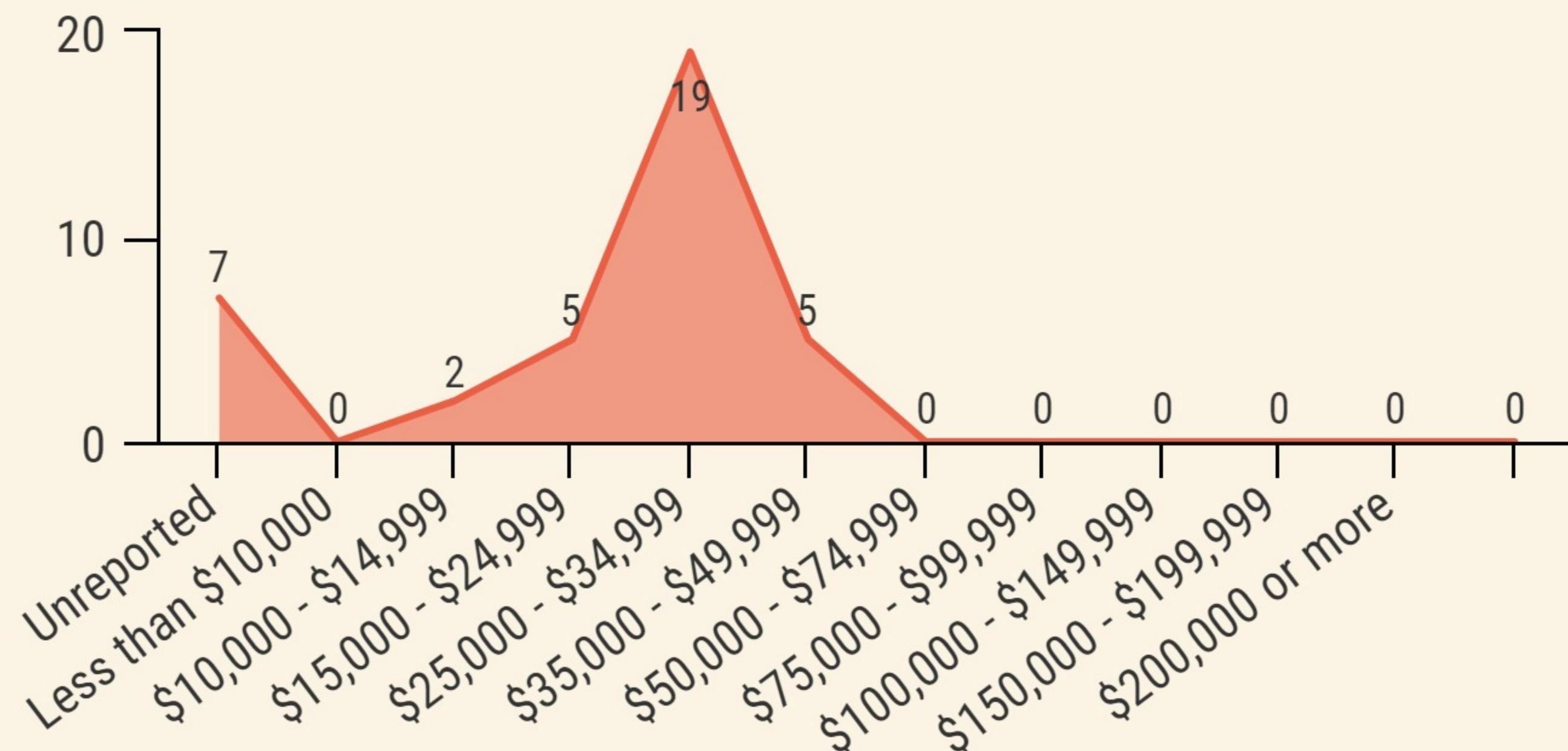
## Education Profile



## County of Residence



## Income



**100%**

of completers earned new certification, credential or skill

**\$10.69**

of economic impact is created for every \$1 invested in PrintSIP

## **Project JumpStart – Job Opportunities Task Force (Baltimore City)**

EARN funding has allowed the program to grow, and with additional leveraged funding, Project JumpStart has nearly doubled the amount of residents served in Baltimore City. The 14-week construction training program teaches students basic plumbing, carpentry and electrical skills. Students also receive essential safety training, financial coaching, a stipend and driver's education. Project JumpStart committed to train 26 students, placing at least 21 into employment. This deliverable was met, with students making an average hourly wage of \$11.50 an hour.

Project JumpStart has a long standing presence in Baltimore City. Over the years, the program has become a best practice in workforce development initiatives. Despite its tenure, EARN has helped Project JumpStart refine some of its practices. For example, because EARN funding is flexible, the program was able to provide wrap around services that they traditionally cannot offer. The formation of a Strategic Industry Partnership has transformed how the Job Opportunities Task Force communicates with its employer partners and has helped cultivate new job leads.

One challenge that Project JumpStart is grappling with is access to reliable transportation for its graduates. Due to the nature of the industry, transportation to job sites is integral to success. Through EARN, Project JumpStart was able to connect with Vehicles for Change, an organization that awards cars to low-income families. However, Vehicles for Change alone cannot meet the demand and the Job Opportunities Task Force is exploring other options to support this critical need.

# Project JumpStart

## Job Opportunities Task Force

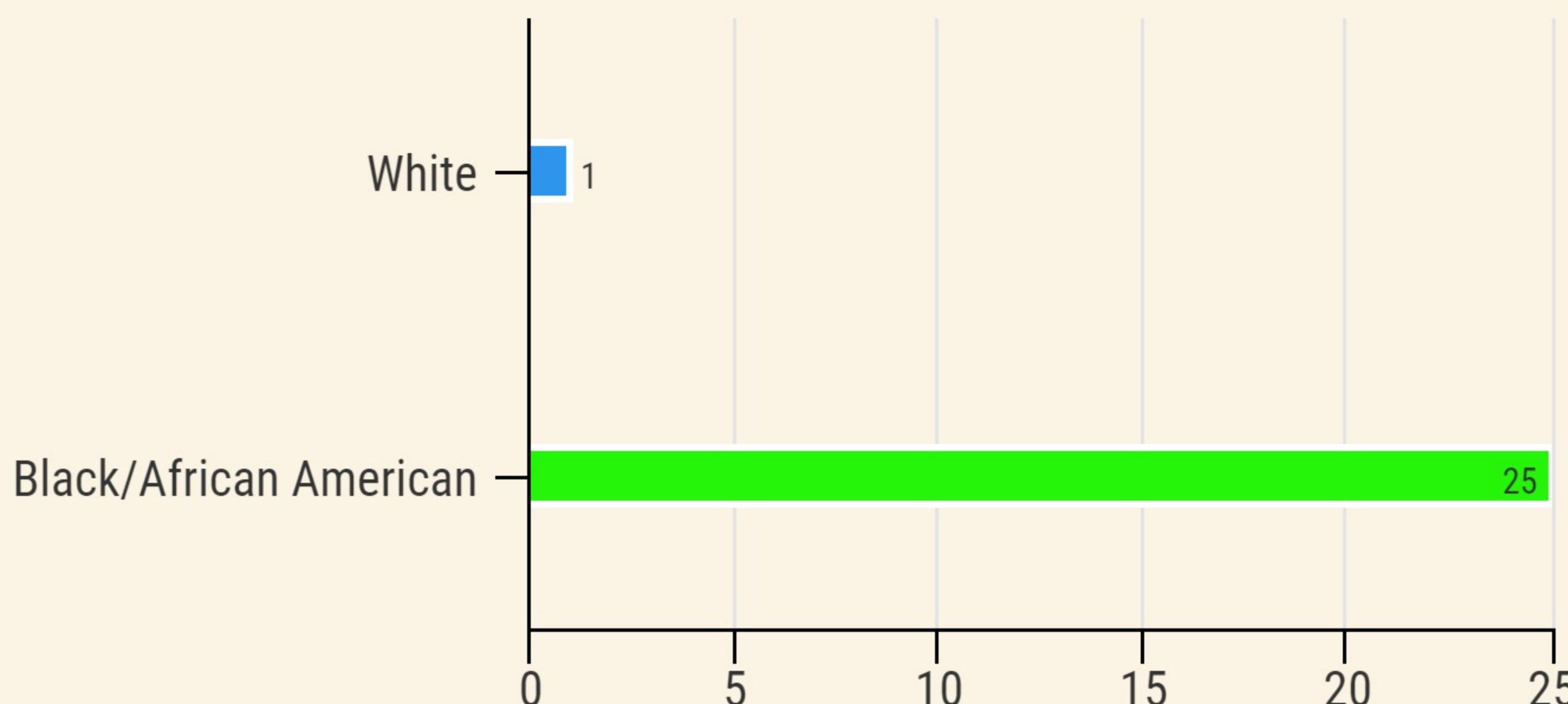
26 participants enrolled

26 participants completed

## Brief Background

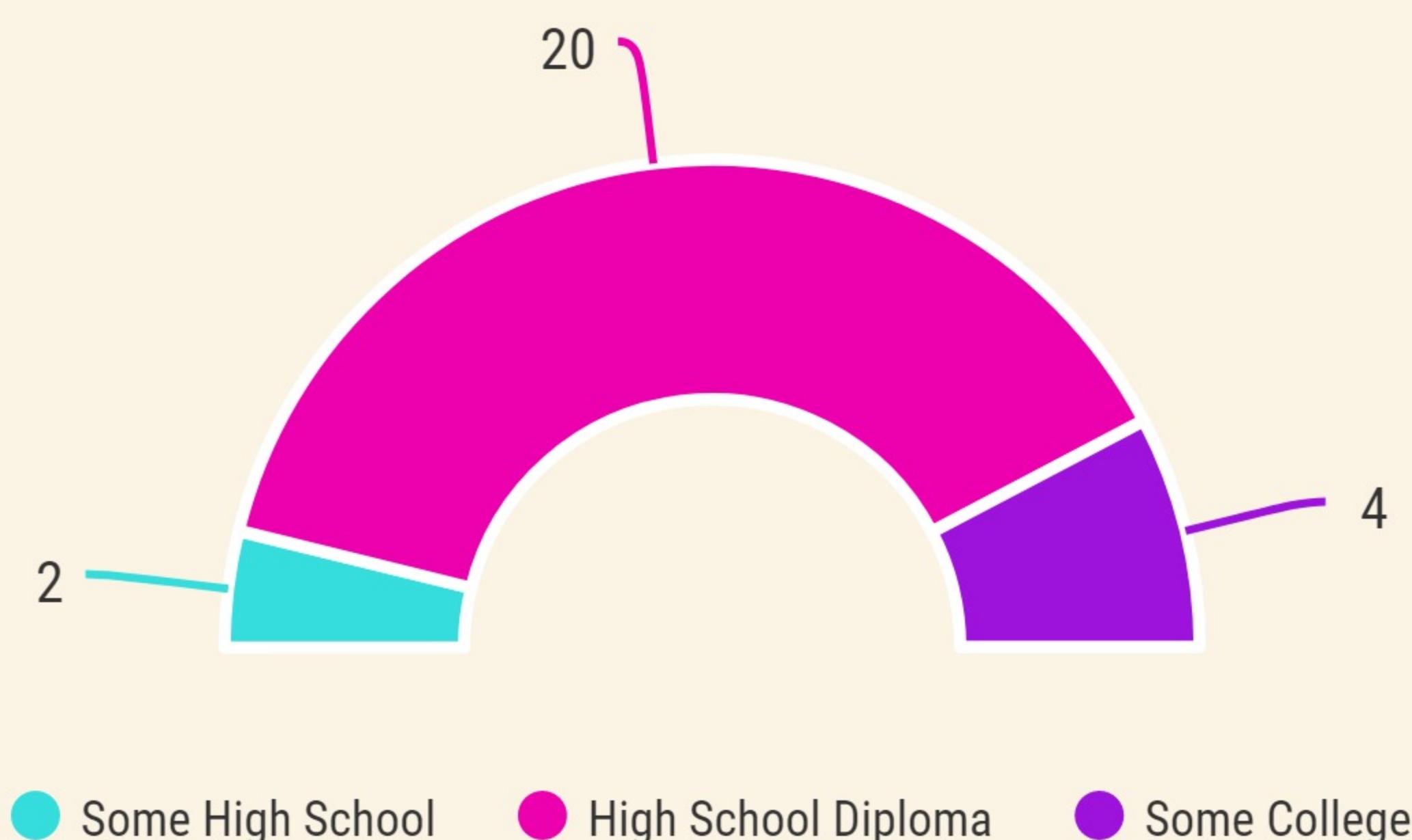
EARN funding has allowed the program to grow, and with additional leveraged funding, Project JumpStart has nearly doubled the amount of residents served in Baltimore City. The 14-week construction-training program teaches students basic plumbing, carpentry and electrical skills. Students also receive essential safety training, financial coaching, a stipend and driver's education.

### Race Profile

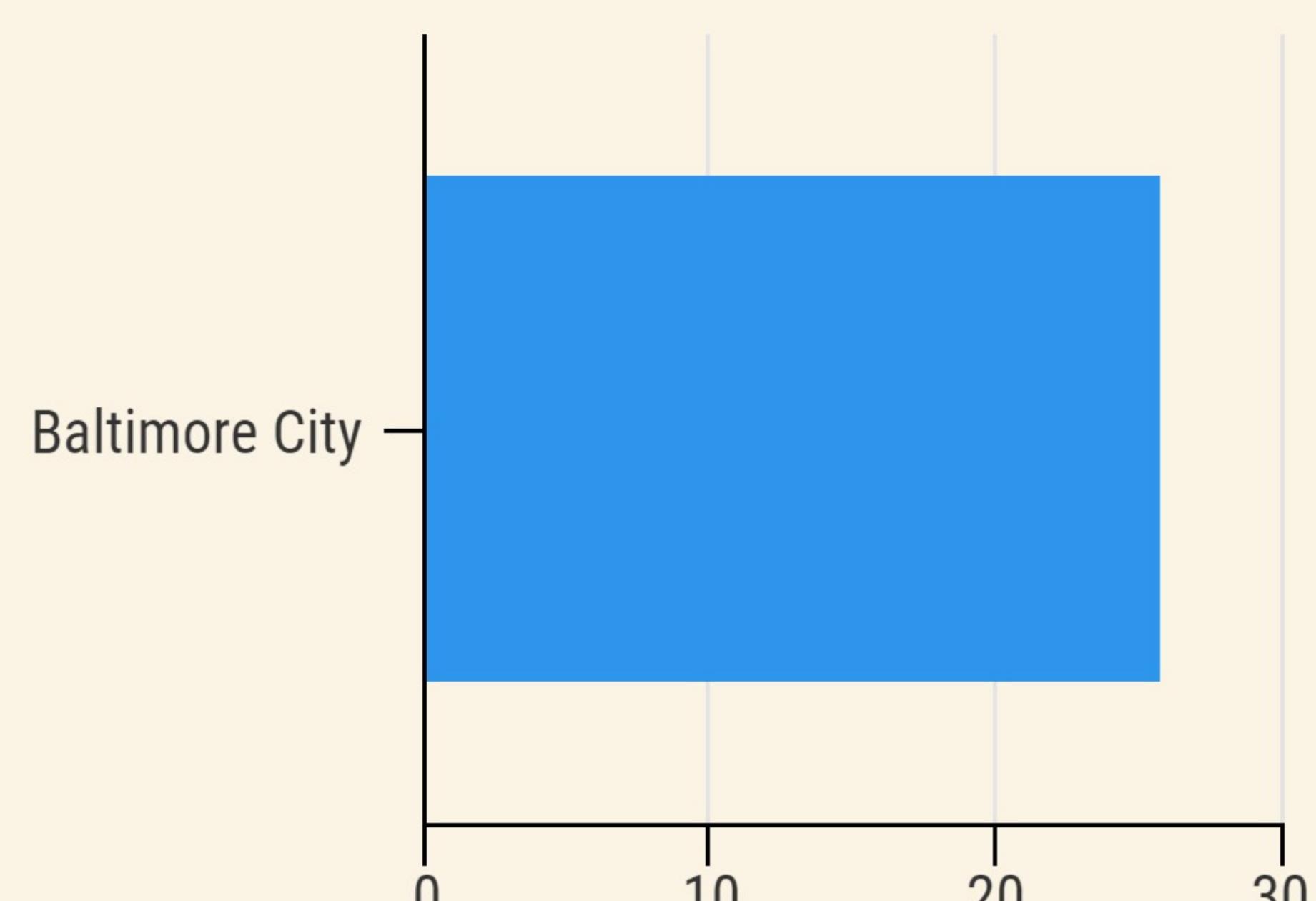


1% (1) of all participants are female.

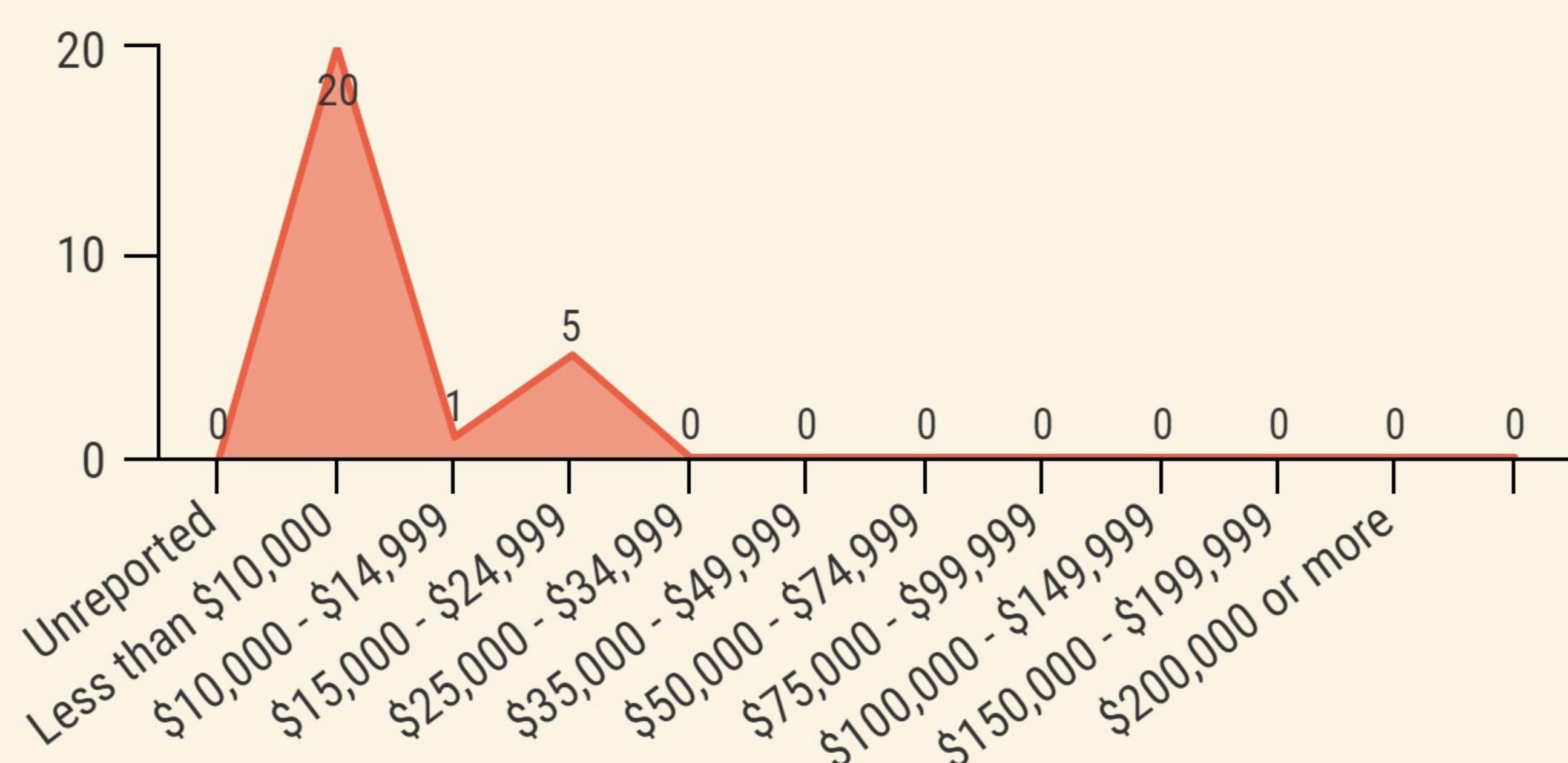
### Education Profile



### County of Residence



### Income



81%

of completers (21) were placed into employment

46%

of participants were receiving public assistance prior to training and have since transitioned off

## **Project JumpStart – Job Opportunities Task Force (Prince George’s County)**

Building on its success in Baltimore City, EARN funding has allowed Project JumpStart to expand into Prince George’s County. The 14-week construction training program teaches students basic plumbing, carpentry and electrical skills. Students also receive essential safety training, financial coaching, a stipend and driver’s education. Eighteen students graduated from the inaugural cohort. Of those, 13 were placed into employment. The partnership is expected to meet or exceed the deliverable of 26 students served with 21 being placed into employment.

It has long been a goal of the Job Opportunities Task Force to expand its programming into other regions of Maryland. Prince George’s County was a logical expansion site given its unemployment rate and the number of returning citizens that reside in this region. That being said, the program had to formulate new relationships in order for this program to be successful. For instance, given the geographic distance between Baltimore City and Prince George’s County, the partnership needed to engage new employer partners. The partnership also needed to bring in a new community based organization to help with case management and barrier removal. Once those relationships were developed, they needed to be nurtured to maximize program success.

# Project JumpStart - Prince George's

## Job Opportunities Task Force

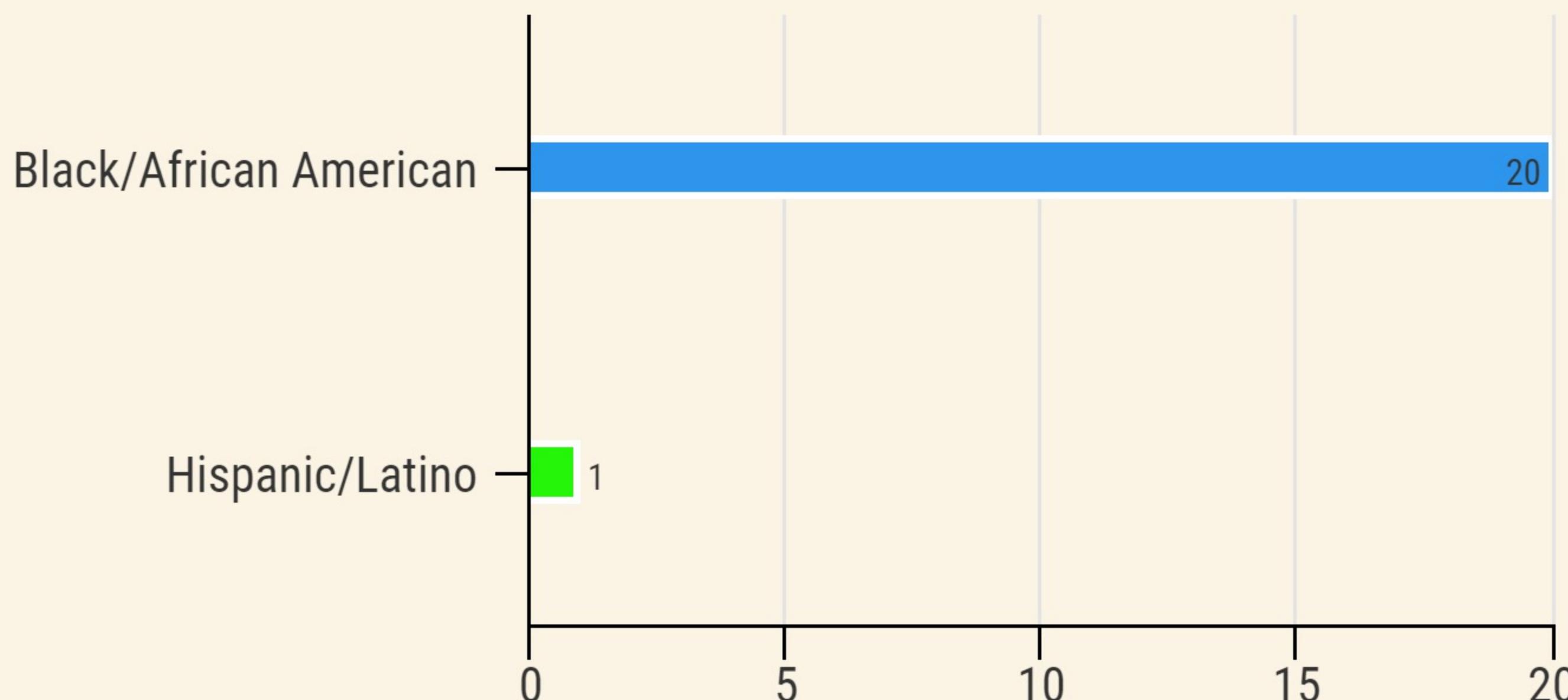
21 participants enrolled

18 participants completed

### Brief Background

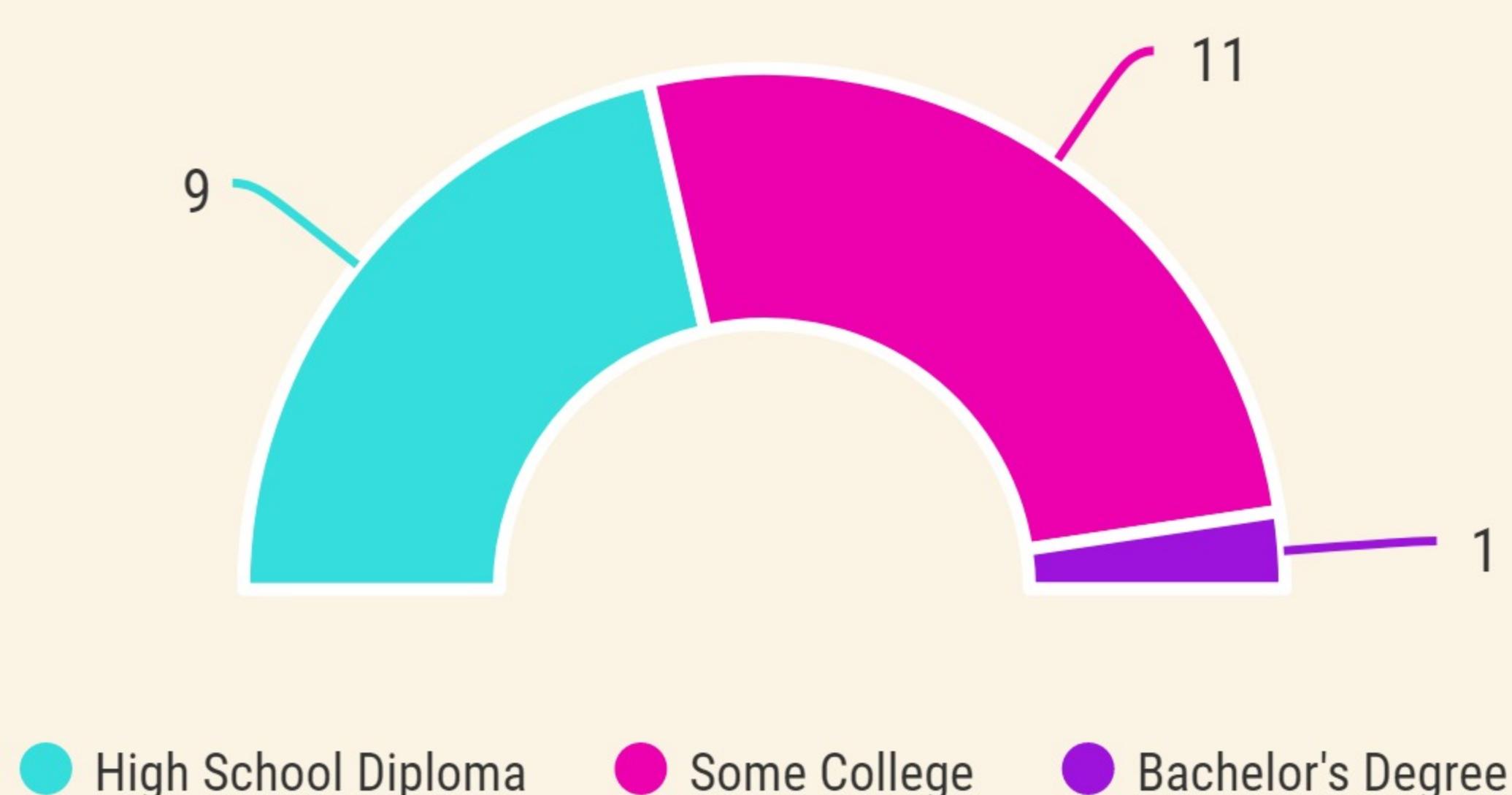
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### Race Profile

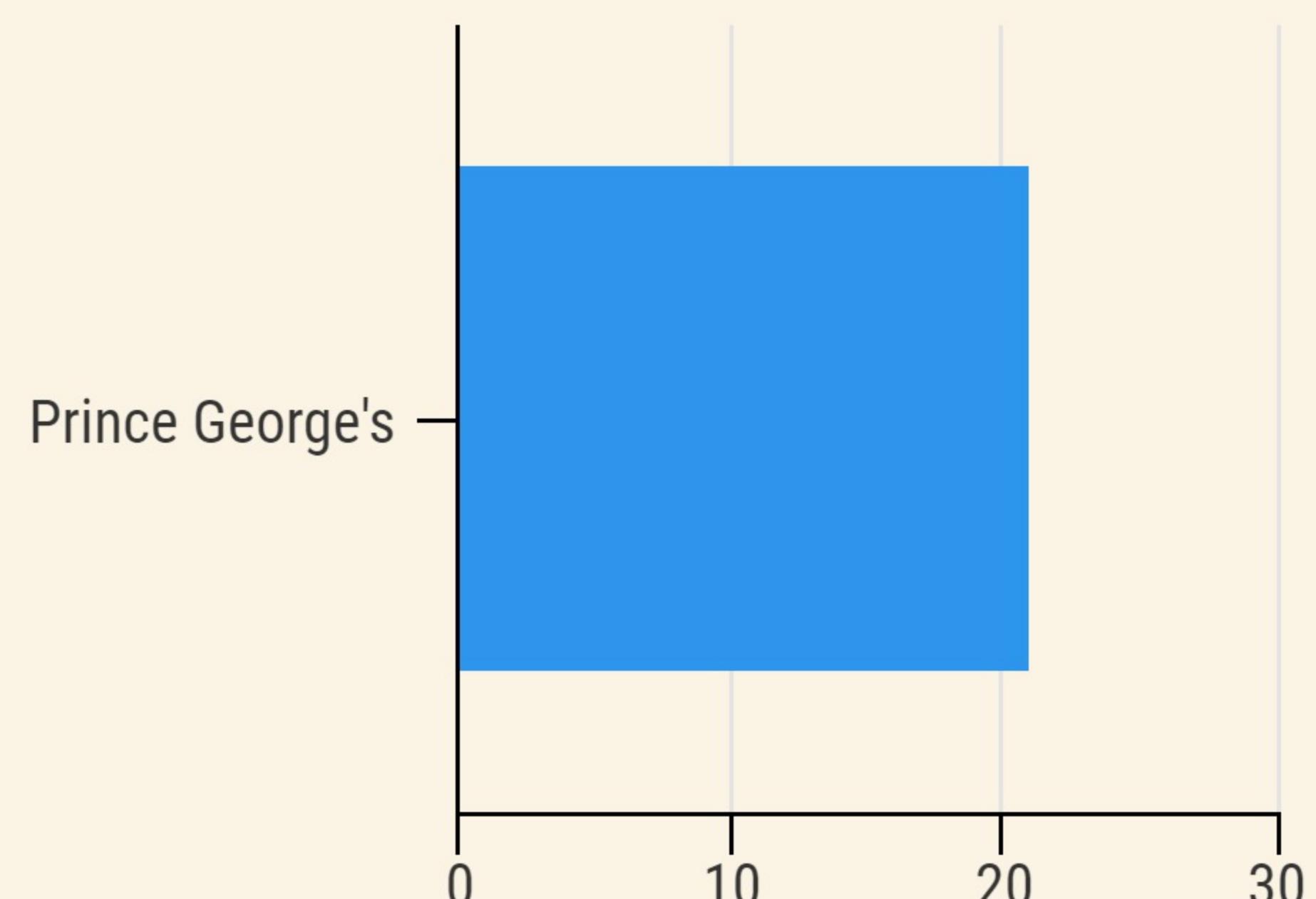


10% (2) of all participants are female.

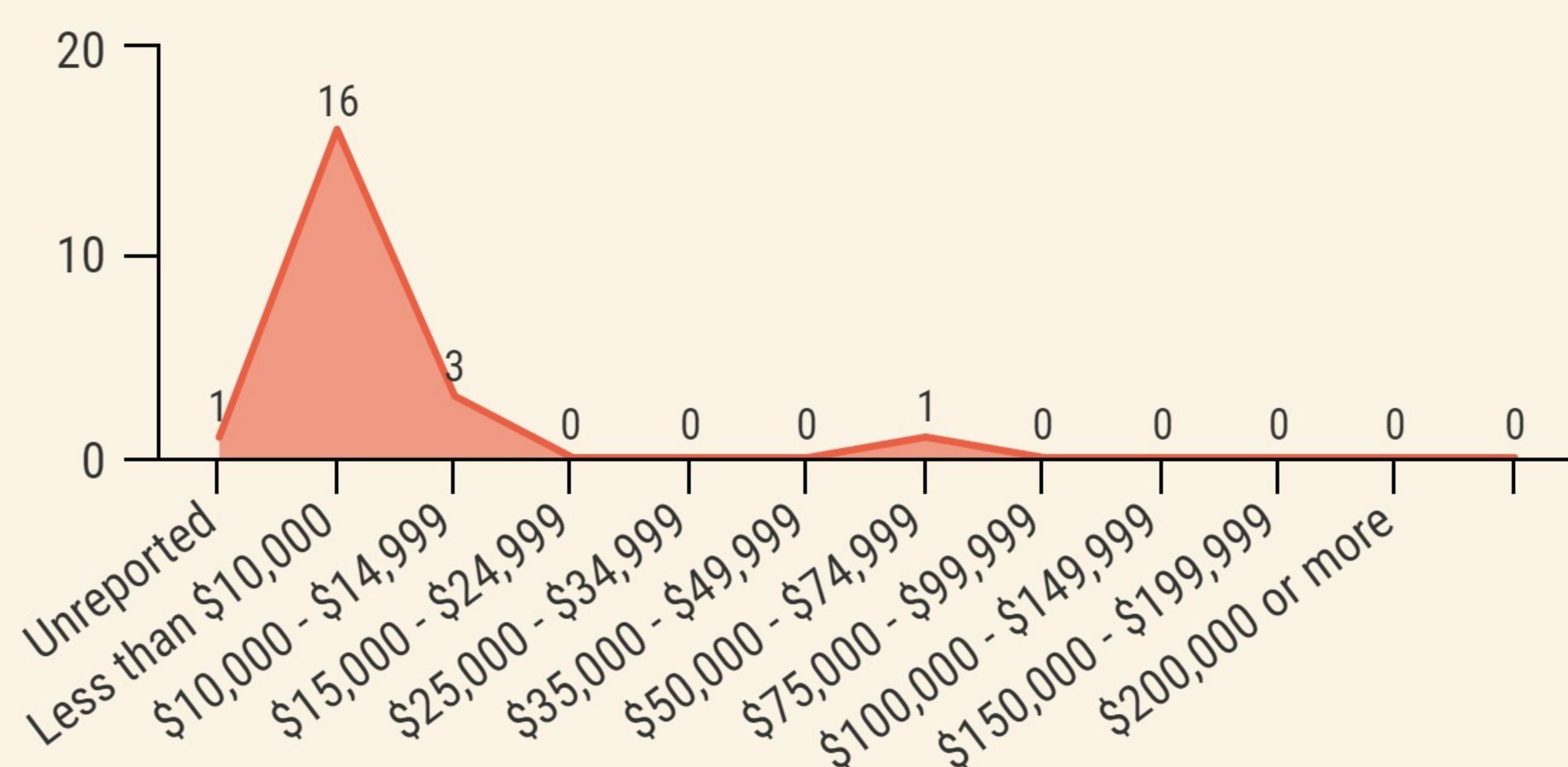
### Education Profile



### County of Residence



### Income



72%

of completers (13) were placed into employment

4

have entered into a formal Apprenticeship program

## **Purple Line Skills Training Partnership – CASA de Maryland**

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. Thirty-two employers completed training in a variety of different areas, including fiscal fitness, marketing and visual merchandising. Of those, twelve received one-on-one counseling meant to help improve their business management, imaging and growth.

While employers indicated that the program was useful, the partnership experienced challenges. CASA reported thirty-two participants completed training. However, the third-party training provider only provided data for seventeen participants. CASA indicated that the project lead from the third party retired in the midst of the grant program and the bureaucratic nature of the organization proved to be a significant barrier in obtaining the remaining data.

Another obstacle encountered by this partnership stemmed from their target audience. Because this partnership was targeting small business owners, it was difficult to schedule training at a time convenient for the cohort. The partnership attempted to adapt the schedule to minimize this challenge, eliminating the evening schedule and emphasizing one-on-one visits with individual participants at a time convenient for the small business owner. It was determined that there were other State resources to assist small business owners, and that EARN was not the appropriate funding source for this project. EARN Maryland staff provided information on additional resources and the project has not received additional EARN funding.

# Purple Line Skills Training Partnership

CASA de Maryland

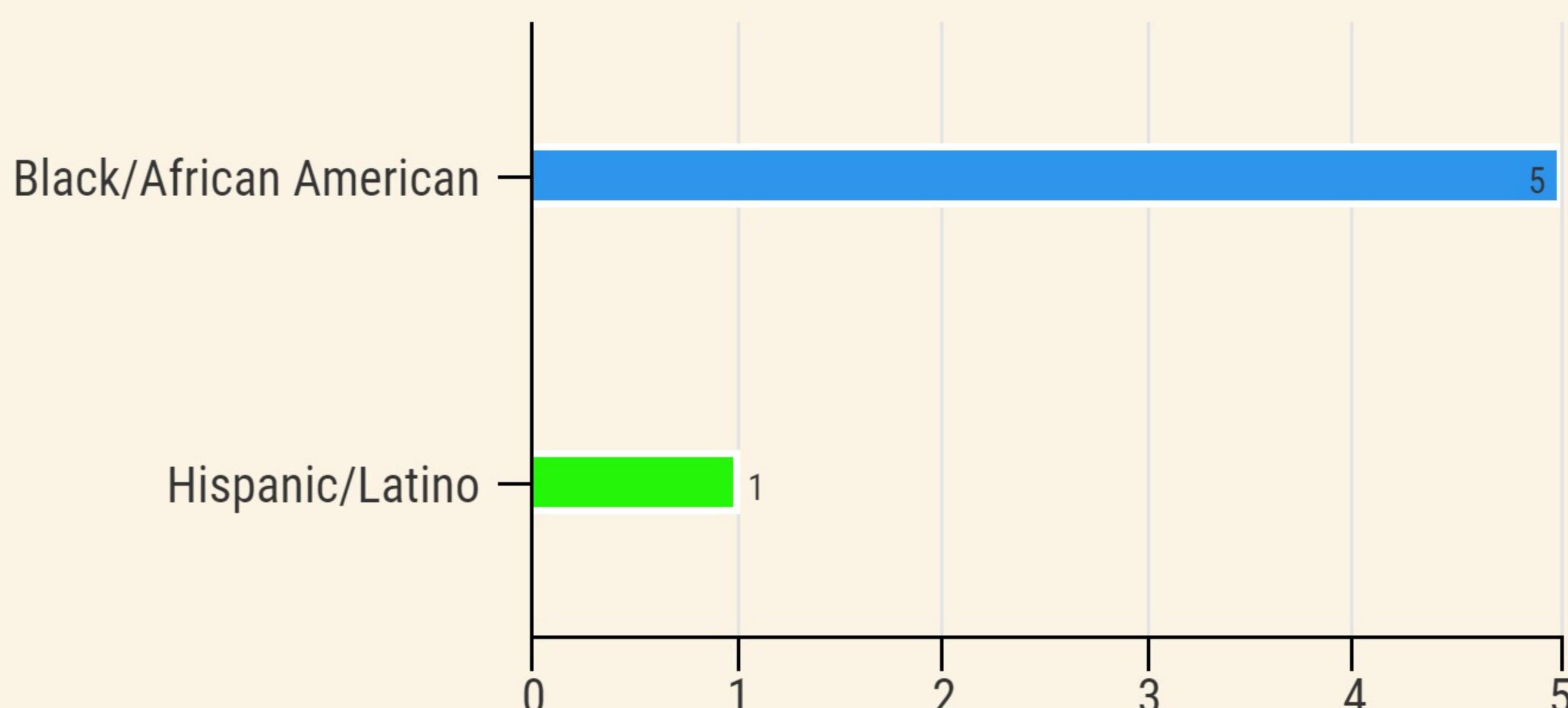
32 participants enrolled

17 participants completed

## Brief Background

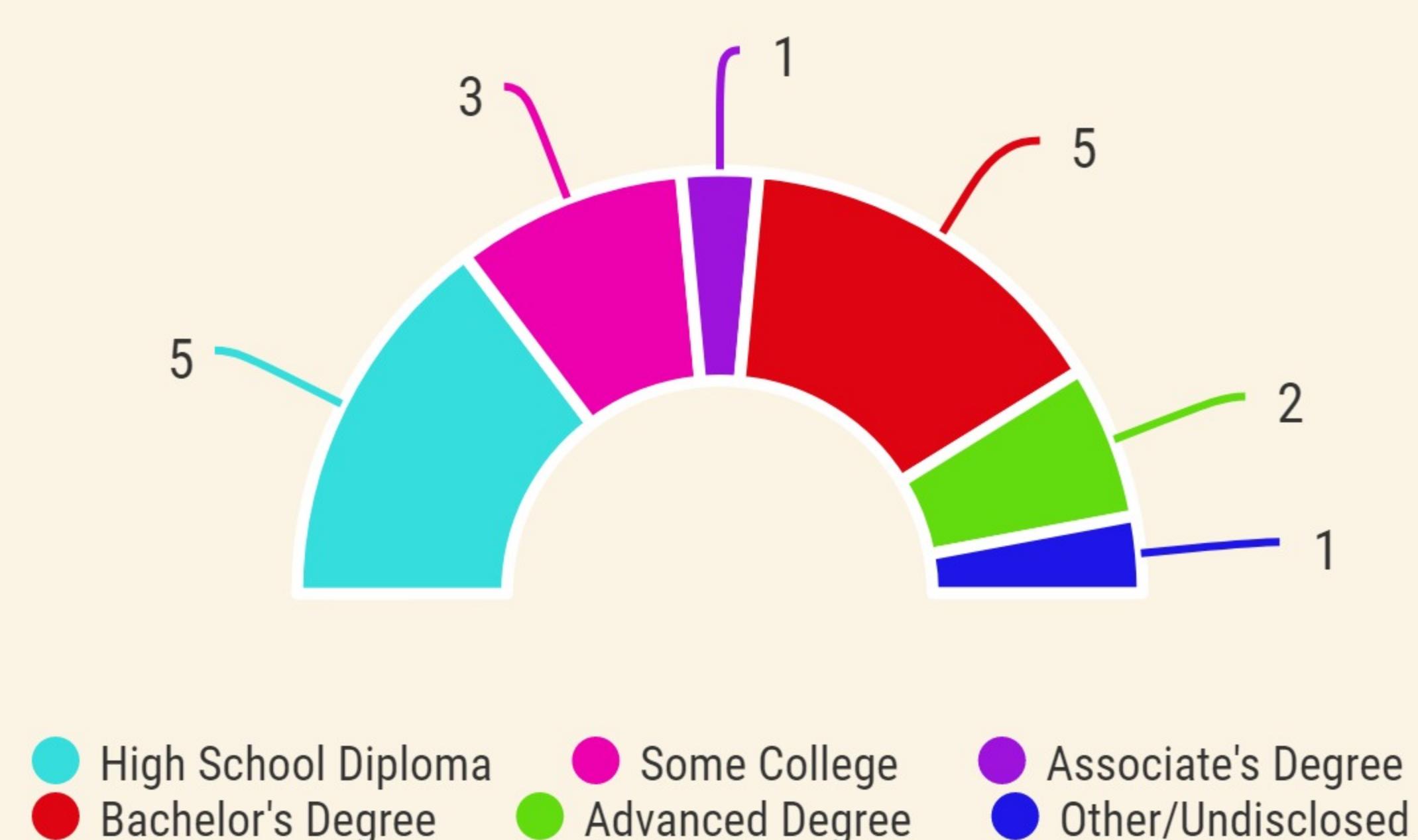
This partnership provided customized training to meet individual proprietor's needs. The original intent of the partnership was to prepare small business owners for the construction of the Purple Line. As this did not come to fruition, the partnership changed its strategy. Thirty-two employers completed training in a variety of different areas, including fiscal fitness, marketing and visual merchandising.

### Race Profile

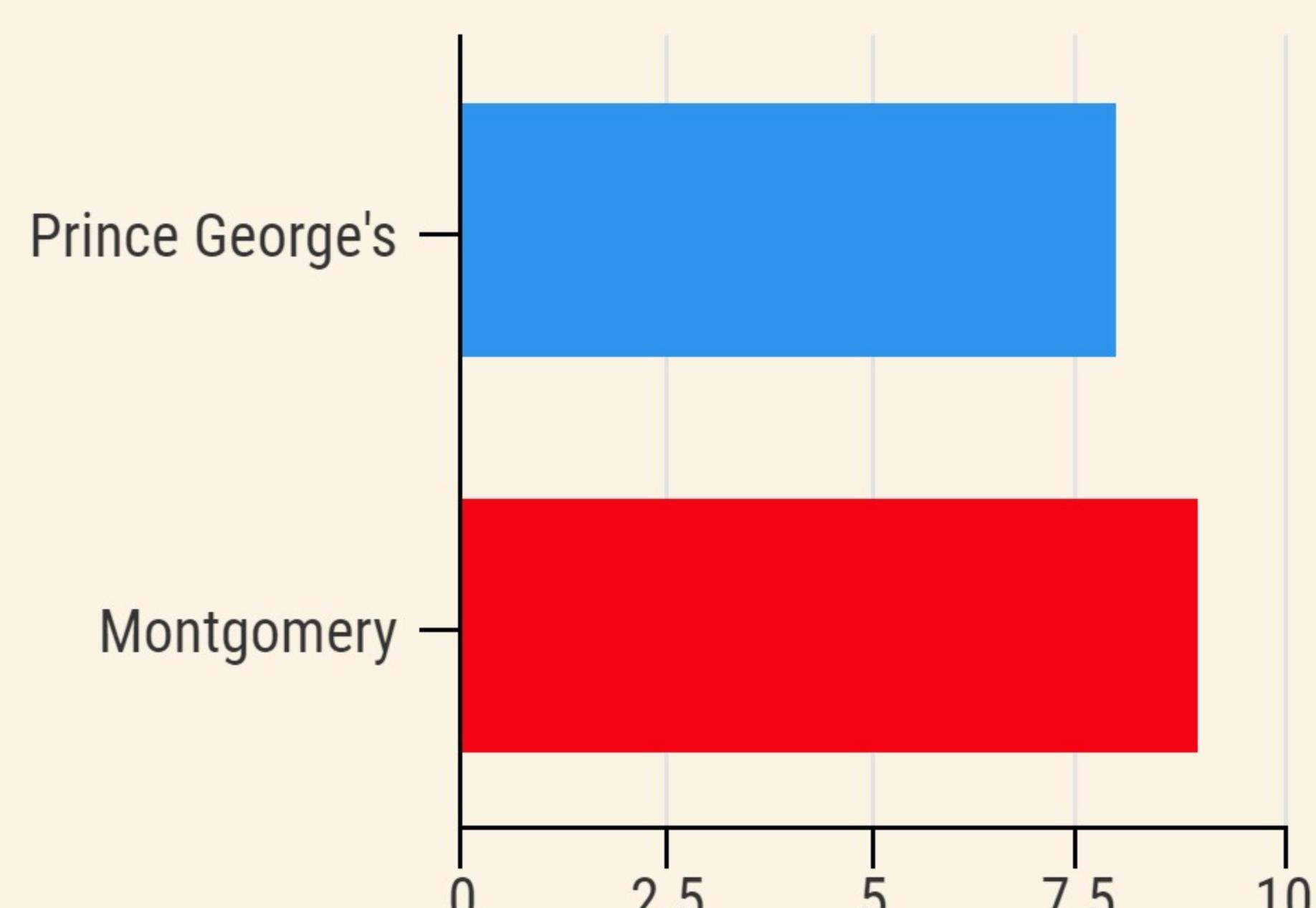


71% (12) of all participants are female.

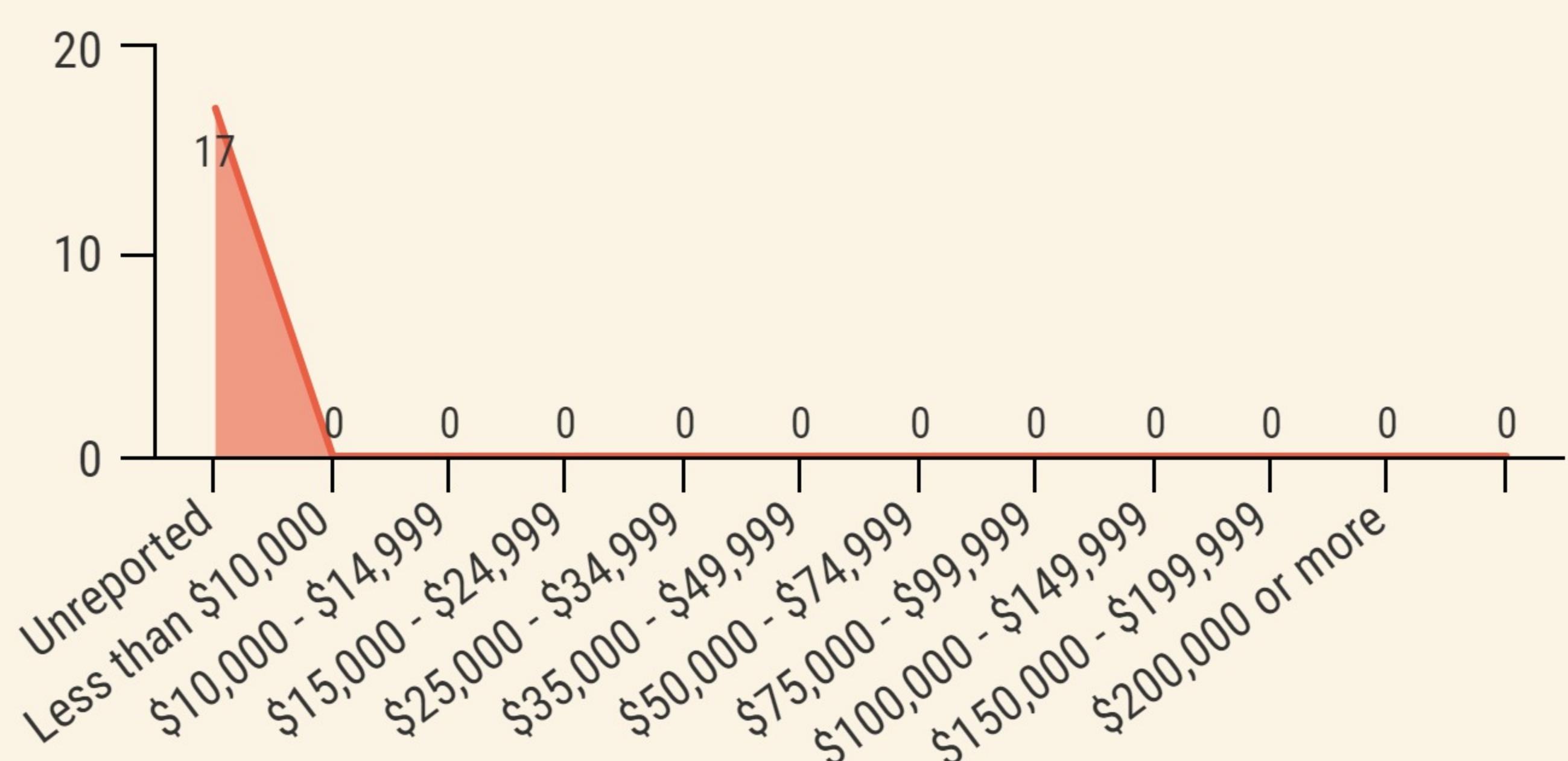
### Education Profile



### County of Residence



### Income



17

small businesses learned new techniques to improve business management

12

small businesses received one-on-one-counseling to improve growth

## **Rapid Advanced Manufacturing Partnership – Maryland Manufacturing Extension Partnership**

After numerous meetings to understand the needs within their industry, the partnership refocused its efforts to combat the concern of an aging workforce. The problem is two-fold: there is no pipeline of skilled workers to fill the positions of retiring workers and the existing employees lack leadership skills to fill the gaps of retirees. The partnership piloted an internship program to increase awareness and change the stigma of the manufacturing industry. Eleven college students participated and the program will be replicated next year. The partnership also provided leadership training to mid-skill employees. At its onset, the partnership committed to providing training to 80 participants. However, as of June 2016, the partnership had well exceeded that goal, training 116 workers.

The partnership is led by the Maryland Manufacturing Extension Partnership. Due to their role as an intermediary in the industry, MEP has a strong reputation among manufacturers in Maryland. The organization is skilled at bringing together employers to understand training needs and ensuring that those needs are met. This is believed to have contributed to their success in this project.

The partnership struggled with data management. Because so many employer partners are involved, it was initially difficult to collect, track and report on the many data sets required under EARN. In partnership with their employer partners, MEP developed a tracking system to make the process more efficient for its busy employer partners.

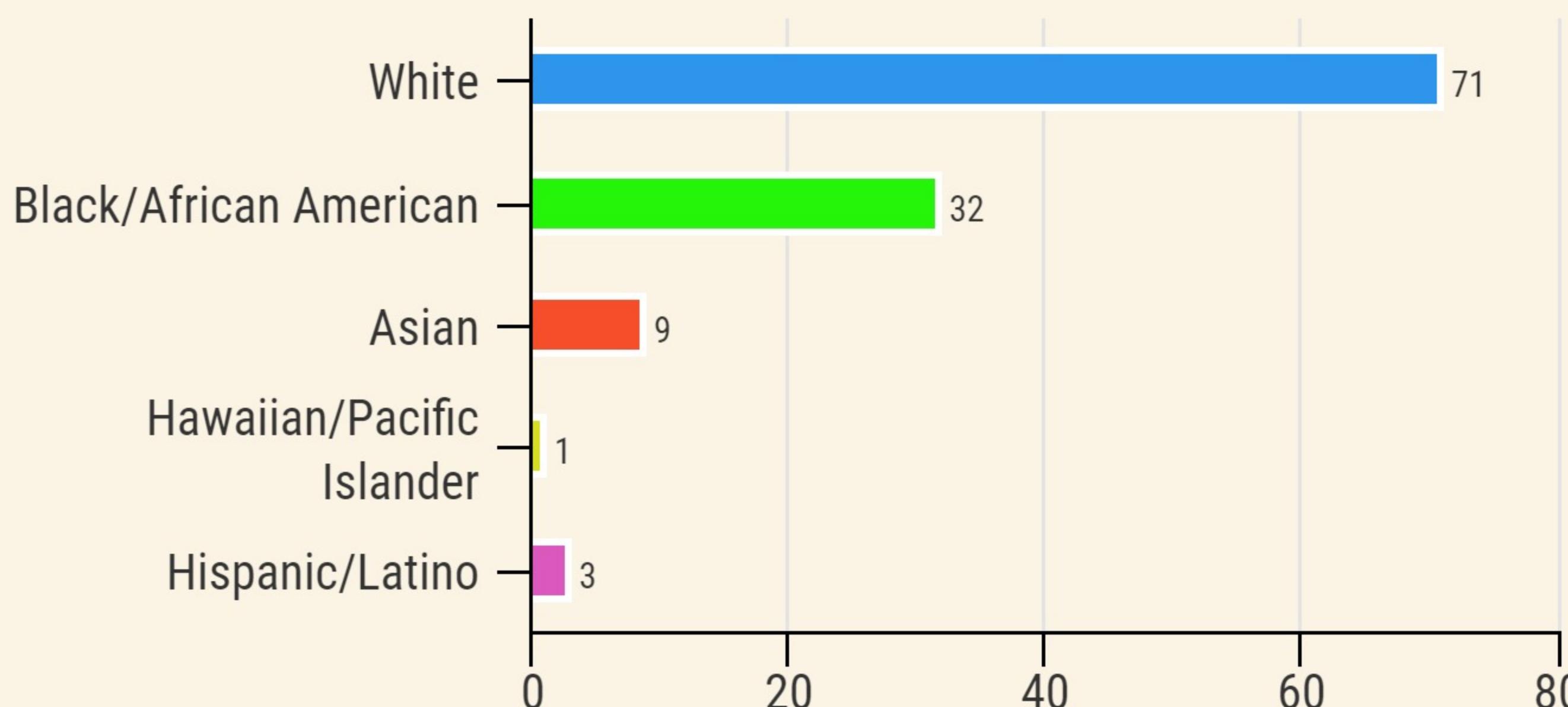
# Rapid Advanced Manufacturing Partnership

Maryland Manufacturing Extension  
Partnership  
116 participants enrolled  
116 participants completed

## Brief Background

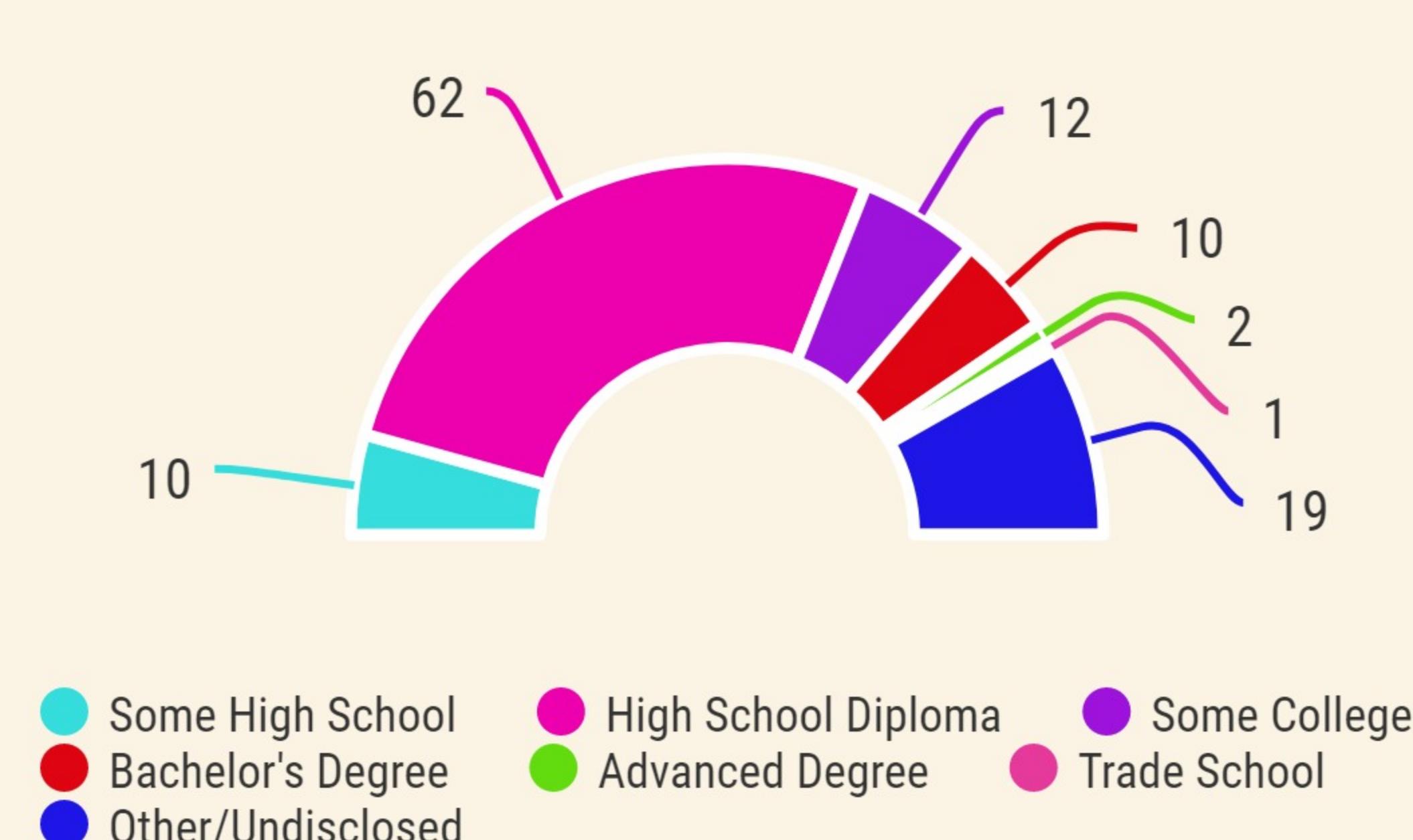
After numerous meetings to understand the needs within their industry, the partnership refocused its efforts to combat the concern of an aging workforce. The problem is two-fold: there is no pipeline of skilled workers to fill the positions of retiring workers and the existing employees lack leadership skills to fill the gaps of retirees. The partnership piloted an internship program to increase awareness and change the stigma of the manufacturing industry. Eleven college students participated and the program will be replicated next year. The partnership also provided leadership training to mid-skill employees.

## Race Profile

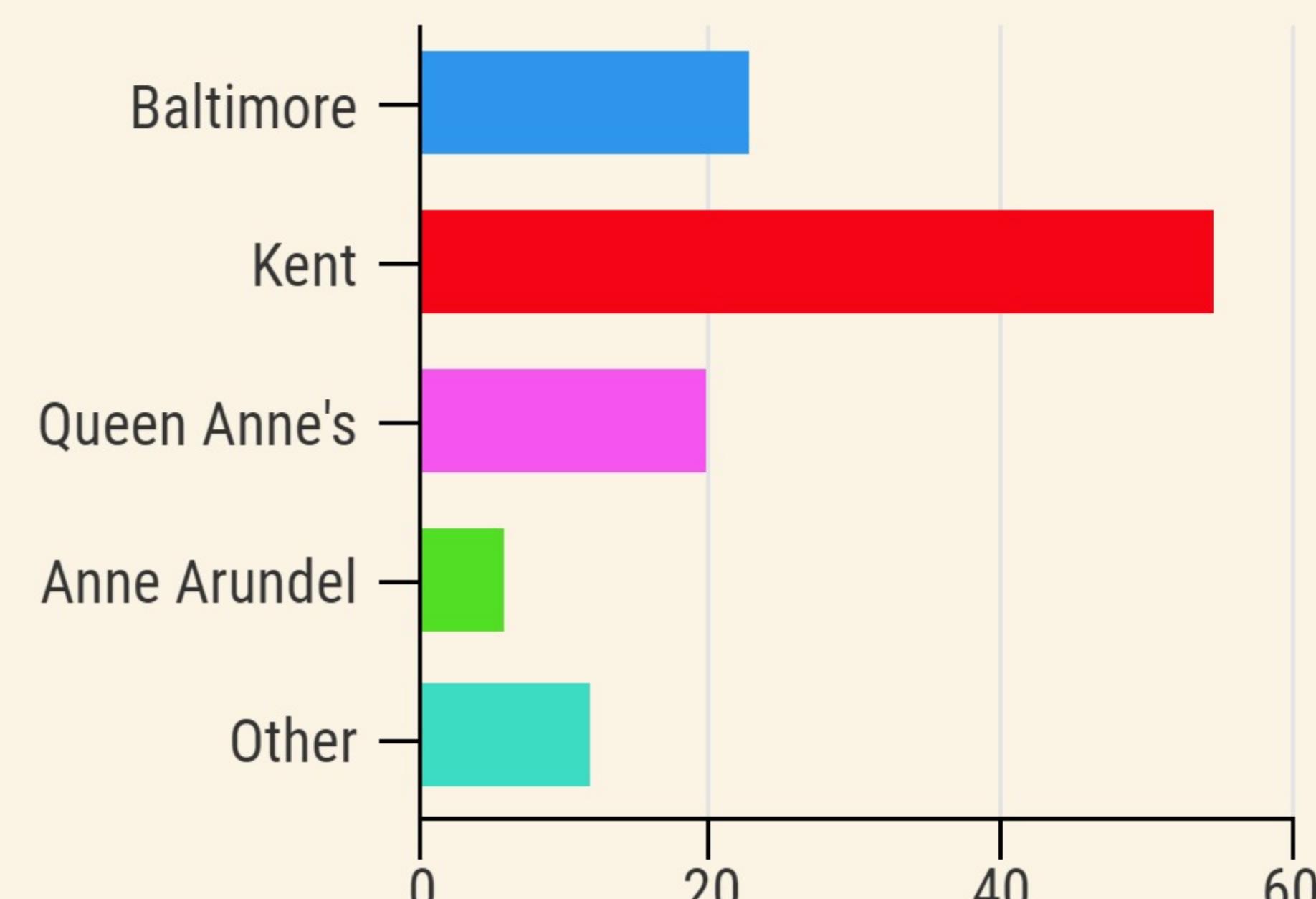


22% (26) of all participants are female.

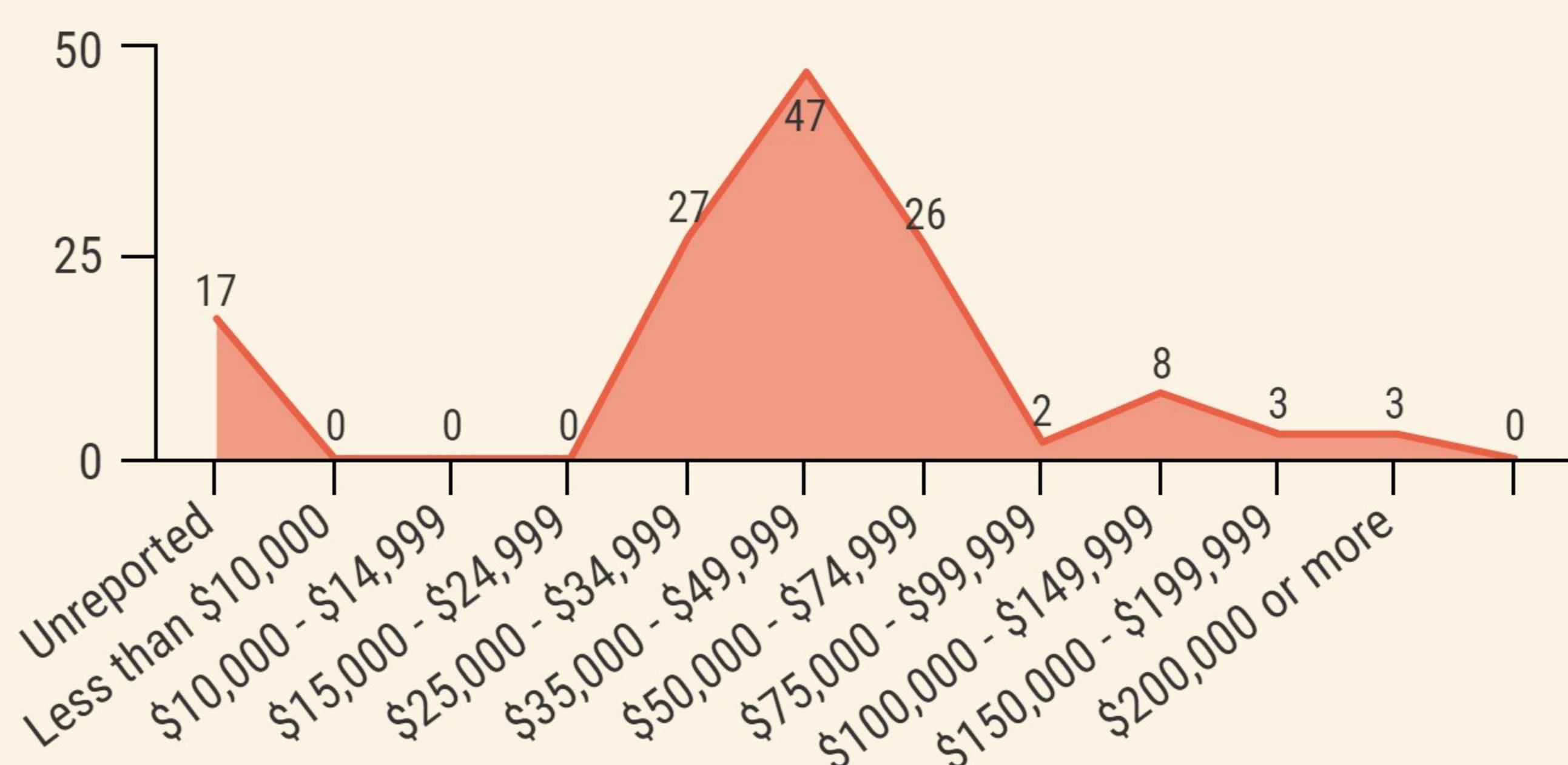
## Education Profile



## County of Residence



## Income



105

incumbent workers earned new certification, credential or skill

92%

rated training as effective or highly effective

## **Ready to Care: An Eastern Shore Partnership to Train Healthcare Workers -- Eastern Shore Area Health Education Center**

Partnering with over 25 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 Eastern Shore. Employer partners expressed a high demand for Certified Nursing Assistants and Geriatric Nursing Assistants. To meet this demand, the partnership committed to training 30 CNA and GNA's, placing 24 into employment. Employers also expressed a need for training in Behavioral Health, to include recovery, resilience, wellness, illness management and motivational interviewing. The partnership agreed to train 75 incumbent workers, who would receive the Mental Health First Aid Certification.

Through the first round of funding, the partnership has met all or exceeded all goals. Twenty-eight students completed CNA and GNA training, with 26 obtaining employment. Over four offerings, 75 incumbent workers were trained and earned their Mental Health First Aid Certification. The Ready to Care Partnership has successfully brought together three community colleges who traditionally work in silos. Through this partnership, these organizations have shared best practices and resources, improving program outcomes.

Despite eventual success, this partnership struggled early on in the process. The initial program design included an “advanced” CNA/GNA training program. Though the curriculum was more comprehensive, the length of training was nearly double that of a standard CNA/GNA program and the starting wages were the same. The need for CNA/GNA was immediate, and employers wondered if the extended training would benefit the students, who were unemployed or underemployed and needed a job as soon as possible. Due to these concerns, the Ready to Care partnership ultimately decided to use standard CNA/GNA training curriculum. Working with EARN Maryland staff, they modified the project budget and were able to implement a successful program.

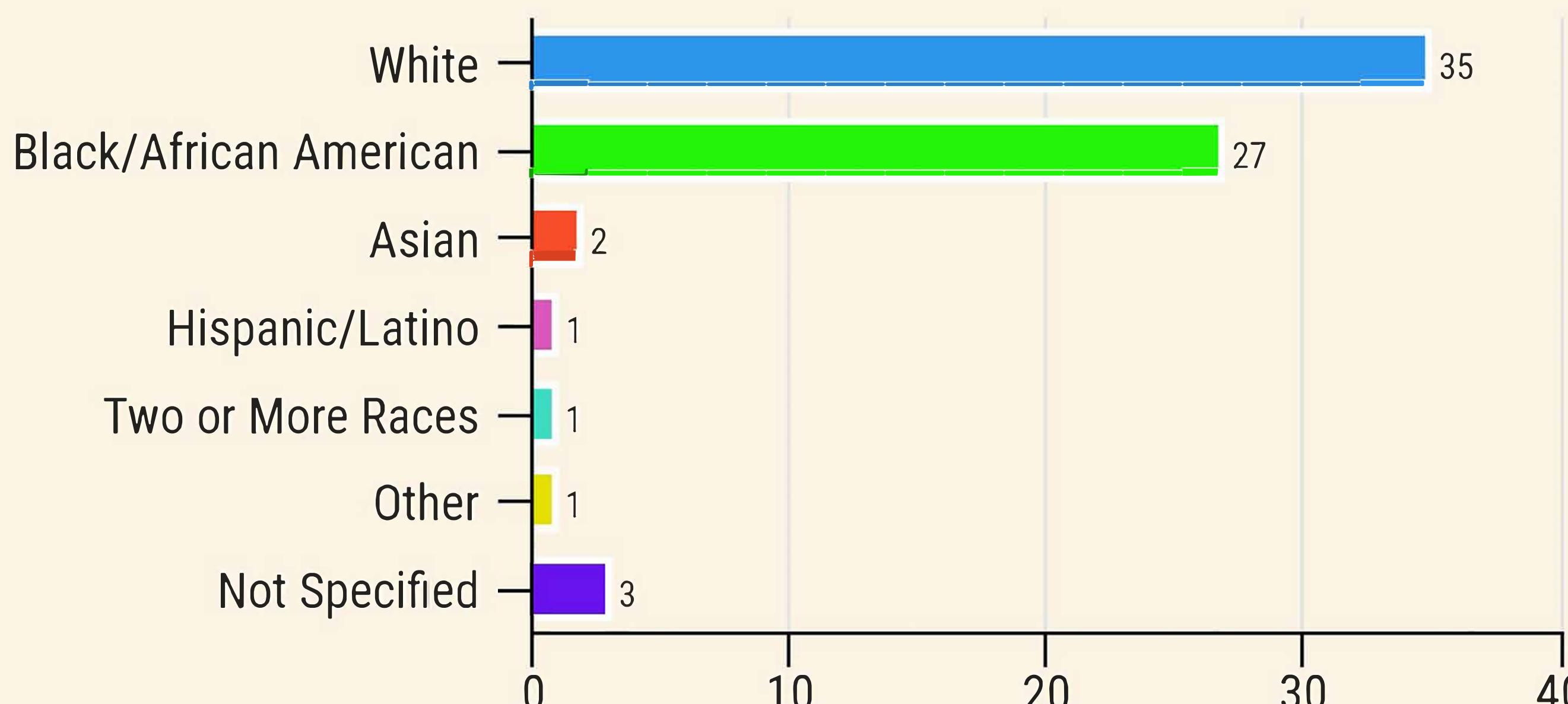
# Ready to Care: An Eastern Shore Partnership to Train Healthcare Workers

Eastern Shore Area Health Education Center  
70 participants enrolled  
68 participants completed

## Brief Background

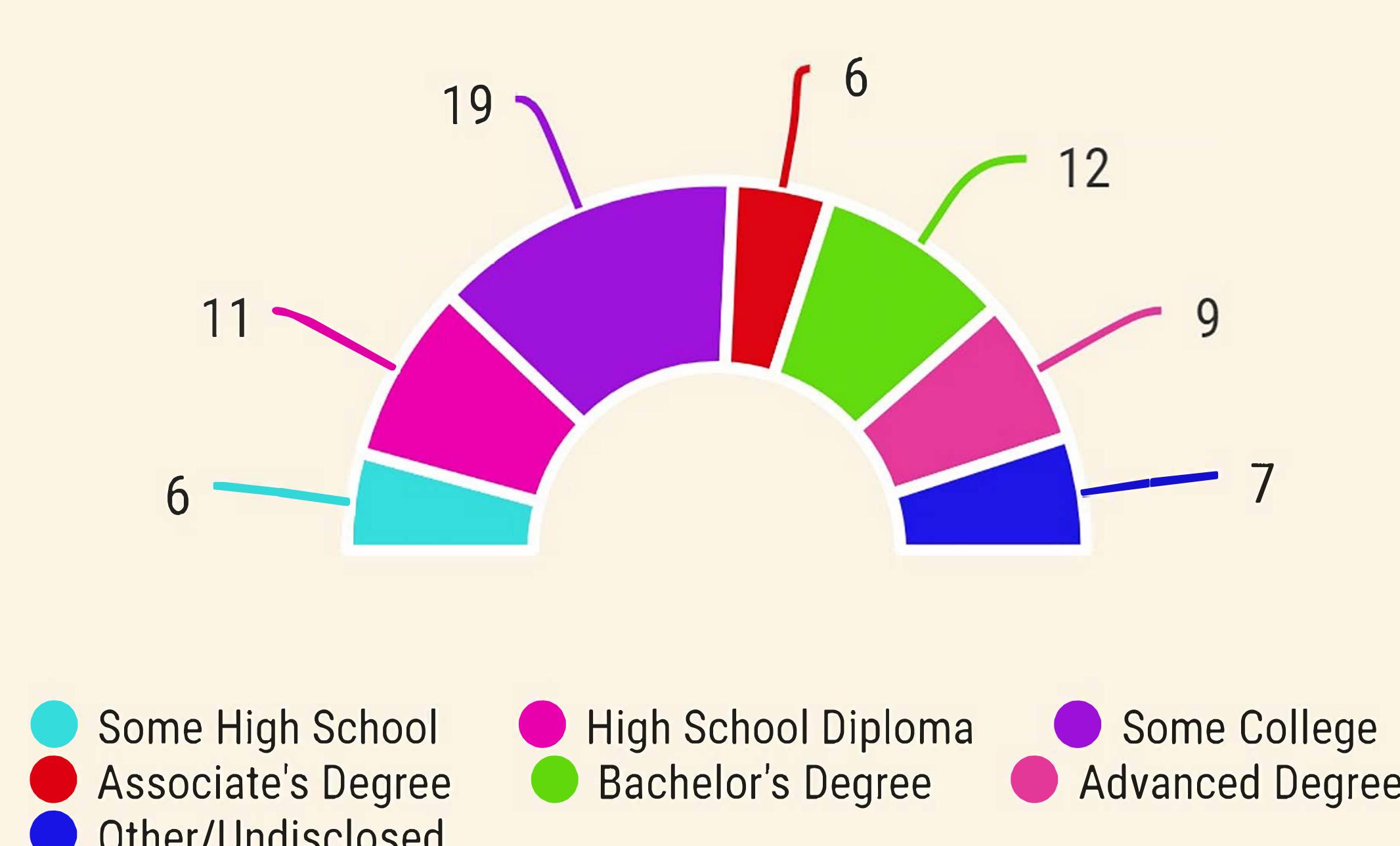
Partnering with over 25 employer partners and three community colleges, the Eastern Shore Area Health Education Center is leading the charge to train healthcare workers on the Upper and Lower Eastern Shore. Employer partners expressed a high demand for Certified Nursing Assistants and Geriatric Nursing Assistants. Employers also expressed a need for training in Behavioral Health for incumbent workers. This training includes recovery, resilience, wellness, illness management and motivational interviewing. Those who complete training earn the Mental Health First Aid Certification

### Race Profile

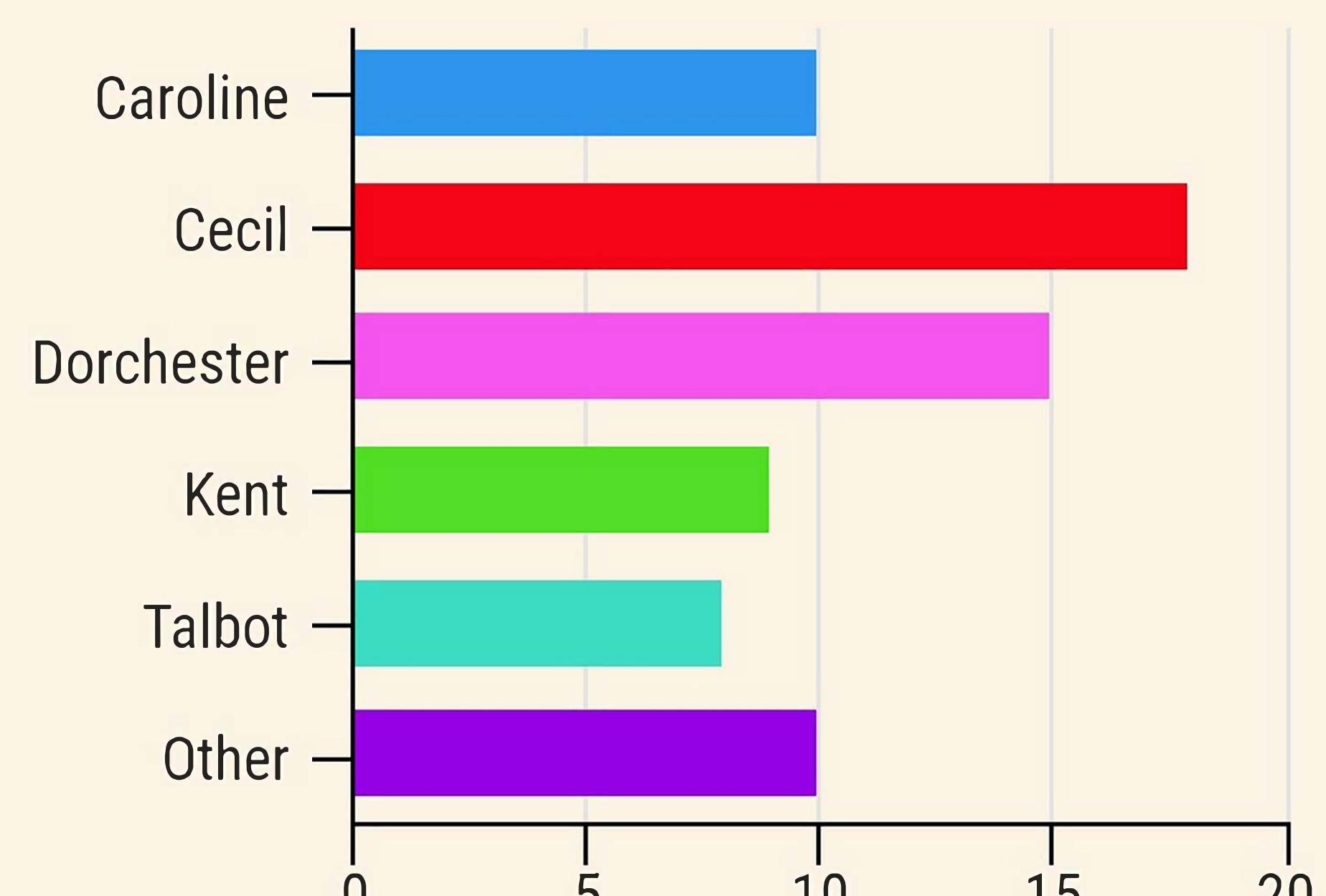


**91% (64) of all participants are female.**

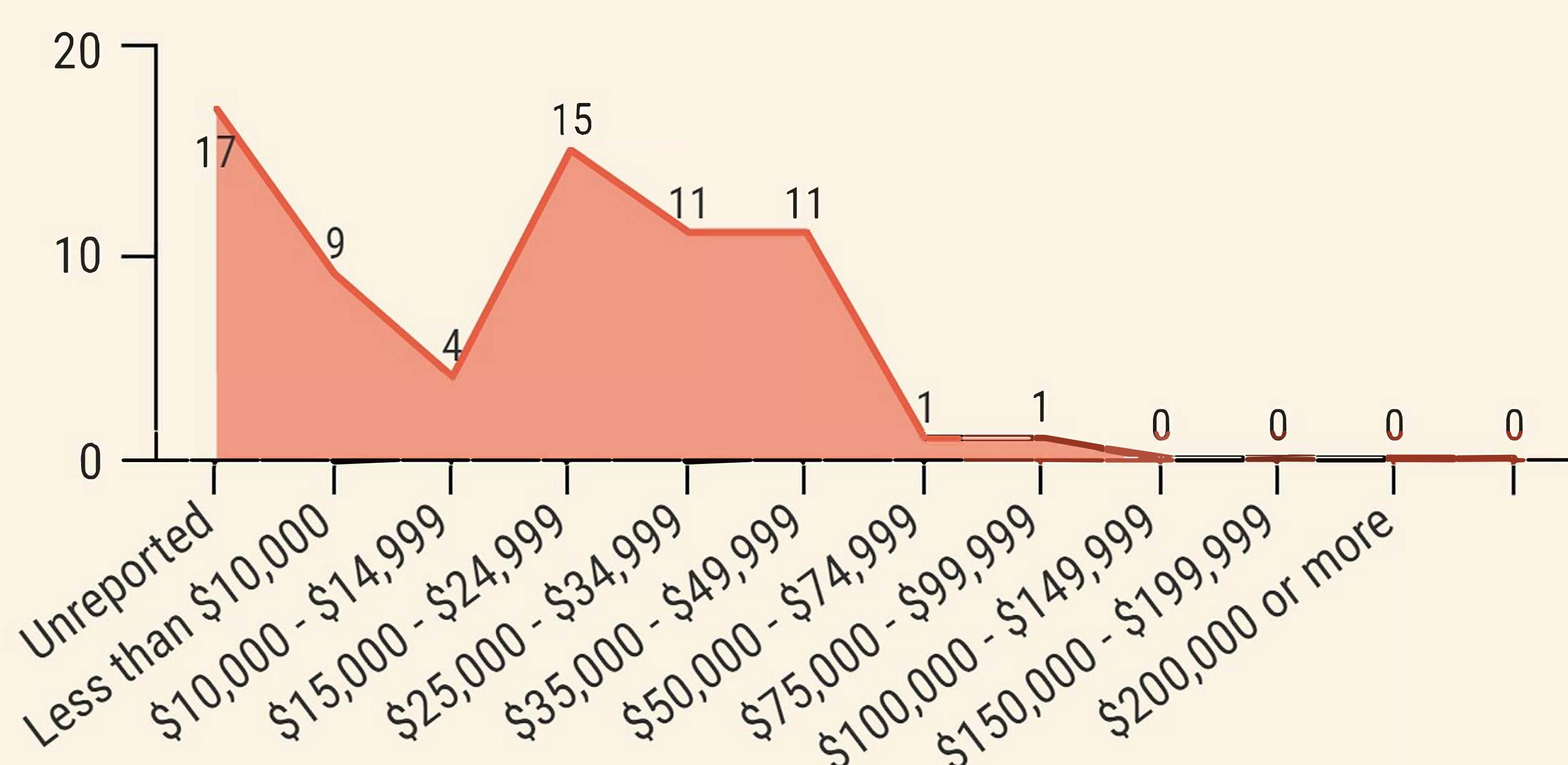
### Education Profile



### County of Residence



### Income



**93%**

of unemployed or underemployed completers (26) obtained employment

**100%**

of incumbent workers (44) earned a certification

## Rx for Employability: Montgomery Business Development Corporation

Led by the Montgomery Business Development Corporation, this partnership leverages resources and strategic partners to examine and create workforce pipelines and pathways for health careers. This partnership sought to train unemployed, underemployed and incumbent workers in three distinct models, with the goal of serving 105 participants.

The partnership provided fifteen underemployed employees at Adventist Healthcare with an eight week training to become Sterile Tech Processors. This program blended classroom and on-the-job experience and resulted in industry-recognized, portable certifications. Additionally, due to changes brought forth by the Affordable Care Act, the partnership provided medical coder training to over 450 incumbent workers. This training was required for participants to retain employment and resulted in a new certification.

The training that was originally meant to target unemployed participants did not come to fruition. Rx for Employability partnered with a large corporate employer who was unable to honor their initial commitment to the partnership. For instance, the employer originally agreed to hire participant's full-time, with benefits, as a Pharmacy Technician Intern making \$12/hour. However, after the grant was awarded, the employer stated they would hire participants part-time to work as a cashier making \$9/hour. Additionally, communication was difficult with such a large employer, and the nature of the corporate environment yielded significant delays in wage increases as certifications were earned. After many conversations and technical assistance from EARN Maryland staff, Rx for Employability decided to cease their relationship with this employer.

Due to the flexibility of EARN, Rx for Employability was able to engage new training provider and employer partners to provide in-demand training. Twenty-five candidates completed a rigorous training, earning portable, industry-recognized credentials. Nearly 80 percent of these students have been placed into employment, averaging \$18.50 an hour.

Despite difficulties, Rx for Employability was able to significantly exceed the deliverable of providing training to 105 participants. Over 450 participants received training through the Rx for Employability program. This was mostly due to in-kind support for the medical coding training. Interest in the program was much higher than anticipated and employers were willing to supplement training costs. This project transformed the means by which workforce development is being carried out in Montgomery County. The partnership is exploring replicating this model across other industries.

# Rx for Employability

# Montgomery Business Development Corporation

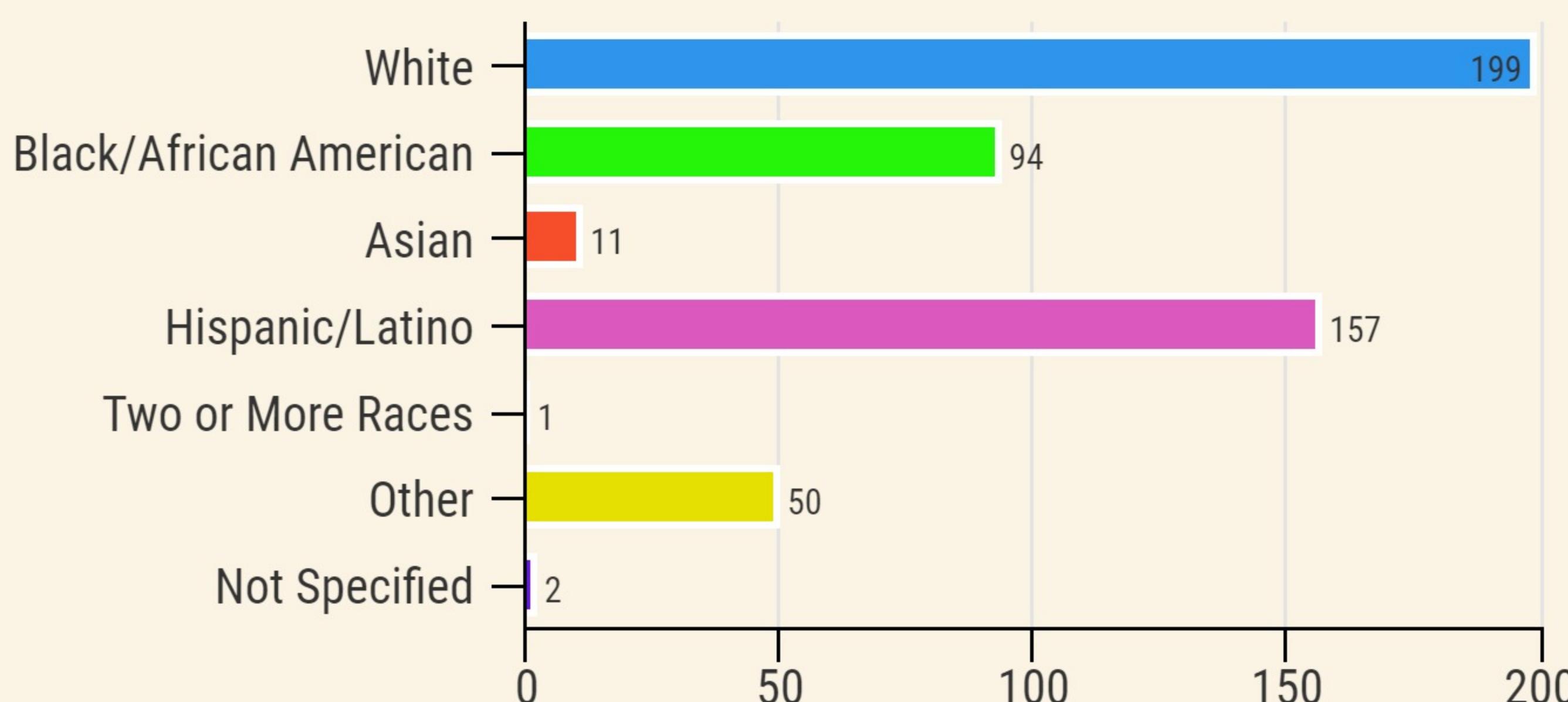
# 514 participants enrolled

# 451 participants completed

## Brief Background

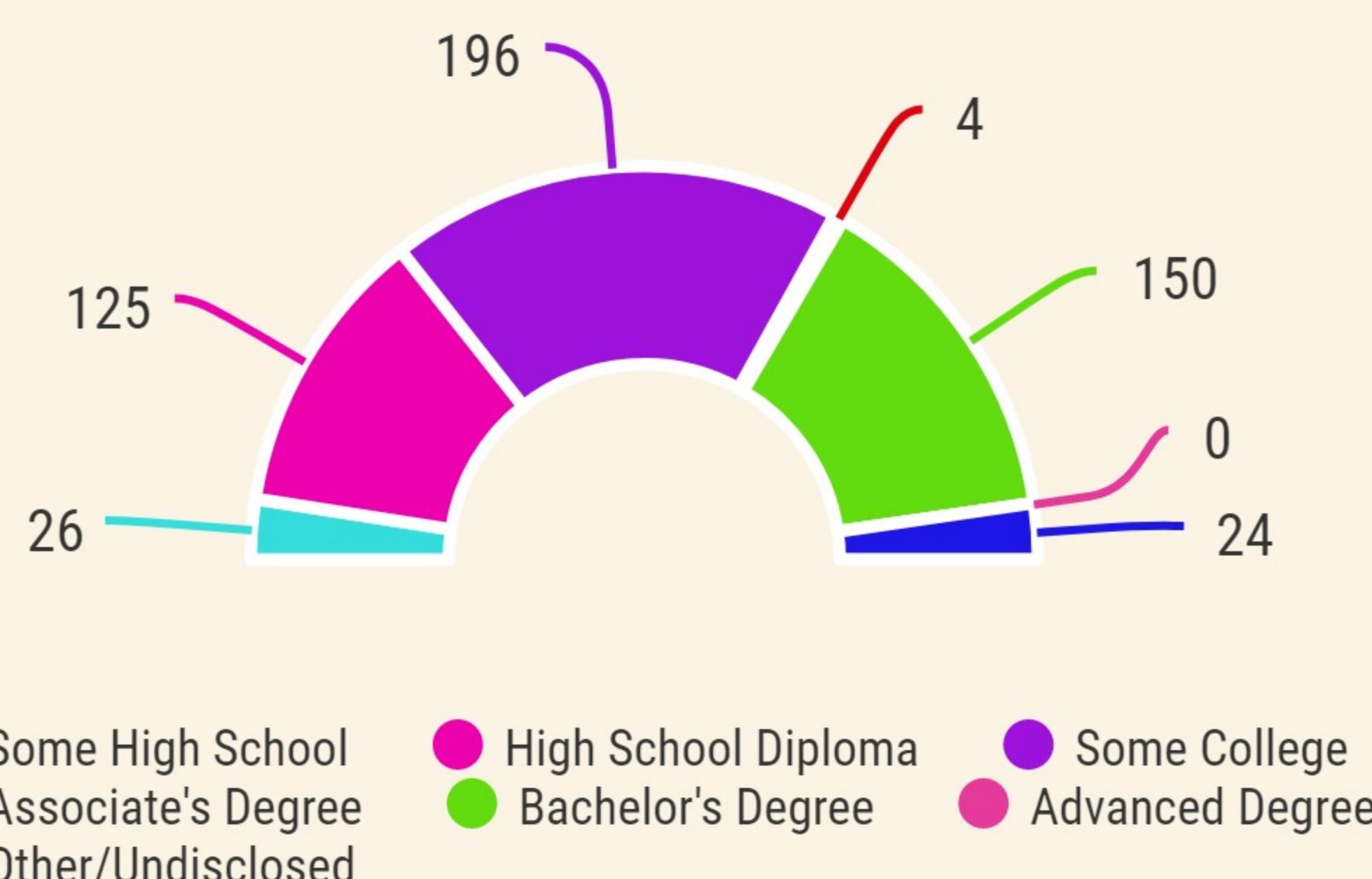
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## Race Profile

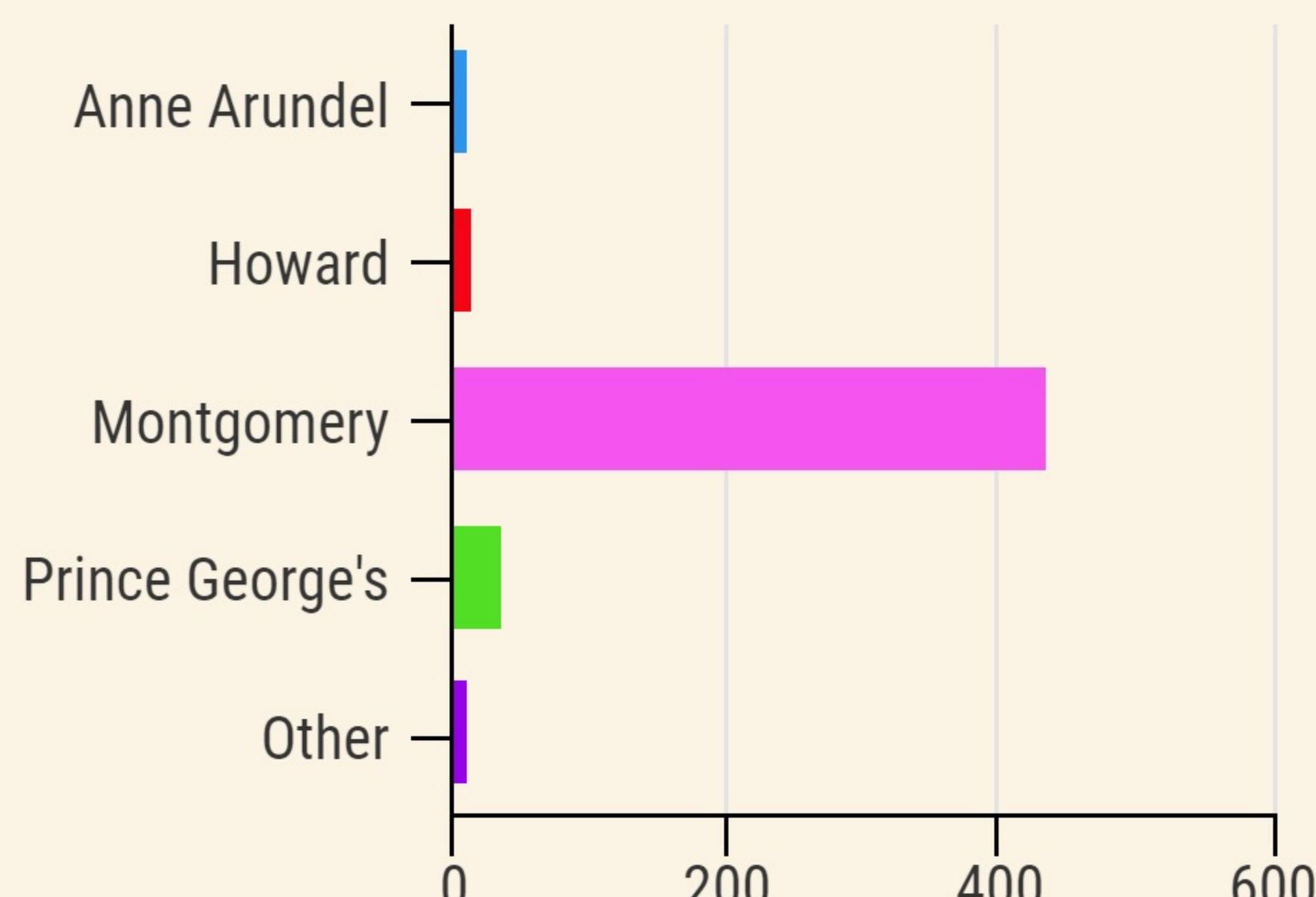


72% (372) of all participants are female.

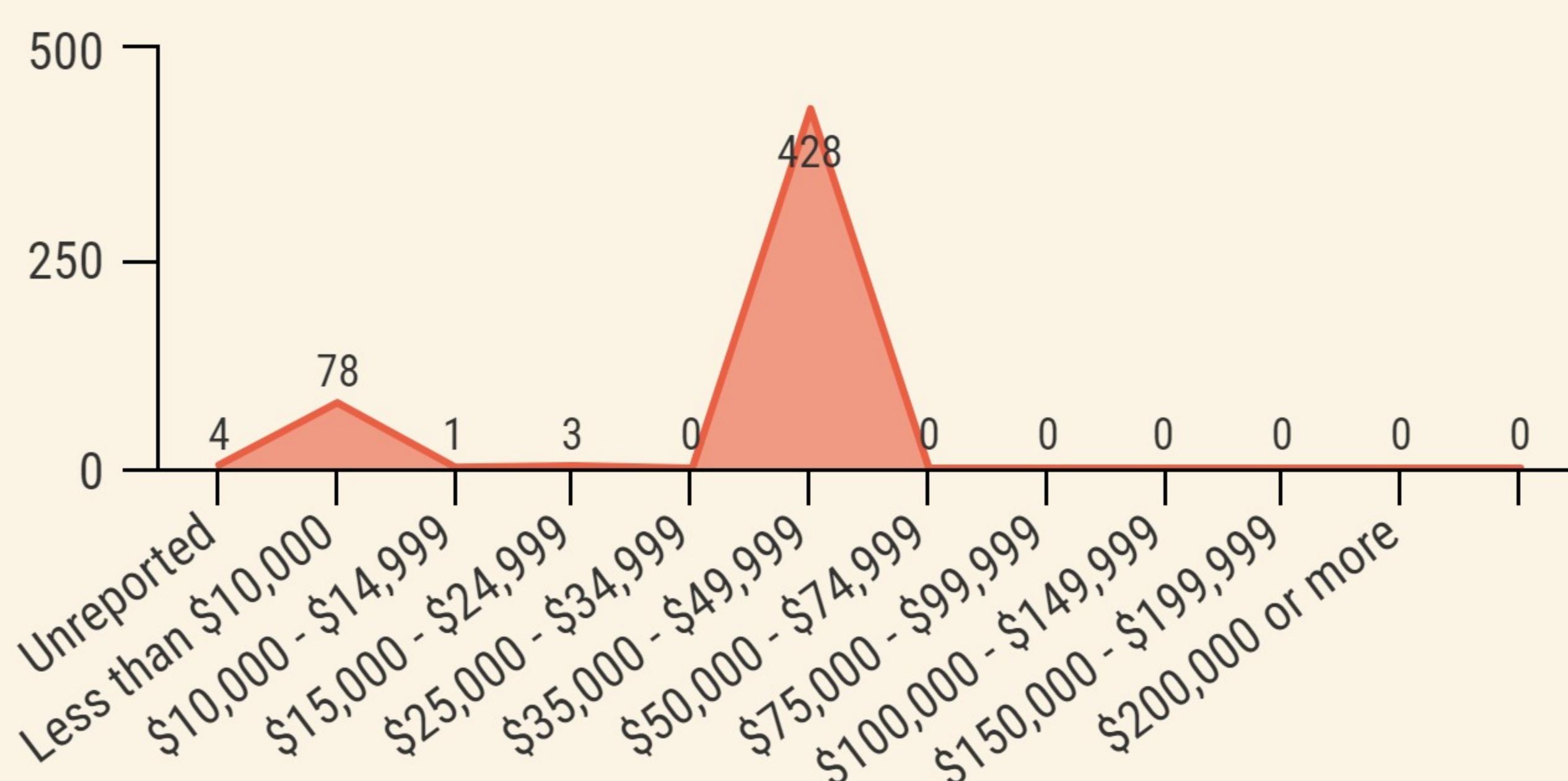
## **Education Profile**



# County of Residence



## Income



**of unemployed or  
underemployed  
completers (40)  
obtained employment**

474

**incumbent workers  
earned a certification,  
retaining employment**

## **Southern Maryland Healthcare Industry Alliance – Tri-County Council for Southern Maryland**

The Southern Maryland Healthcare Industry Alliance is targeting both unemployed and incumbent workers. The fifteen employer partners who participate in the alliance identified training needs in data-supported, high demand occupations that consistently remain unfilled. Employers also recognized a need to bolster essential skills training. Twenty-five unemployed and underemployed persons received Certified Nursing Assistant and Geriatric Nursing Assistant training. One hundred percent earned their certifications, and 88 percent obtained employment. Employers also identified the need for Certified Clinical Medical Assistants. Fourteen students completed training, and of those, all have obtained employment. The partnership also trained Certified Medical Administrative Assistants. Of the six who enrolled, four have obtained employment. Finally, due to new quality measures under the Affordable Care Act, employers identified the need to further develop the essential skills of their existing workforce. Over 100 employers have honed their interpersonal skills in topics like communication, customer service and conflict management.

The partnership has experienced some challenges throughout the first round of implementation. For example, demand in the Southern Maryland healthcare market has fluctuated. Some positions, such as Certified Medical Administrative Assistant, have decreased in demand. This is understandable as the workforce training plan was originally developed in 2014 and industry changes quickly. For this reason, EARN is meant to be flexible and nimble to meet current demand. The partnership under-enrolled in the CMAA module, but was able to over-enroll in CNA/GNA, a position with high demand in this region. The Alliance worked closely with EARN Maryland staff to determine new deliverables based upon feedback from employer partners. The partnership is expected to meet all deliverables.

The partnership struggled with placement for a few participants who had little to no job experience. Because of this, employers were reluctant to extend employment offers. Due to EARN's flexibility, the partnership was able to provide a work-and-learn experience for these participants. This gave employers the opportunity to work with the candidate over an extended period of time to see determine if the fit was appropriate.

# Southern Maryland Healthcare Industry Alliance

## Tri-County Council for Southern Maryland

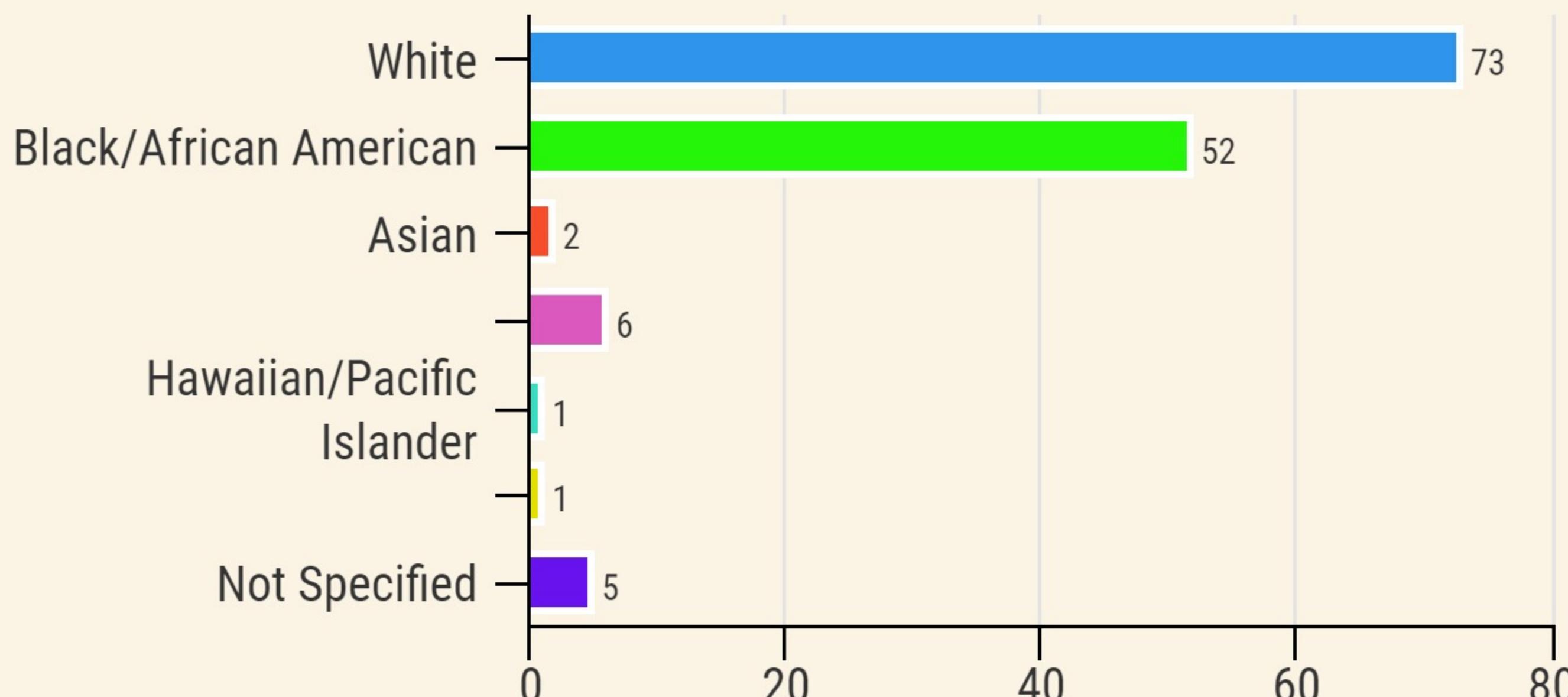
144 participants enrolled

144 participants completed

### Brief Background

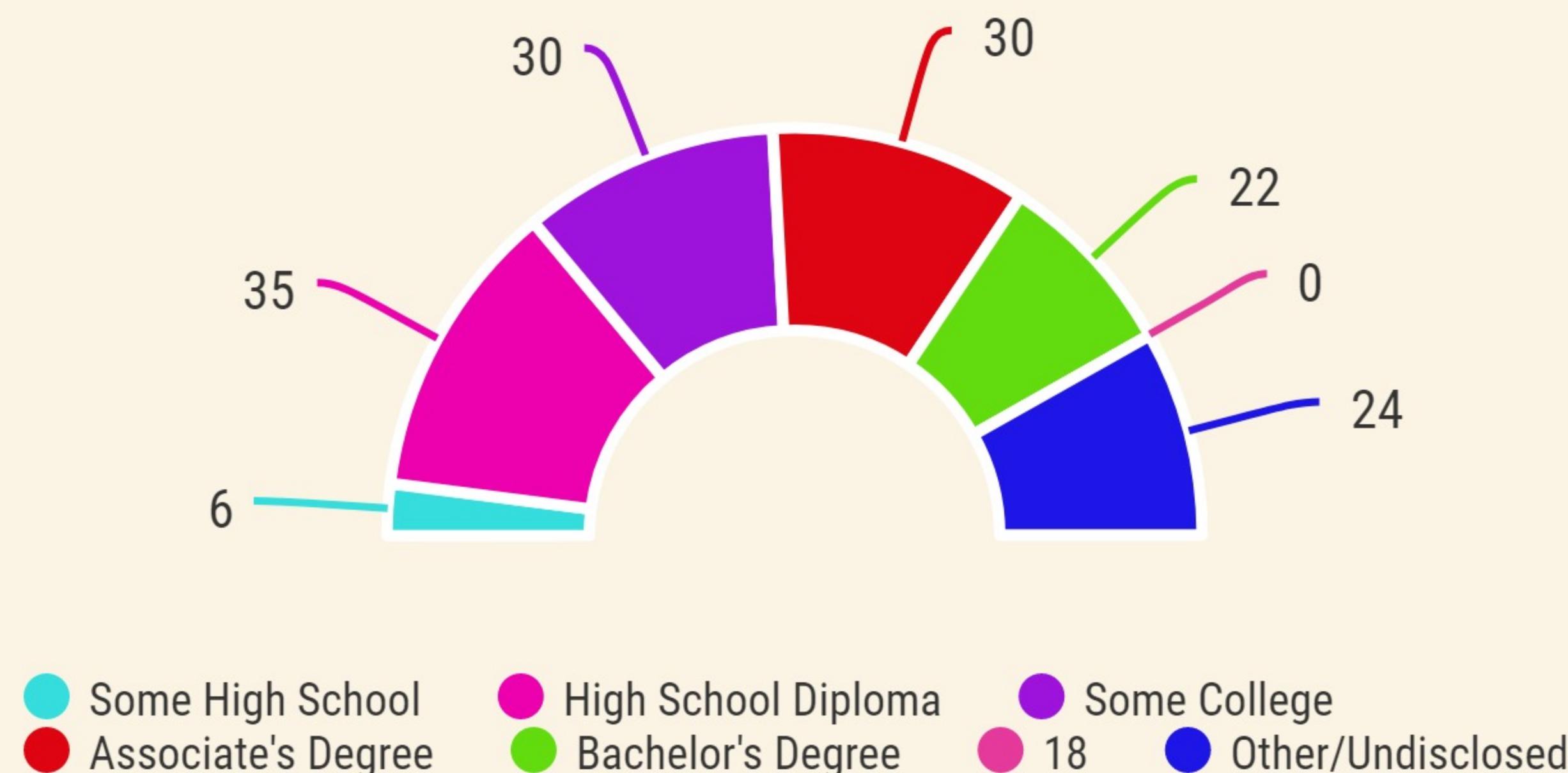
The Southern Maryland Healthcare Industry Alliance is targeting both unemployed and incumbent workers. The fifteen employer partners who participate in the alliance identified training needs in data-supported, high demand occupations that consistently remain unfilled. Employers also recognized a need to bolster essential skills training based upon new quality measures under the Affordable Care Act. Incumbent workers received training in interpersonal communication, customer service and conflict management skills.

### Race Profile

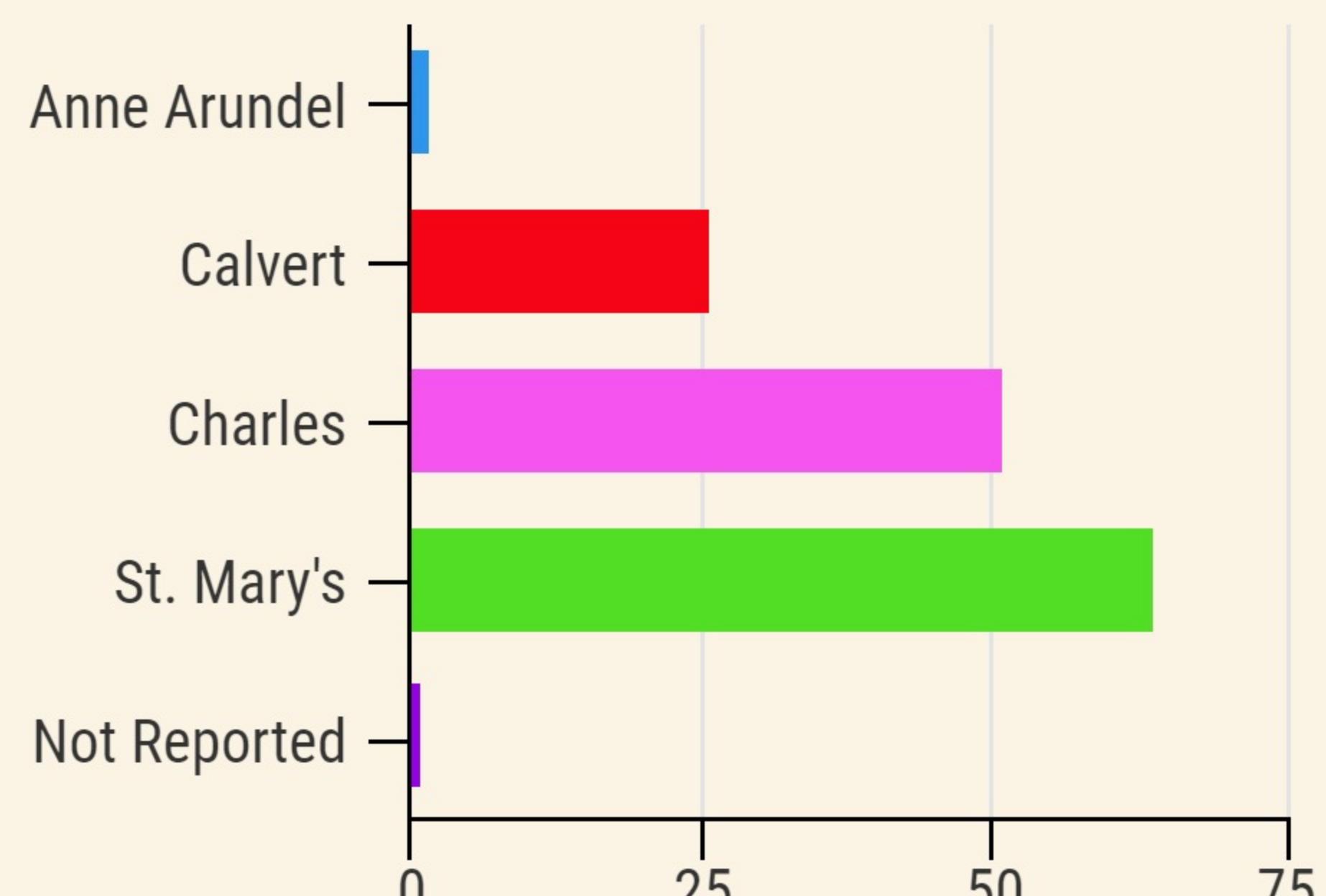


86% (124) of all participants are female.

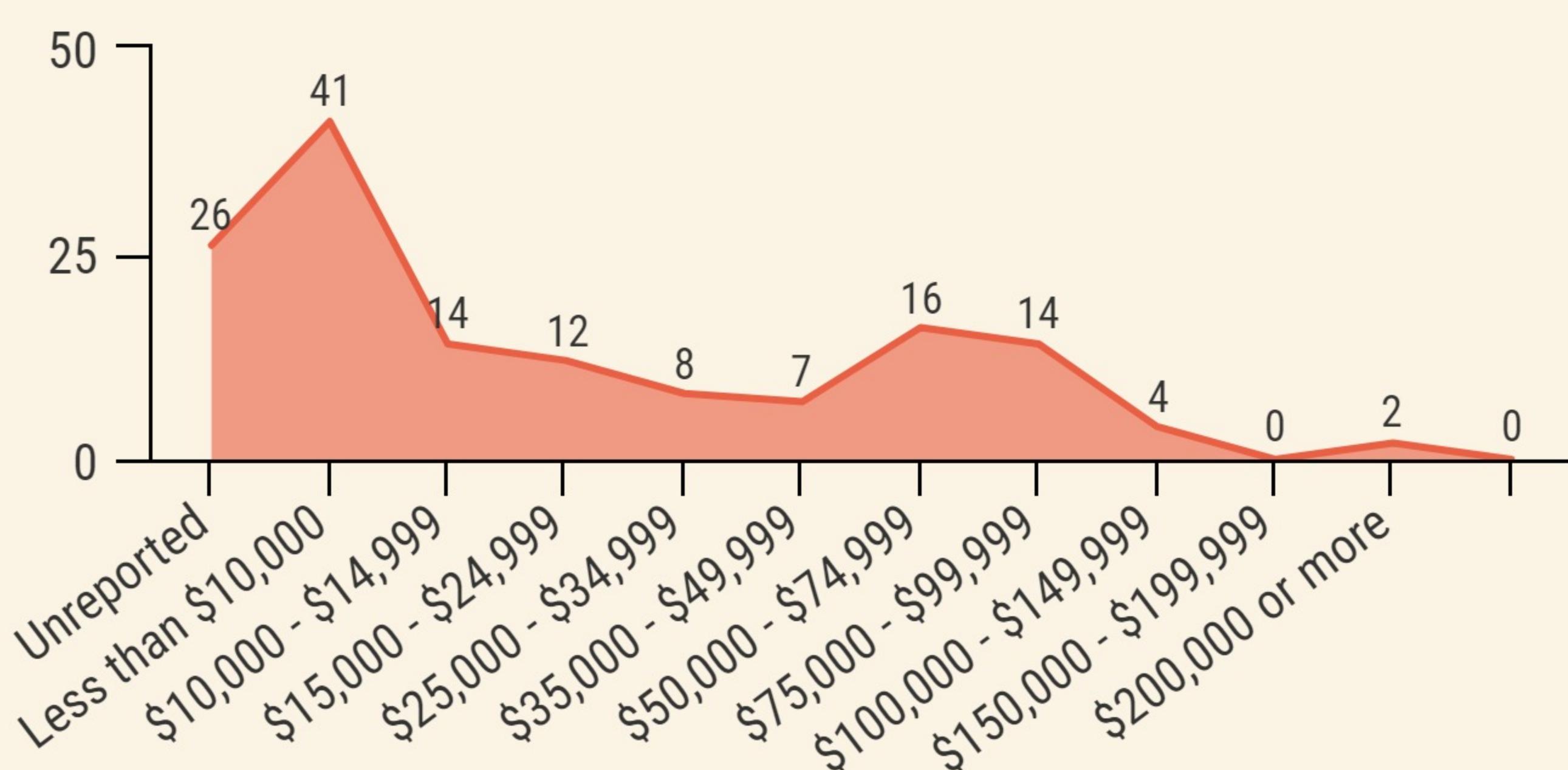
### Education Profile



### County of Residence



### Income



87%

of unemployed or underemployed completers (39) obtained employment

99

incumbent workers earned a certification, credential or skill

## **Suburban Maryland Construction Initiative – Finishing Trades Institute of Maryland**

Led by the Finishing Trades Institute, this partnership provides training to entry level and incumbent workers in an effort to boost competitiveness of contractors doing work in glazing, painting and finishing crafts. The partnership is providing job readiness training in an effort to create a solid pipeline of workers to meet the high demand for skilled workers in the industry. The partnership committed to training 50 unemployed and underemployed participants. As of June 30, 2016, 38 unemployed or underemployed participants had been placed into employment. The partnership has since met this deliverable, and the Finishing Trades Institute reports that the number of apprentices to enter the program has tripled since 2014.

Employers also identify the need to upskill their current workforce. The partnership committed to training 250 incumbent workers. As of June 30, 2016, the partnership has provided training to over 350 incumbent workers who have received certifications or credentials in a variety of different areas, including aerial lift, platform and unitized curtain wall.

The Finishing Trades Institute, who leads this partnership, benefits from their relationship to a large number of employer partners. Though they did not have to formulate these crucial relationships, the organization did acknowledge that they were forced to change how they interacted with these employers. The EARN model has transformed how the Finishing Trades Institute carries out their workforce development efforts. Additionally, the strong employer commitment to this effort allowed for training costs to be lower than originally anticipated, leading to over-enrollment and training goals exceeded.

Despite surpassing all deliverables, the partnership encountered a few challenges during implementation. Many of the unemployed and underemployed participants have barriers to employment that FTI was not equipped to address. EARN Maryland staff helped to connect the partnership with local community based organizations that were able to assist with barrier removal, recruitment and screening. The partnership continues to work with these organizations to ensure the success of participants during and after training.

The initial goal was to place all unemployed or underemployed participants with union members. However, the partnership soon realized that in order to meet deliverables, they would have to partner with non-union members as well. The addition of new employers to the partnership led to an increase in placement numbers and contributed to program success.

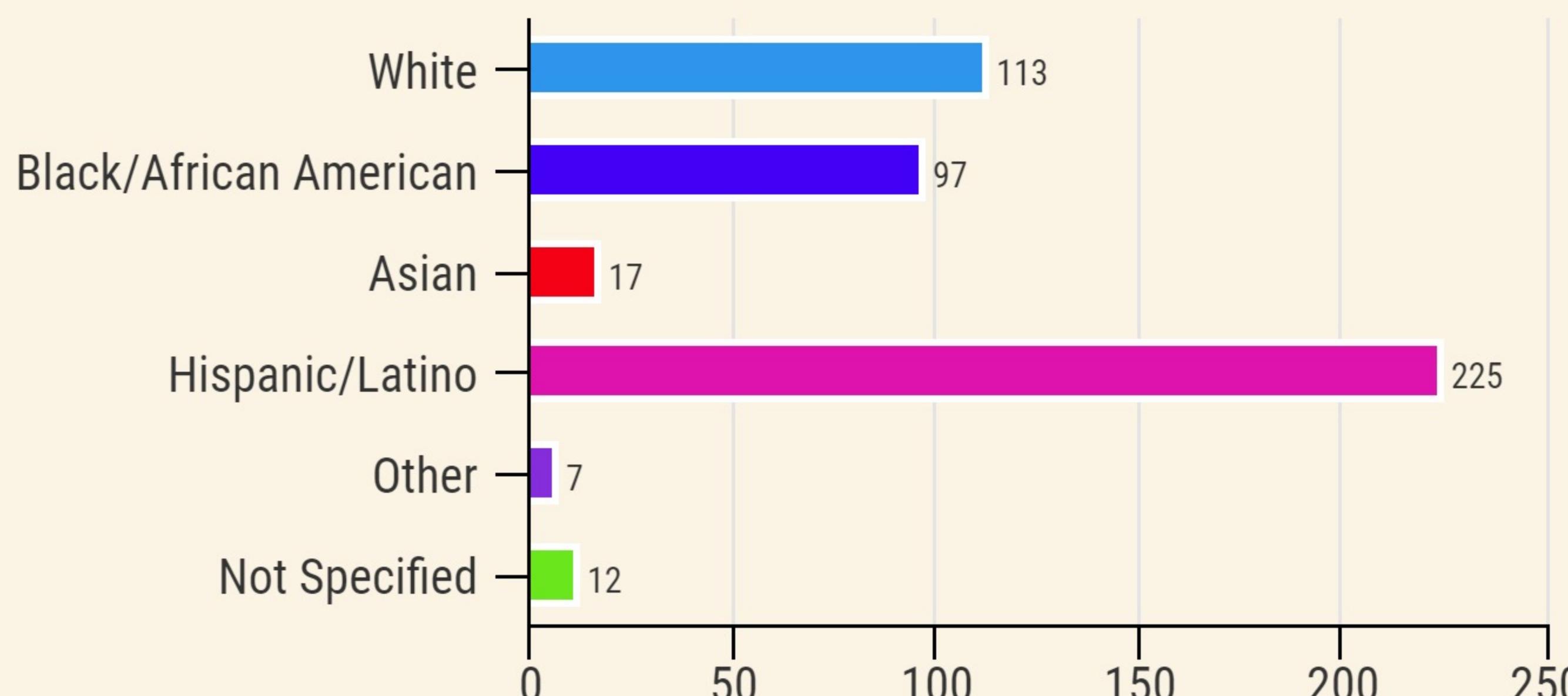
# Suburban Maryland Construction Initiative

Finishing Trades Institute of Maryland,  
Virginia and DC  
471 participants enrolled  
471 participants completed

## Brief Background

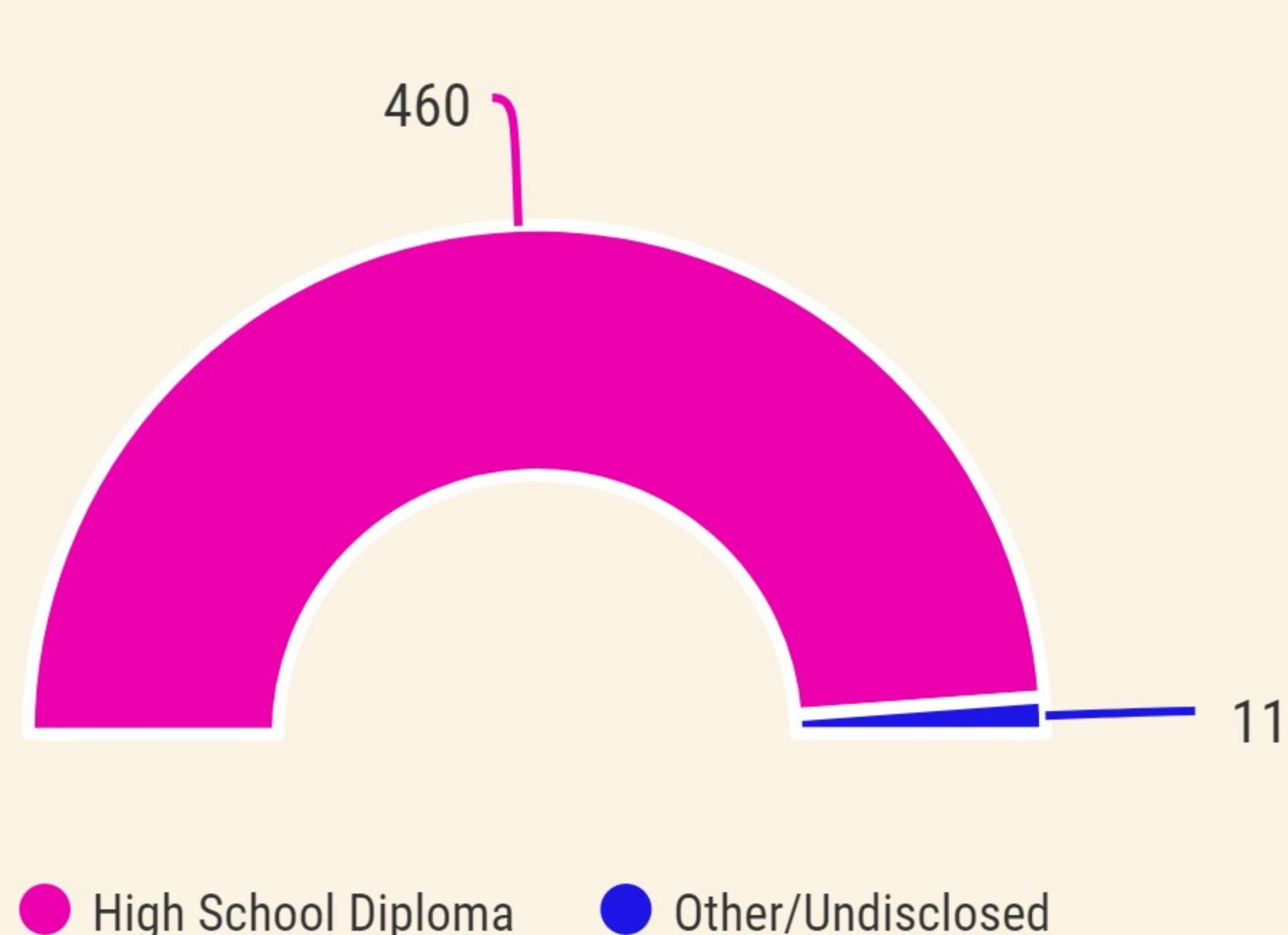
Led by the Finishing Trades Institute, this partnership provides training to entry level and incumbent workers in an effort to boost the competitiveness of contractors doing work in the glazing, painting and finishing crafts. The partnership is providing job readiness training in an effort to create a solid pipeline of workers to meet the high demand for skilled workers in the industry. Employers also identify a need to upskill their current workforce, and are doing so through aerial lift, platform and unitized curtain wall training.

## Race Profile

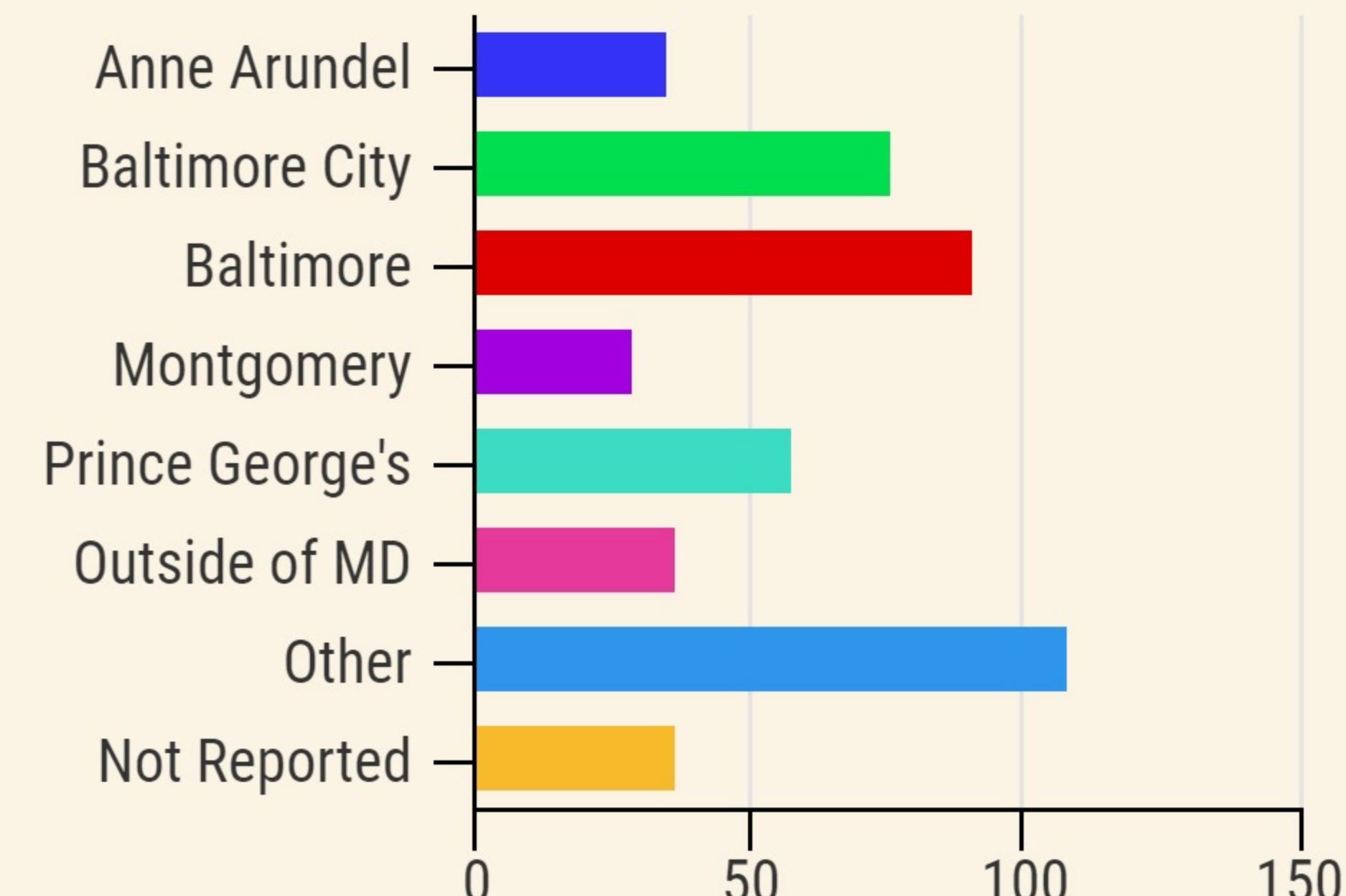


2% (8) of all participants are female.

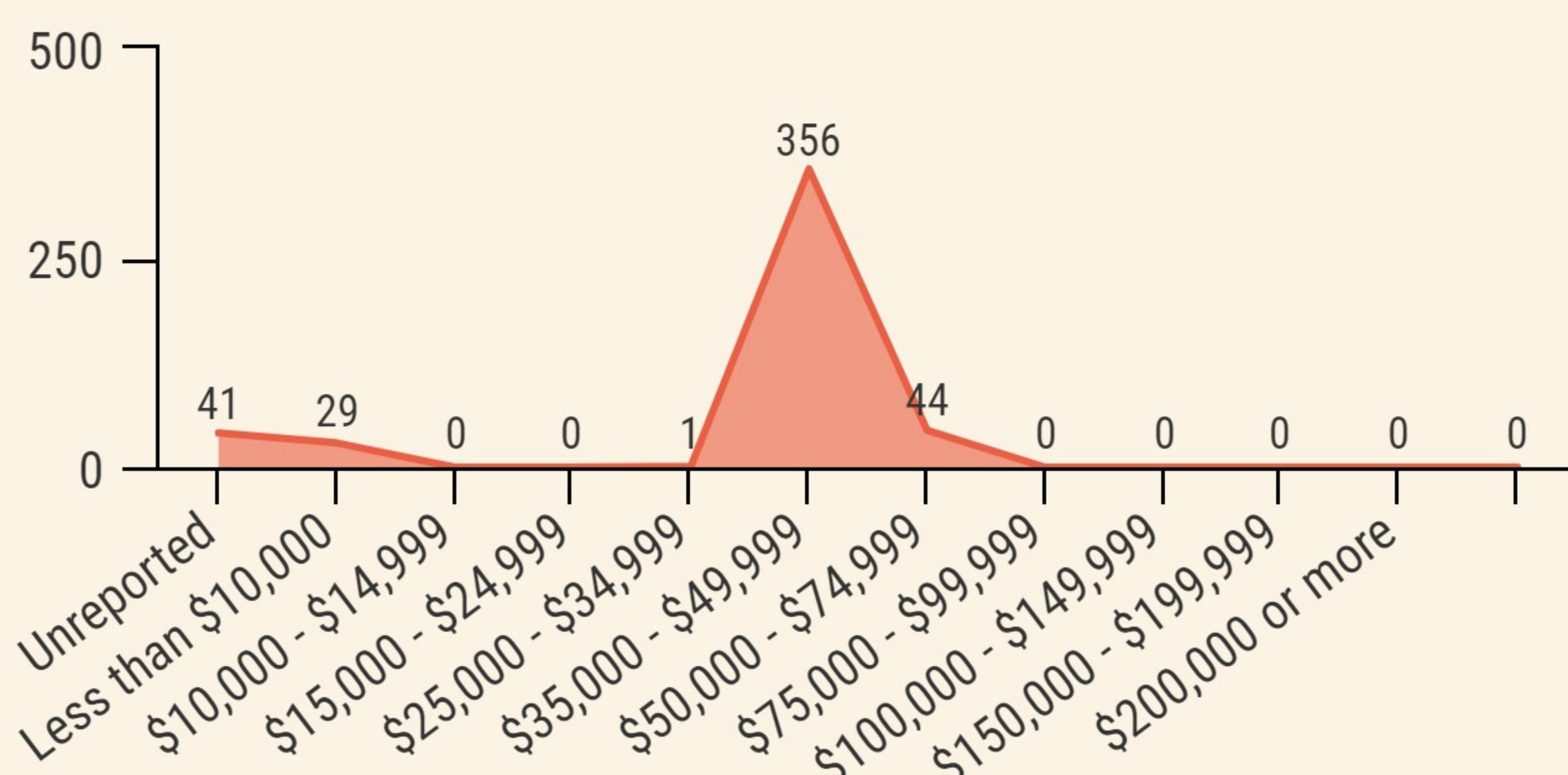
## Education Profile



## County of Residence



## Income



83%

unemployed or underemployed participants (38) obtained employment

406

incumbent workers earned a certification, credential or skill

## **Susquehanna Manufacturing Coalition – Susquehanna Workforce Network**

Due to the flexibility of EARN funding, the Susquehanna Manufacturing Coalition is able to work with its 15 employer partners to develop relevant, in-demand training to unemployed, underemployed and incumbent workers. The Coalition initially set out to train 54 unemployed or underemployed workers and 30 incumbent workers. As of June 30, 2016, 42 unemployed or underemployed participants have obtained certifications in areas such as Manufacturing Technician, HVAC and Forklift. Nearly ninety percent have obtained employment. As of June 30, 2016, nearly 40 incumbent workers had received new certifications, which exceeds the initial goal for incumbent worker training.

The partnership is on track to meet its deliverable for the number of unemployed and underemployed trained. That being said, the Coalition did tweak the model utilized for this training. Initially, the partnership was going to use a boot camp type model, emphasizing math and work-readiness skills. Feedback from employer partners indicated that while these were important skills, entry level employees needed basic certifications or credentials to be employable. Because EARN focuses on employer demand, the partnership modified its training plan to ensure students would have in-demand certifications employers identified as attractive.

# Susquehanna Manufacturing Coalition

## Susquehanna Workforce Network

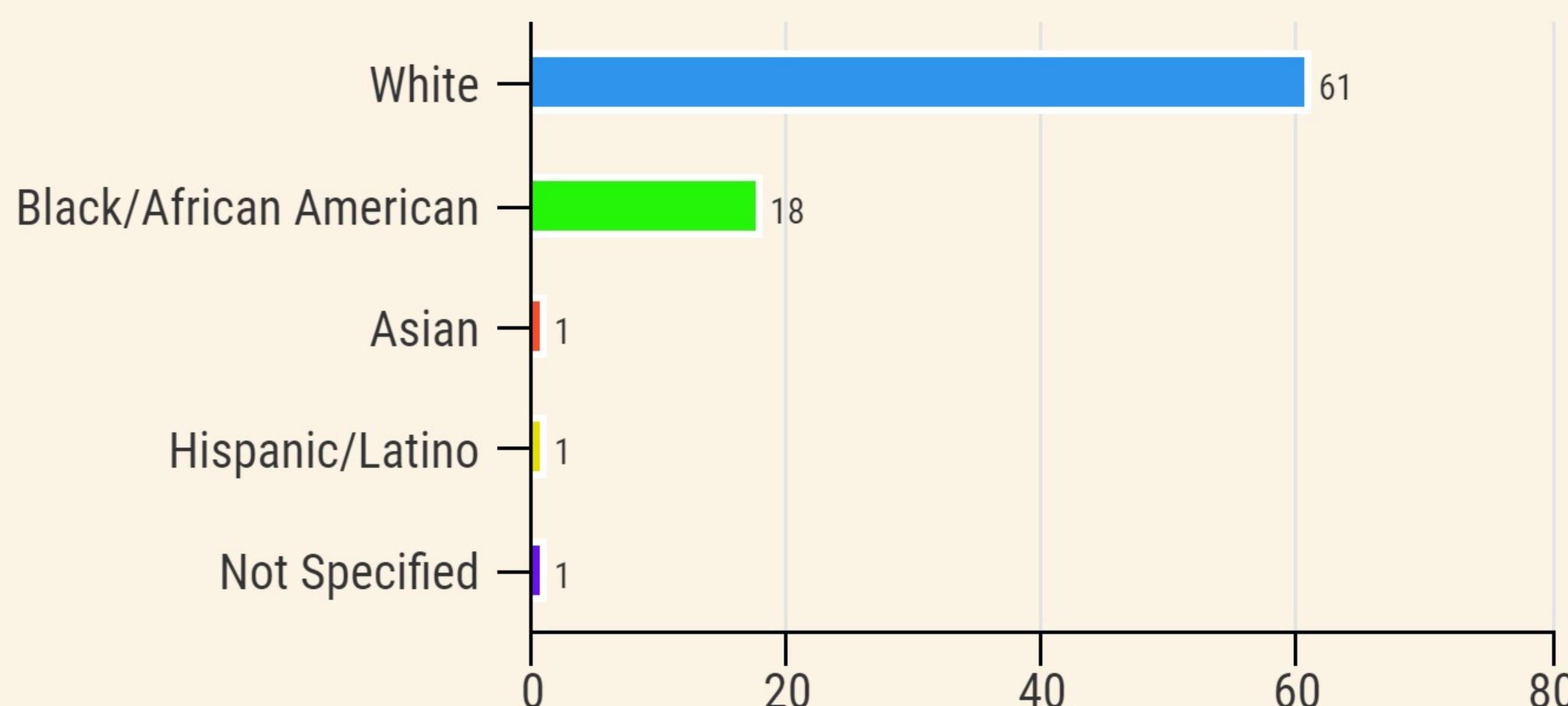
82 participants enrolled

82 participants completed

## Brief Background

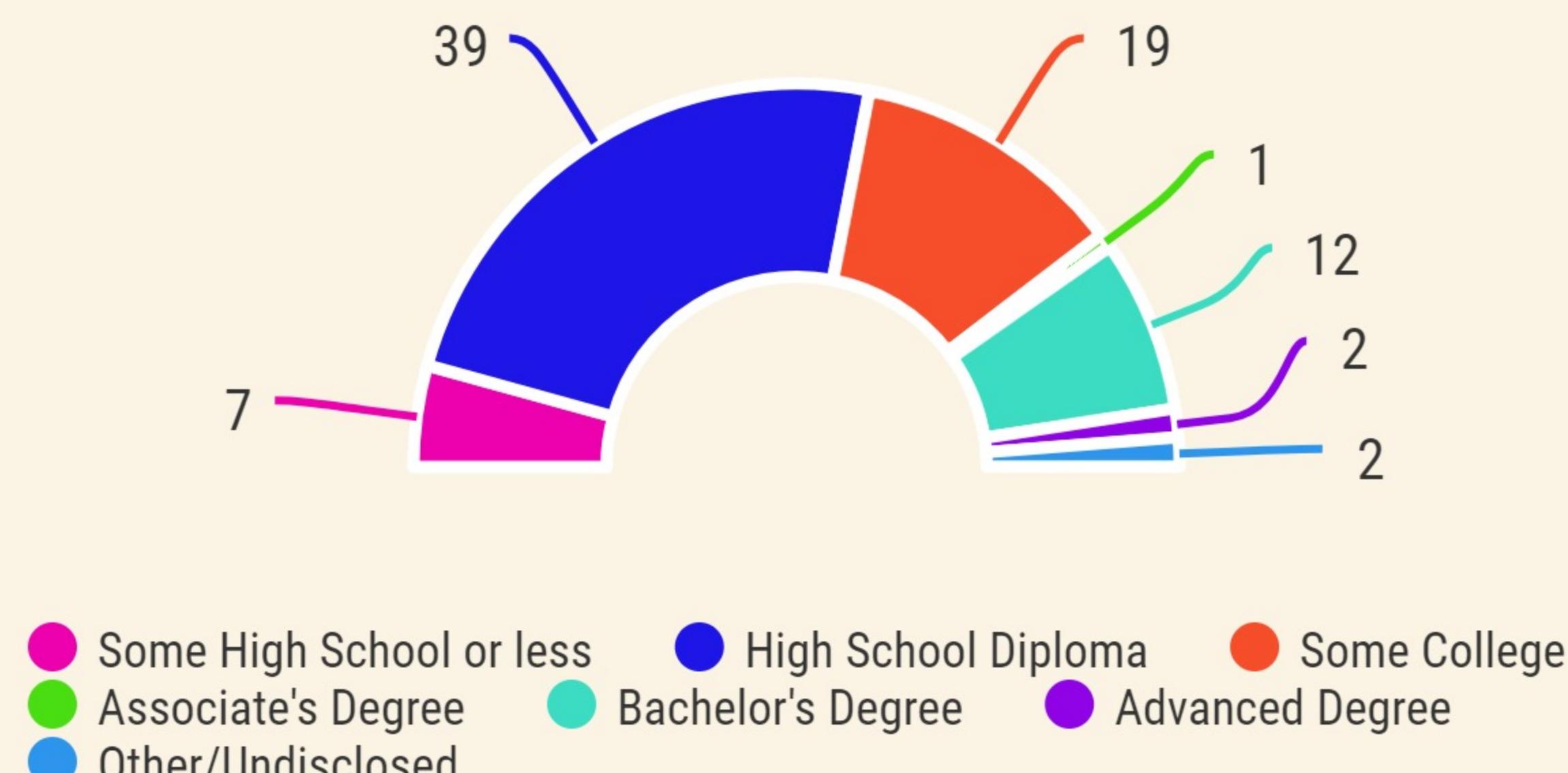
Due to the flexibility of EARN funding, the Susquehanna Manufacturing Coalition is able to work with its 15 employer partners to provide relevant, in-demand training to unemployed, underemployed and incumbent workers. The partnership is providing foundational skills to unemployed and underemployed participants, and also offers various certifications deemed attractive to manufacturers in the region, including forklift, HVAC, and Boiler Operations.

## Race Profile

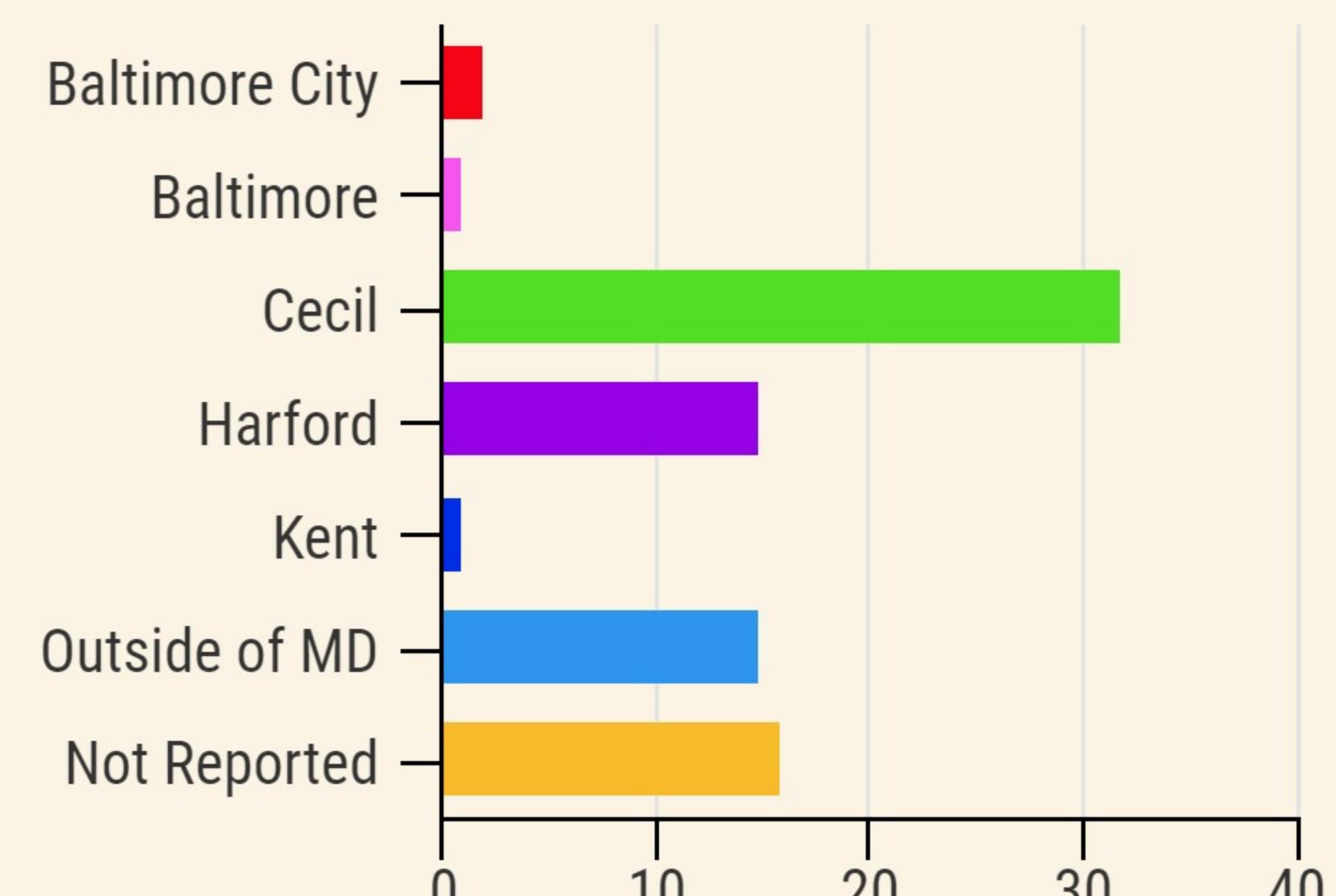


12% (10) of all participants are female.

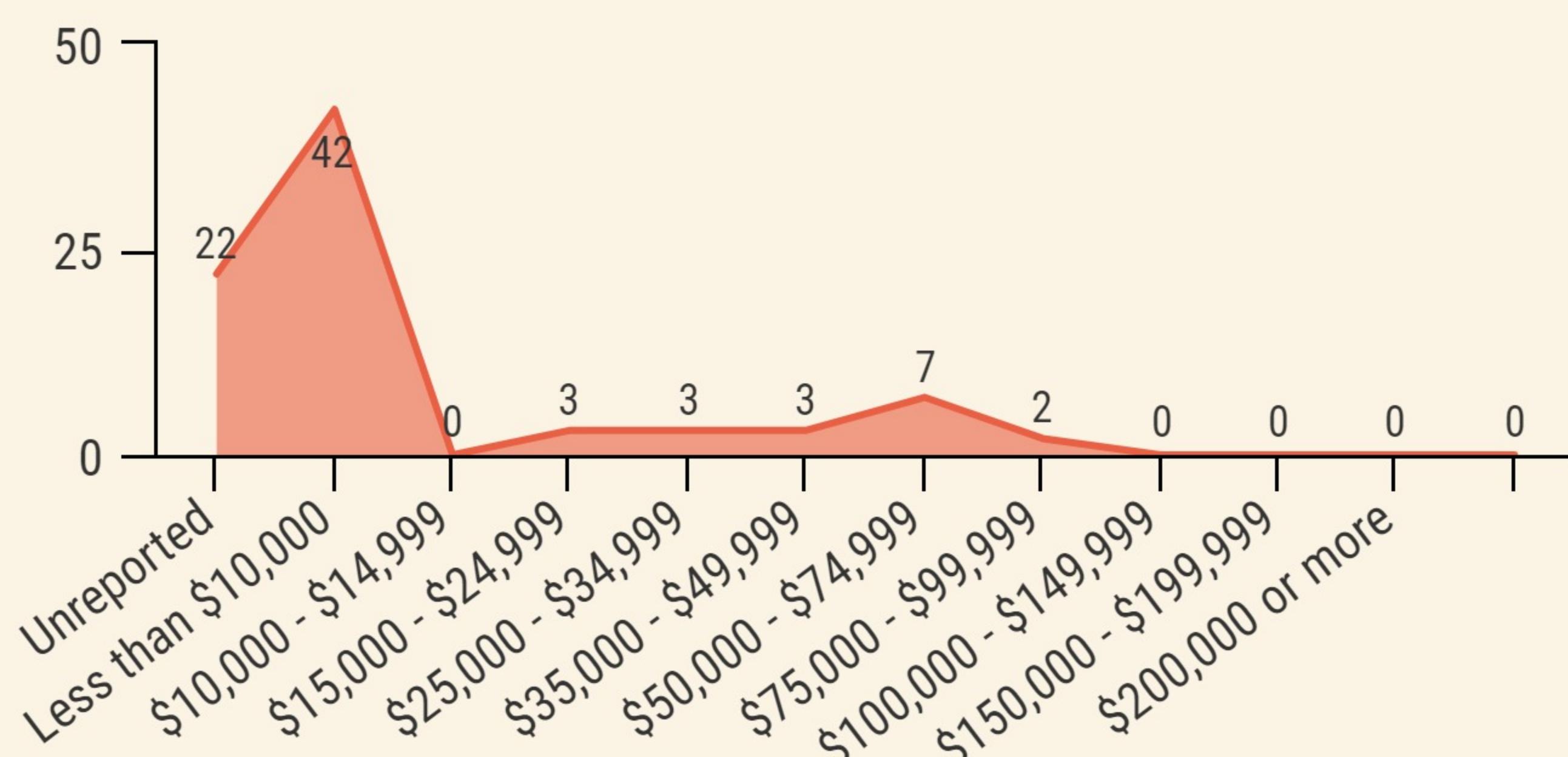
## Education Profile



## County of Residence



## Income



86%

of unemployed or underemployed completers (36) obtained employment

36

incumbent workers earned a certification, credential or skill

## **Susquehanna Transportation and Logistics Partnership – Cecil College**

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. The partnership committed to training 96 unemployed or underemployed participants, placing 78 (81 percent) into employment. The partnership has exceeded all deliverables, training 102 students and placing 86 (84 percent) into employment. One of the most attractive components of training to employer partners is the use of a simulator. The simulator helps students to learn concepts related to defensive driving, hazard perception, intersection control, braking techniques and driving in various conditions. These are valued skills that employers look for when hiring candidates. In fact, employers generally require some level of experience on the road, even for entry level positions. The use of the simulator, coupled with the strong curriculum utilized by Cecil College has led to many employer partners waiving this requirement.

The partnership credits the use of the simulator to the strong outcomes attained through the first two years of the project. Additionally, the partnership implemented recruitment fairs that allowed students to meet potential employers and learn about different employment options. These recruitment fairs proved to be a big success, with at least 20 employer partners attending each session. Finally, given that students are often transitioning from having minimal income to making upwards of \$60,000 a year in a short period of time, the partnership developed a financial literacy curriculum. Students are responding well to this portion of training and find it very useful. All three of these components are expected to play a significant role in the program for years to come.

The partnership did experience some challenges in the first two years of the project. Due to space limitations, the simulator was located at Cecil College's main campus, more than twenty miles from where students participate in behind-the-wheel training. This presented logistical difficulties. For instance, if a student was practicing behind-the-wheel and was struggling with a certain technique, the ideal situation would be for the student to practice on the simulator. However, given the distance, that was not practical. To alleviate this challenge, Cecil College agreed to expand the classroom space at the range, where the students practice behind-the-wheel. This would allow for the simulator to be moved to the range, improving the training experience for students and instructors, alike.

# Susquehanna Transportation and Logistics Partnership

Cecil College

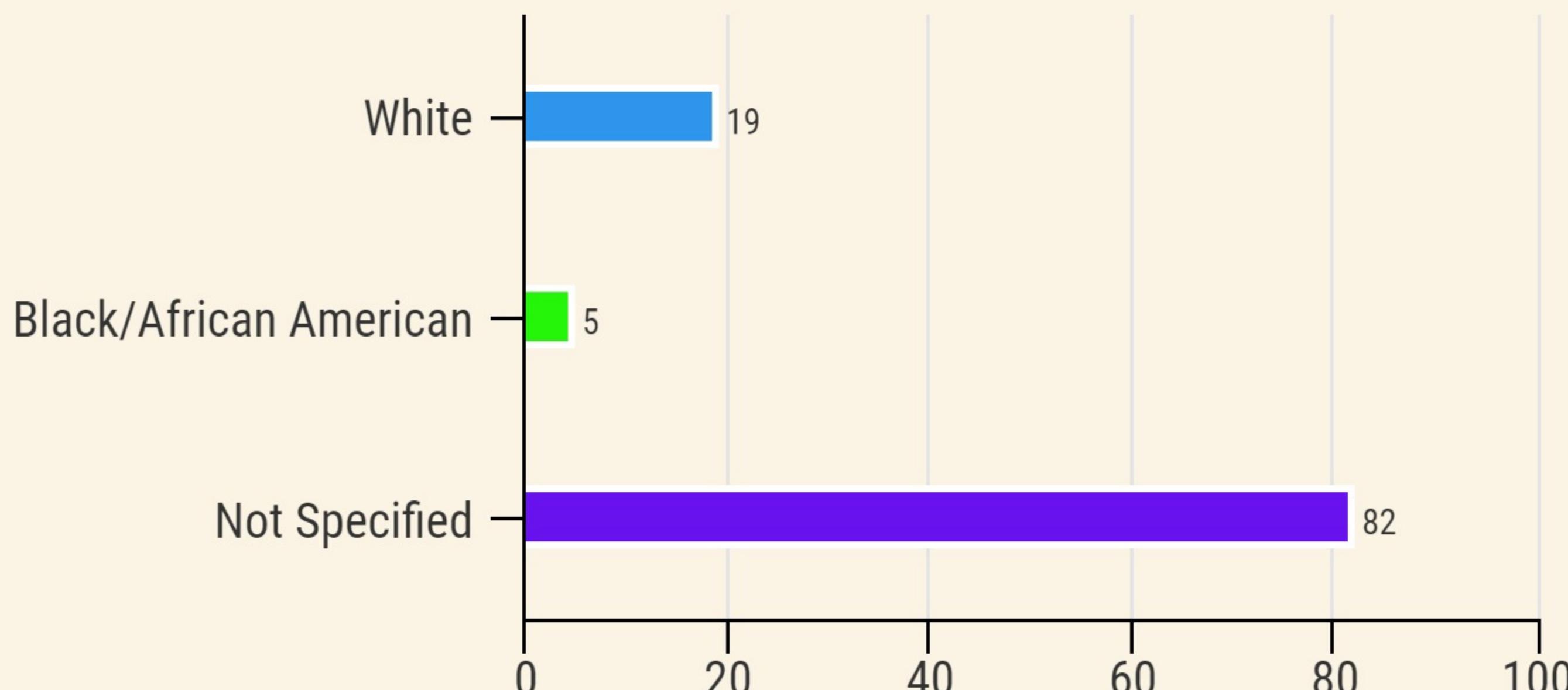
102 participants enrolled

102 participants completed

## Brief Background

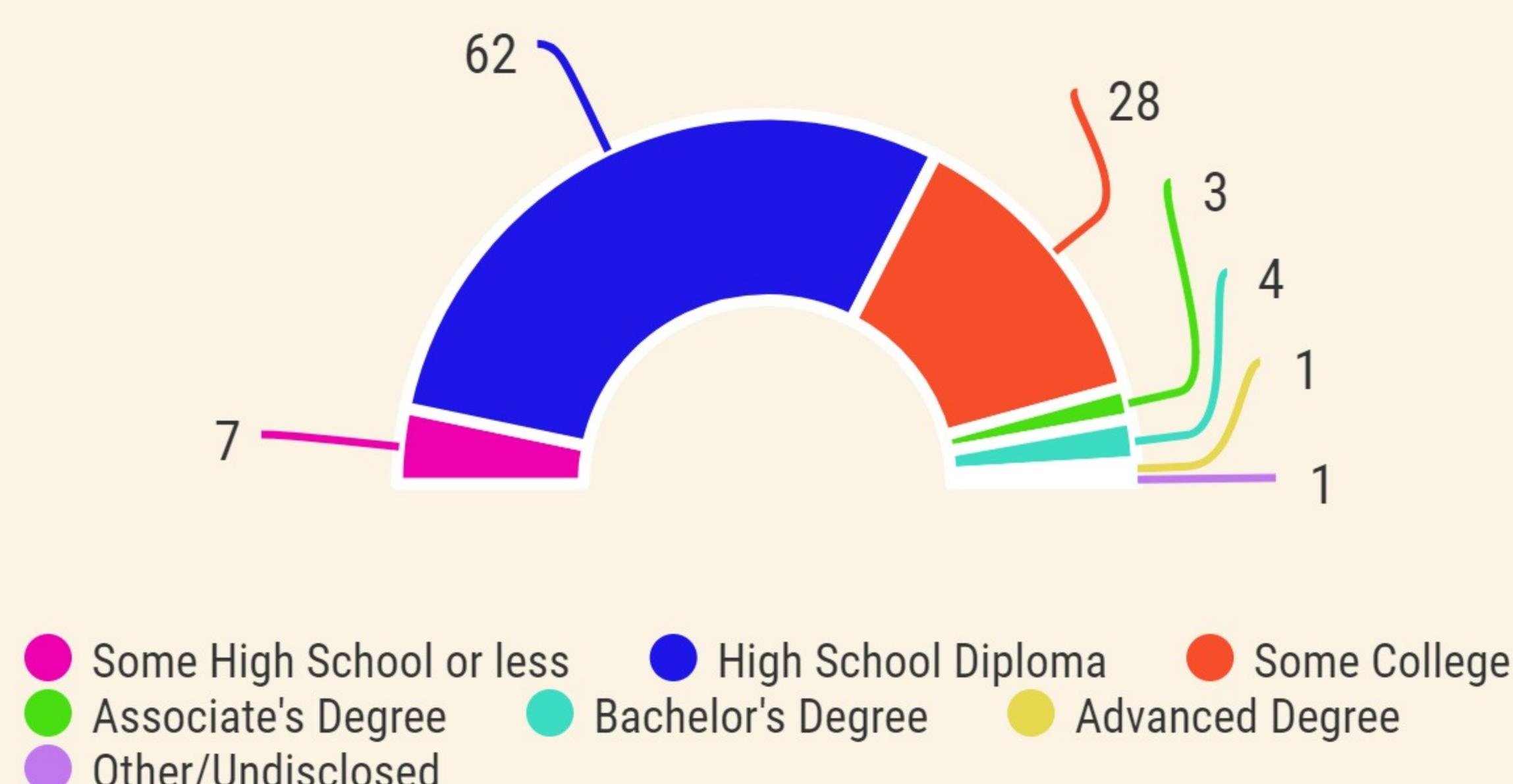
The Sage Group's "2012 Labor Market Analysis of the Susquehanna Workforce Investment Area" highlighted logistics as a top growth area in the region. The population densities in the region are expected to grow through 2030, creating new patterns of demand in the industry. This partnership's sequential entry-level training modules on advanced techniques and procedures use technology and behind-the-wheel training to ready participants for CDL testing.

## Race Profile

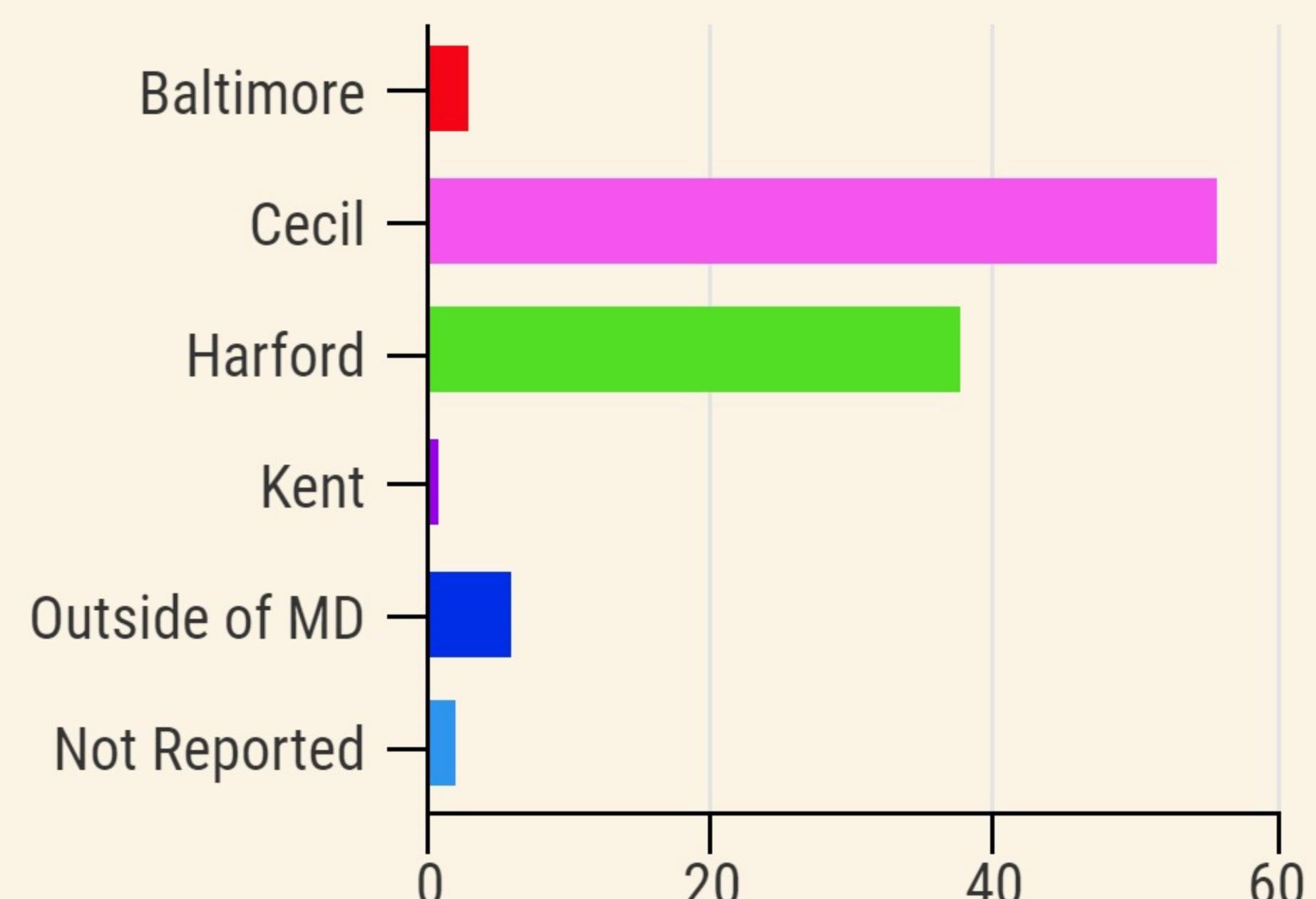


17% (18) of all participants are female.

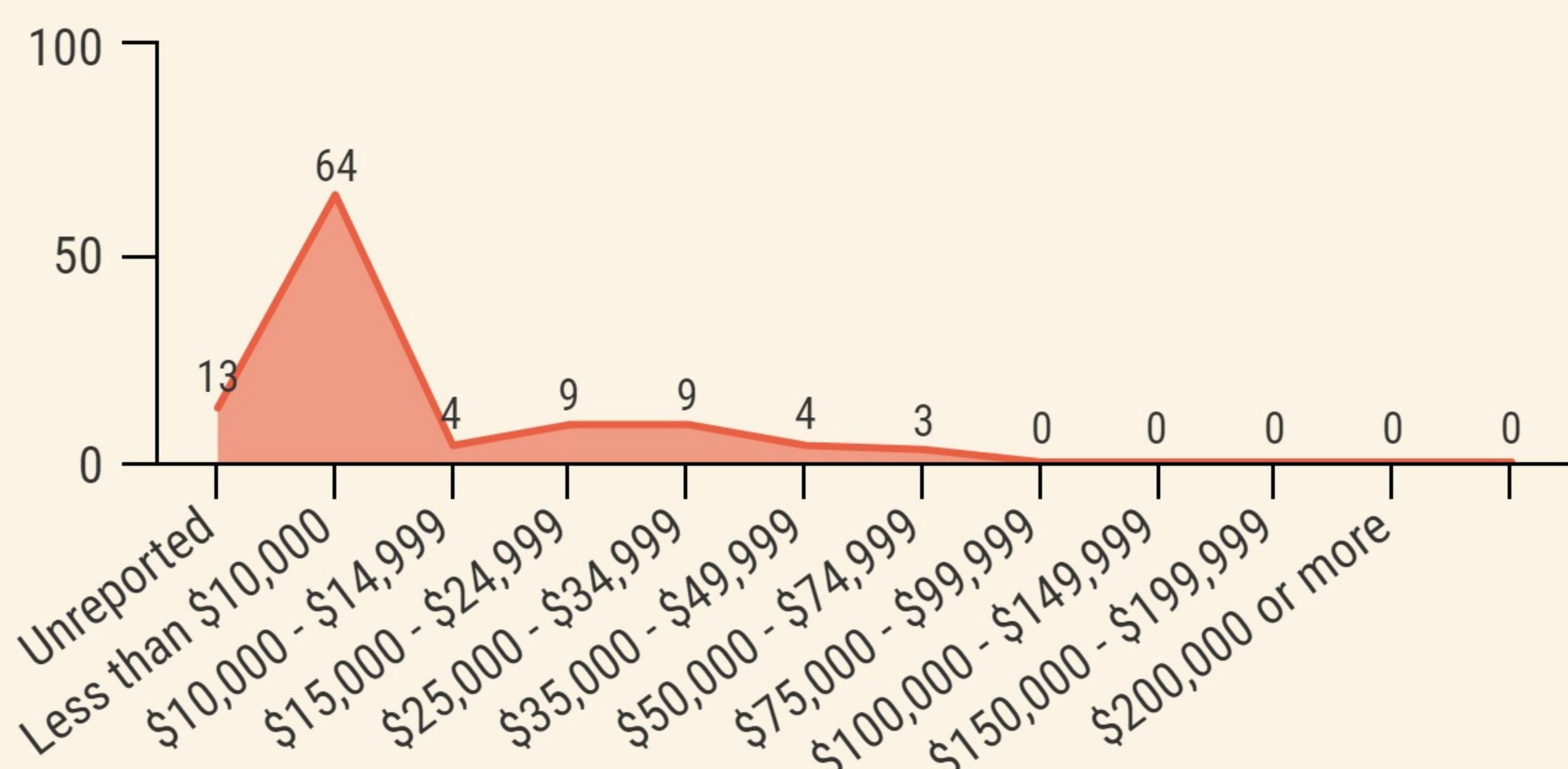
## Education Profile



## County of Residence



## Income



84%

of unemployed or underemployed completers (86) obtained employment

36

different employers have hired graduates

## **Tech Frederick – Orases Consulting Corporation**

This partnership is offering a variety of different trainings in the IT industry. The cross-functional training is a 35-hour course that includes modules on project management, customer service, professional communication and integrative negotiating. The partnership is also providing training in Business Development, Web Design, Systems Administration and Marketing Automation. The partnership set out to train 50 unemployed, underemployed and incumbent workers. They have exceeded that deliverable, training 56 participants. Fifteen students have obtained new employment, and many incumbent workers are reporting new responsibilities, wage increases or title promotions.

One challenge experienced by Tech Frederick was an employer taking on the role of lead applicant. Orases is a relatively small company and did not understand the amount of time and coordination required to implement an EARN grant. About six months in to the project, a program manager was hired which has made the process more smooth. Additionally, the partnership experienced communication difficulties with one of the training providers. The group developed a communication system that has improved the transfer of information. EARN Maryland staff has provided intensive technical assistance to ensure program success.

Despite its challenges, Tech Frederick has brought forth many successes. The partnership has encouraged employers to build a network to share best practices, lessons learned and advice. Employer partners are working together to create strategic relationships to gain new business opportunities, and the partnership estimates an additional \$2 million in projects as a result of this training.

# Tech Frederick

Orases Consulting Corporation

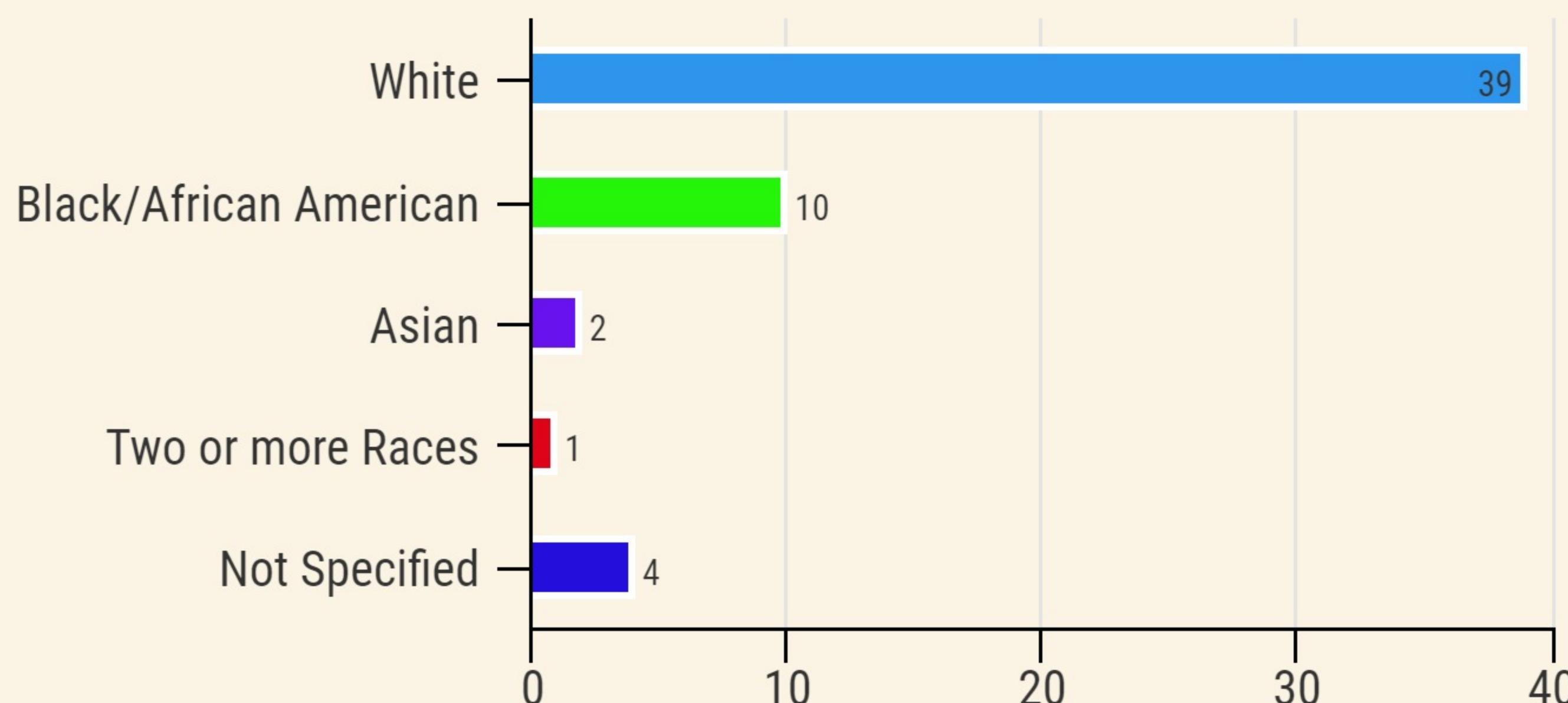
56 participants enrolled

36 participants completed

## Brief Background

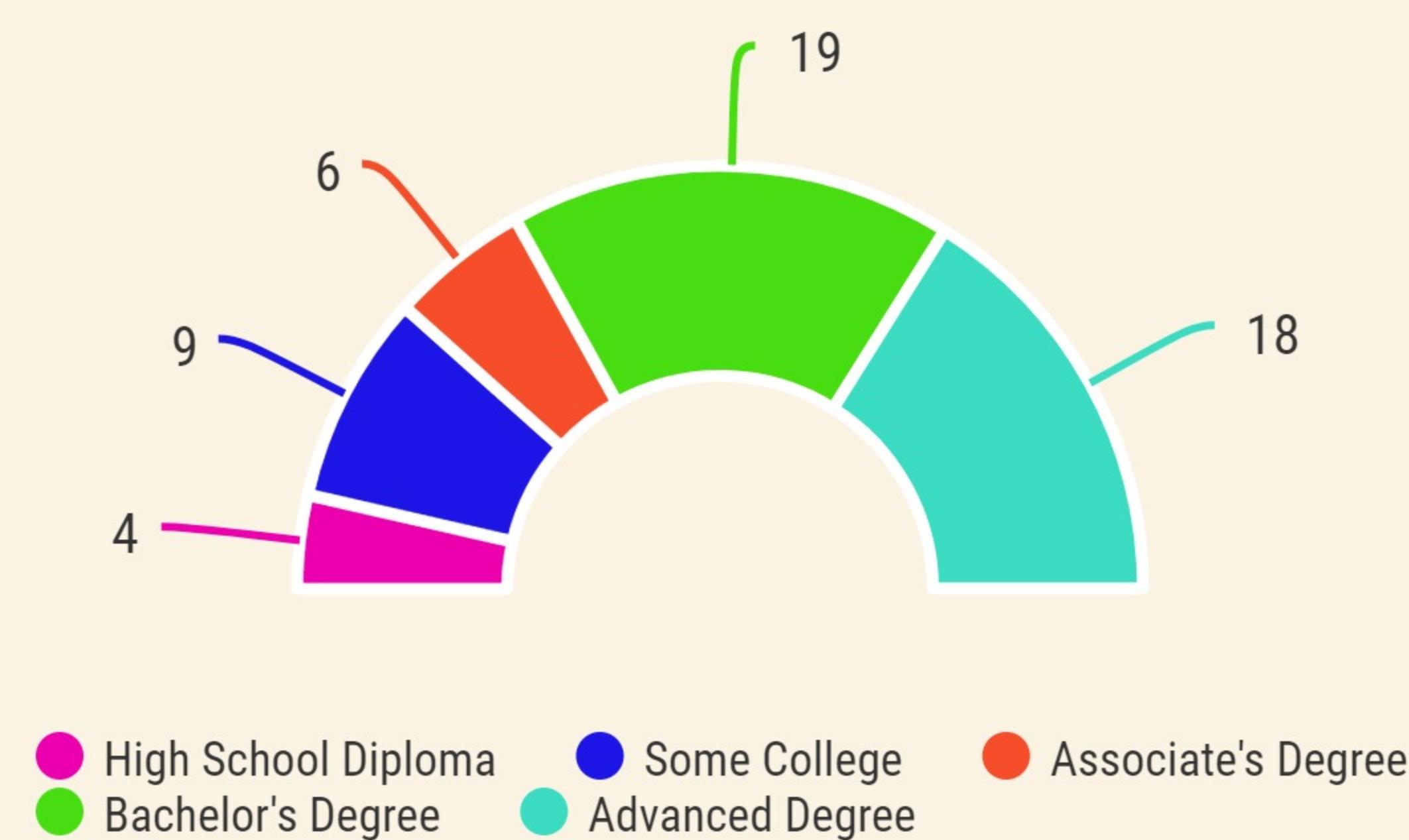
This partnership is offering a variety of different training courses in the IT industry and focuses mostly on the incumbent workforce. The cross-functional training is a 35-hour course that includes modules on project management, customer service, professional communication and integrative negotiating. The partnership is also providing training in Business Development, Web Design, Systems Administration and Marketing Automation.

## Race Profile

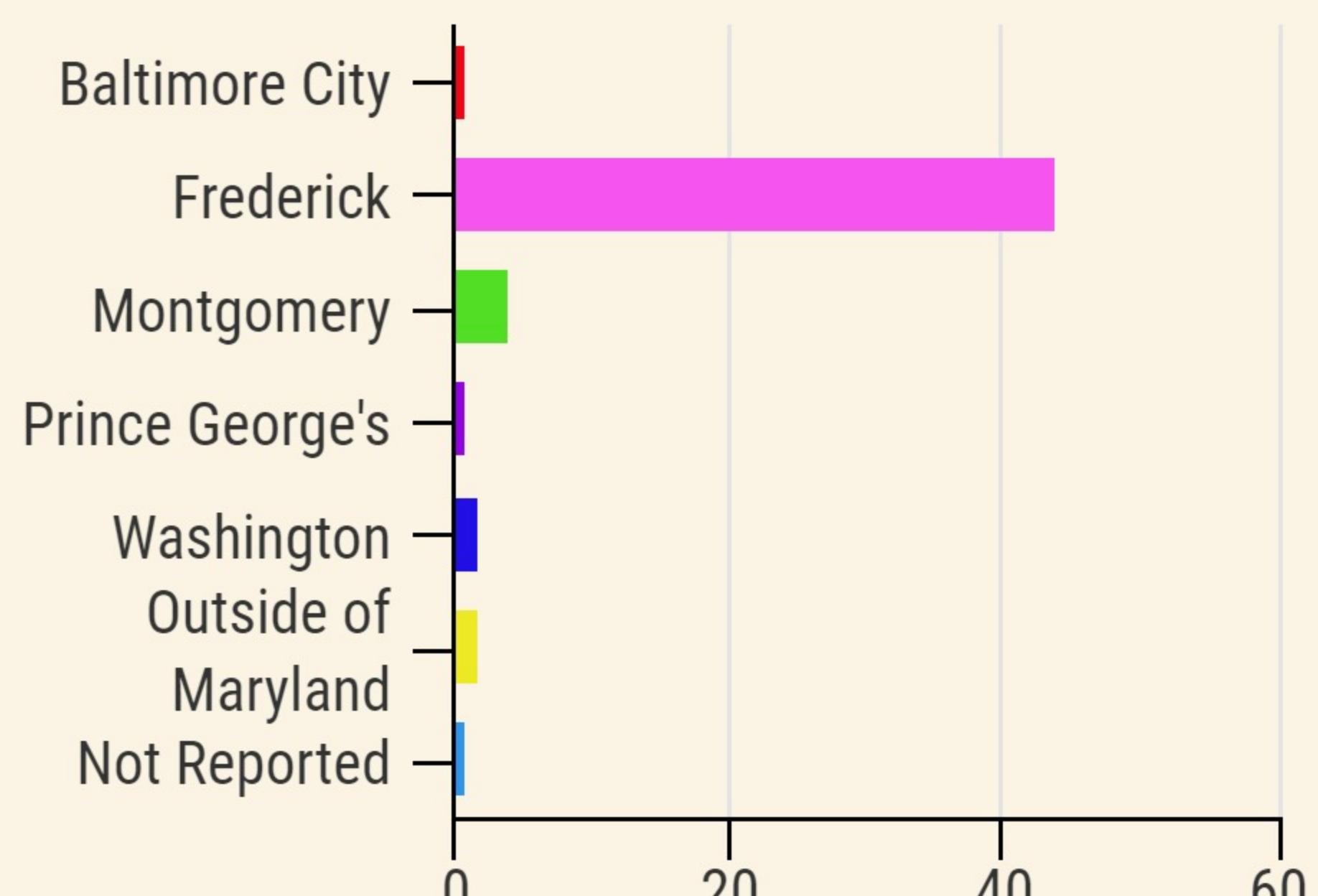


45% (25) of all participants are female.

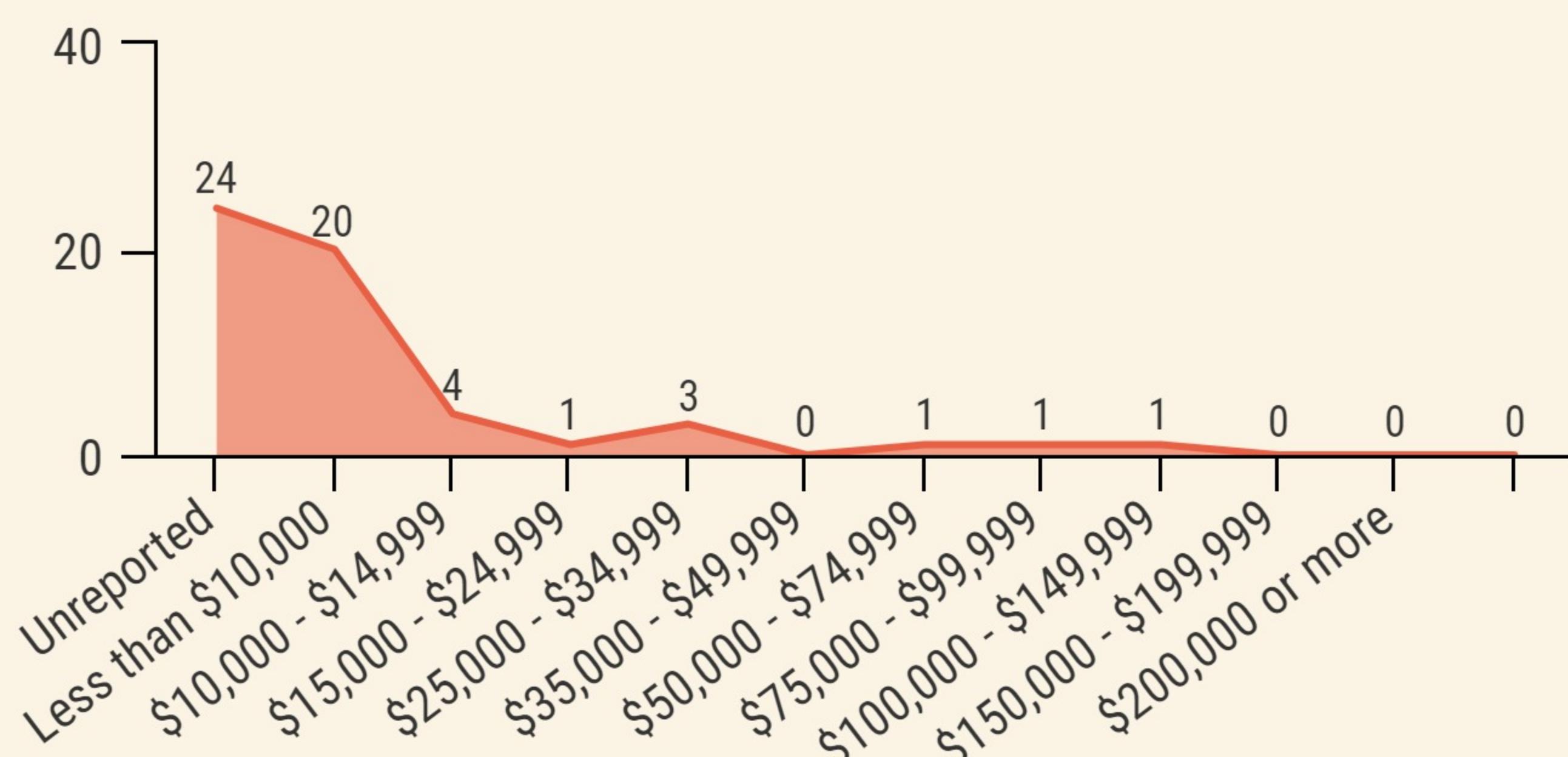
## Education Profile



## County of Residence



## Income



79%

of unemployed or underemployed completers (15) obtained employment

\$2mil

in new projects to employer partners due to training

## **Automotive Technicians for Change – Vehicles for Change**

This program is training returning citizens to be automotive technicians. Interns receive hands-on experience, classroom training and employability and life skills training. Vehicles for Change partners with a variety of non-profit and community based organizations to provide barrier removal. The program employs an open-entry, open-exit model, so that trainees are able to obtain employment as soon as they are ready. The partnership committed to training and placing 30 returning citizens into employment. As of June 30, 2016, the partnership was on its way to meeting that deliverable, having placed 23 interns into employment with an average wage of \$17 per hour.

One of the main challenges this partner faced was growing its employer base. Many employers, regardless of industry, are hesitant to hire persons with a criminal background. The partnership worked diligently to engage new employers and change the stigma around the hiring of returning citizens. The partnership started with five employers in 2014. As of June 30, 2016, eighteen employer partners have hired interns. Additionally, the Maryland Transit Administration has formally signed on as a partner and will consider hiring interns from the program.

This partnership has experienced great successes. The Automotive Technicians for Change program has been touted as a national model for reentry programs. The State is exploring how to replicate this model across all industries to improve the recidivism rate. According to the National Institute of Justice, about 2/3's of returning citizens recidivate within three years of release. Of that number, more than half recidivate in the first year. The interns who have completed the Automotive Technicians for Change program over the past twenty months have a 3% recidivism rate, which speaks to the comprehensiveness of the program.

# Automotive Technicians for Change

## Vehicles for Change

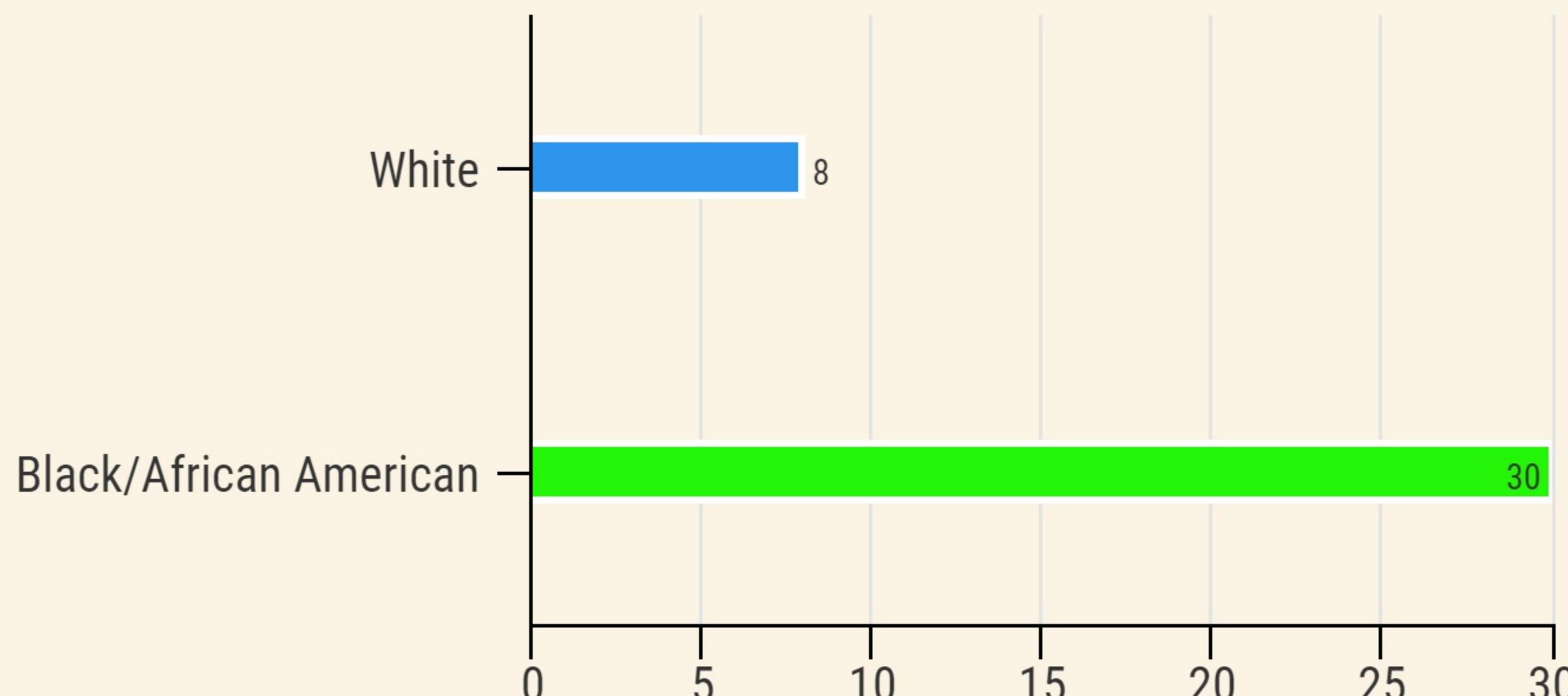
38 participants enrolled

23 participants completed

## Brief Background

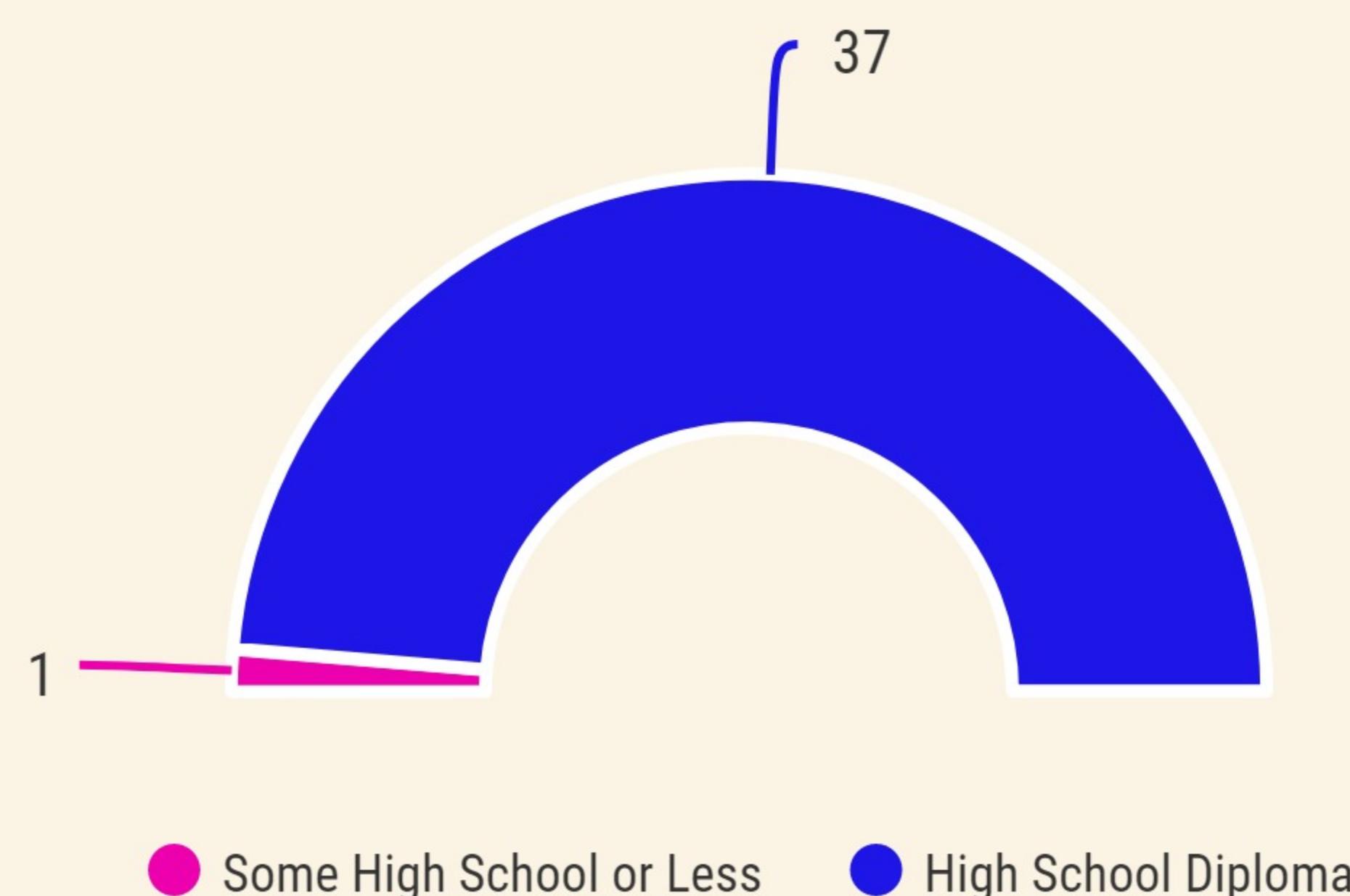
This program is training returning citizens to be automotive technicians. Interns receive hands-on experience, classroom training and employability and life skills training. Vehicles for Change partners with a variety of non-profit and community based organizations to provide barrier removal, maximizing the likelihood for success upon entering the workforce. The program employs an open-entry, open-exit model, so that trainees are able to obtain employment as soon as they are deemed ready.

## Race Profile

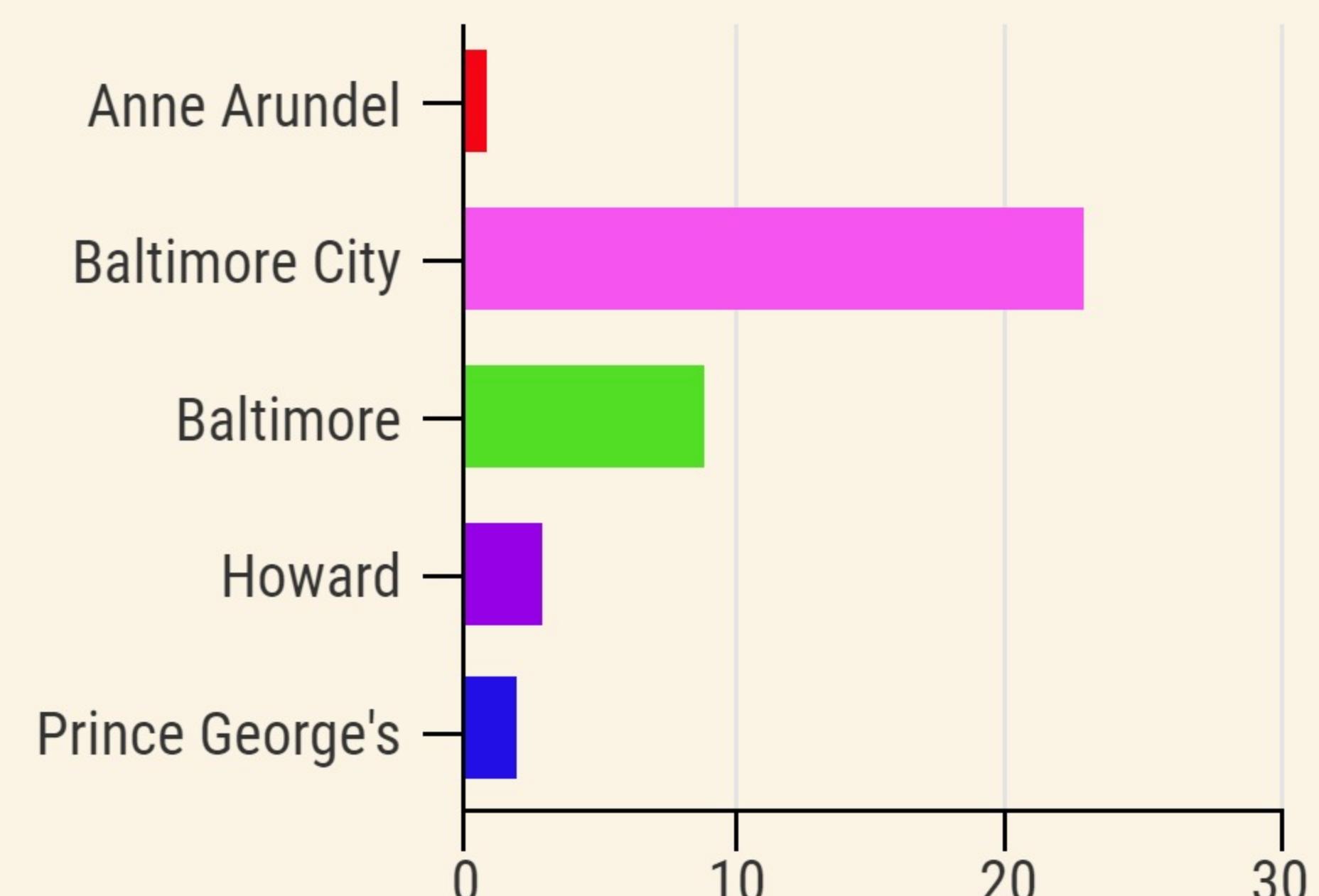


3% (1) of all participants are female.

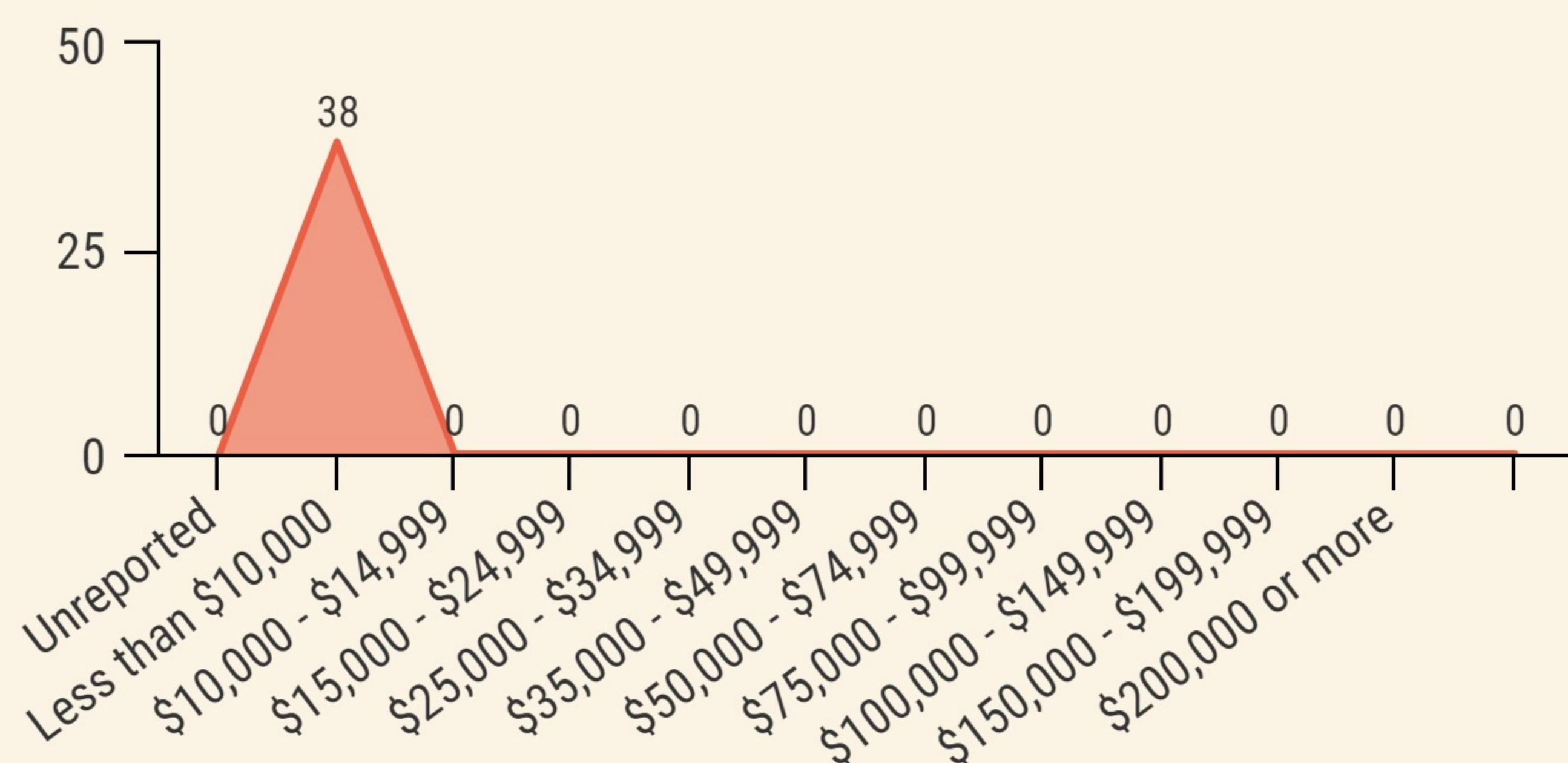
## Education Profile



## County of Residence



## Income



100%

of completers (23) obtained employment

\$17

average starting wage for program participants

## **Washington County Manufacturing Partnership – Volvo**

It is estimated that nearly 50 percent of the skilled manufacturers in this region are scheduled to retire within the next three years. The Washington County Manufacturing Partnership, led by Volvo, seeks to meet the needs of the industry, which includes training for incumbent workers and building a pipeline for a new workforce. The partnership initially agreed to train 50 unemployed and underemployed workers and 80 incumbent workers.

In 2014, the partnership piloted a boot camp that placed nine participants into employment. However, in early 2015, employers stated their needs had changed and the focus of the partnership should shift to solely incumbent training. Because EARN is industry-led, the partnership worked with the Department to tweak the training plan. The new deliverables include training 100 incumbent workers and 10 unemployed and underemployed participants. As of June 30, 2016, 60 incumbent workers had received training, leading to increased productivity, cost savings, increased wages and jobs retained, as reported by employer partners. It is anticipated that the partnership will meet all deliverables.

This partnership struggled initially due to the composition of the partnership. Volvo is the lead applicant for this partnership. The project manager was their Director of Human Resources. The partnership underestimated the amount of time it would take to lead an EARN partnership. The coordination with other employers, along with the reporting requirements requires someone's full attention. A manufacturing intermediary agreed to take over the project management role and is now coordinating all project efforts. This allowed the funding to stay in Western Maryland and serve its manufacturers while taking the burden off of the employer.

# Washington County Manufacturing Partnership

Volvo

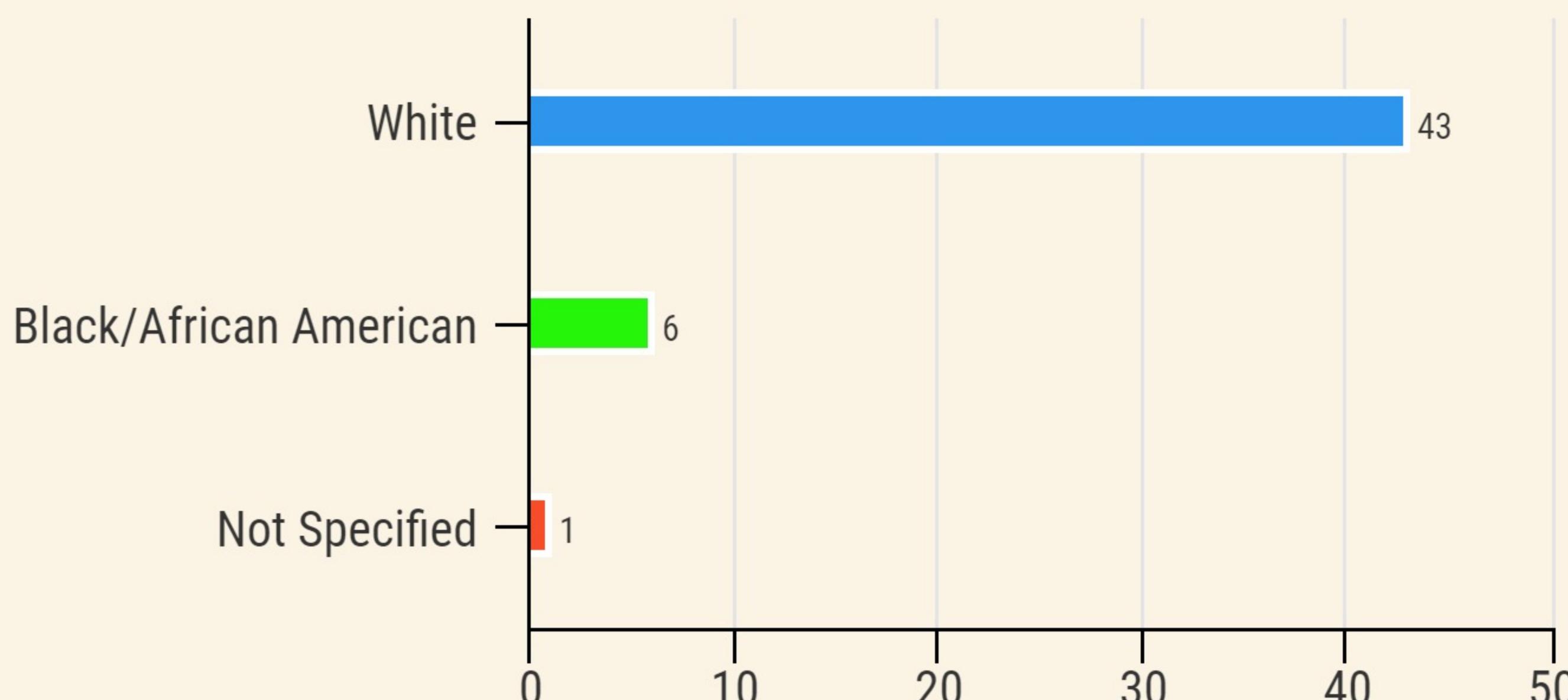
50 participants enrolled

50 participants completed

## Brief Background

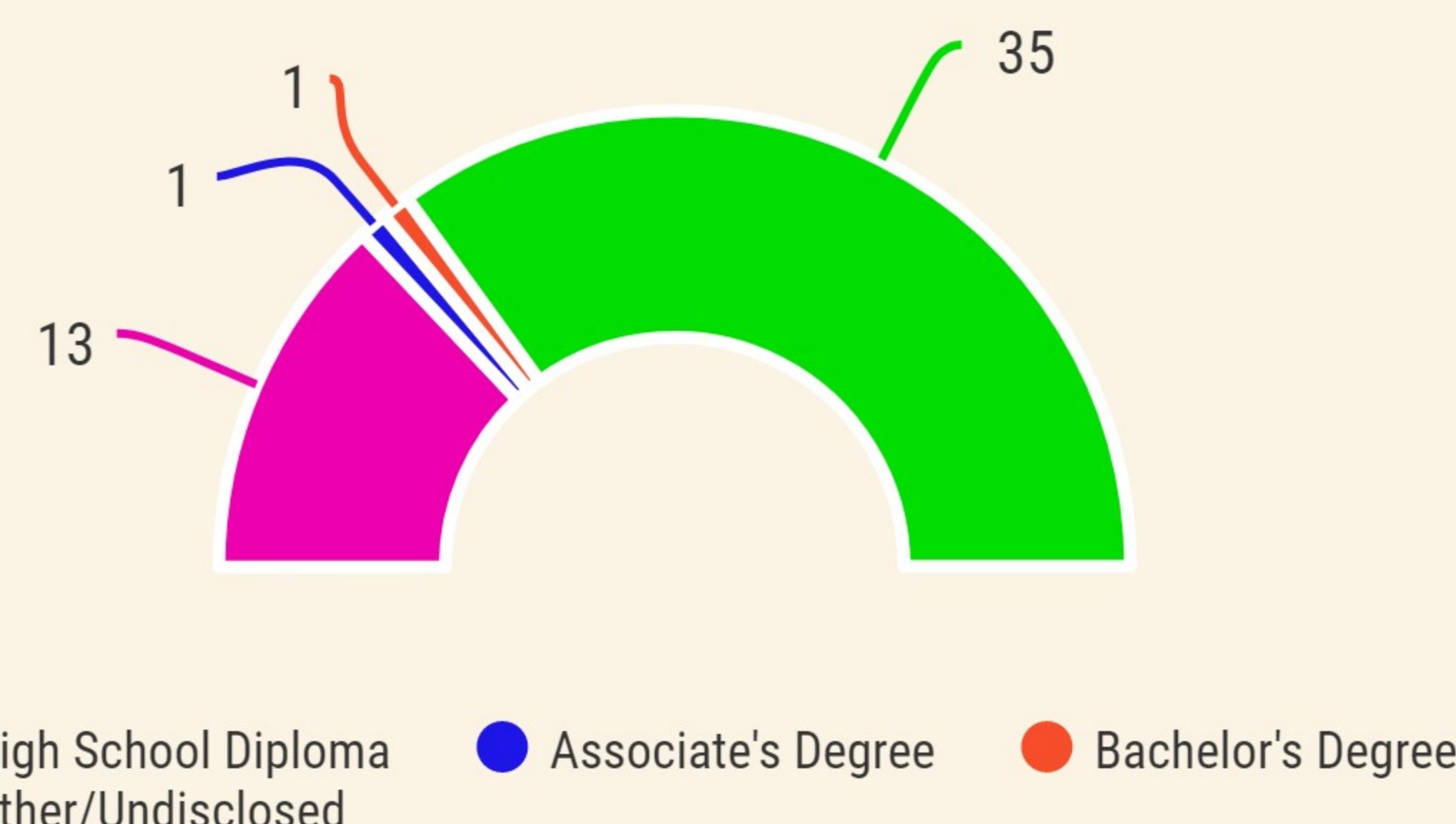
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### Race Profile

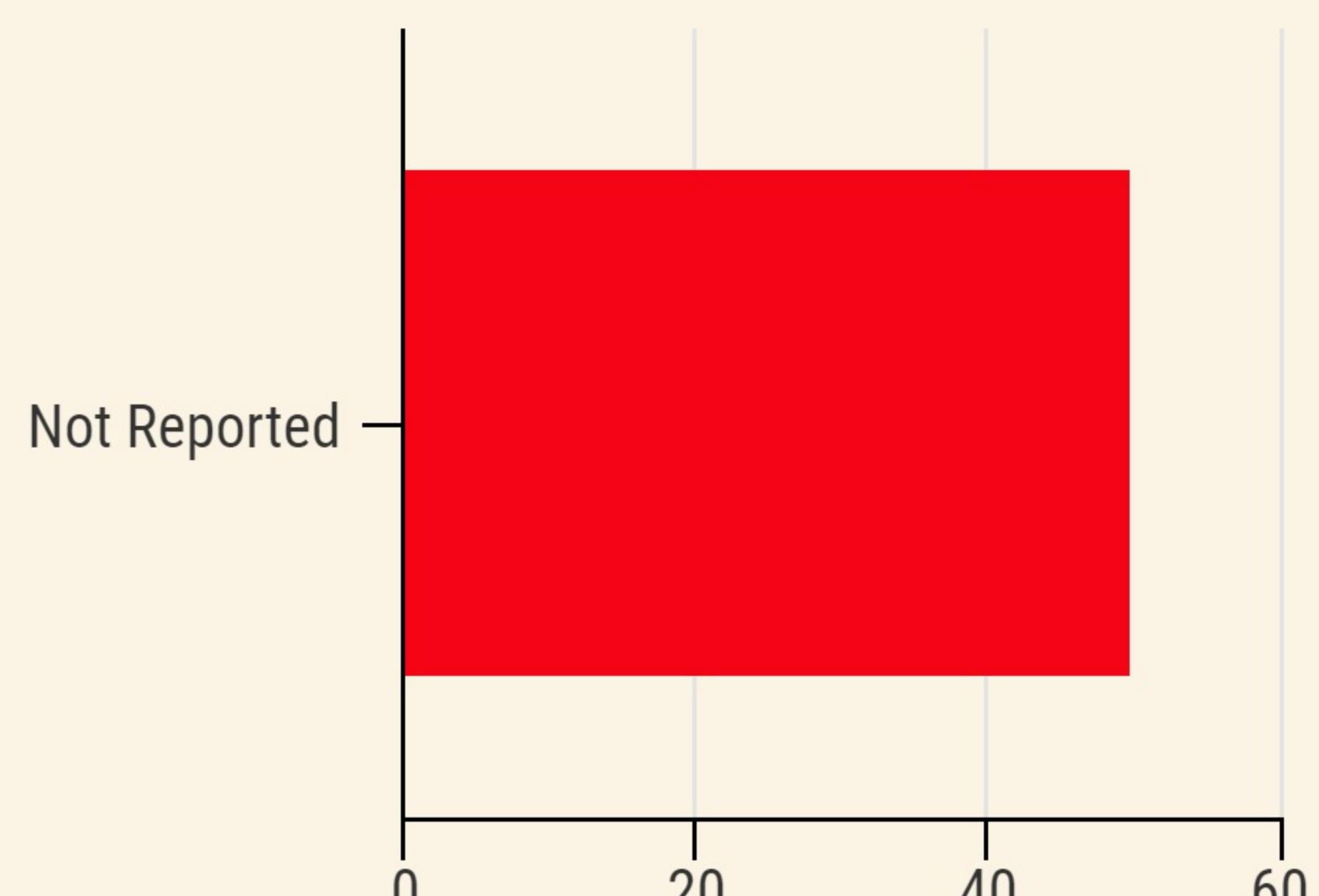


20% (10) of all participants are female.

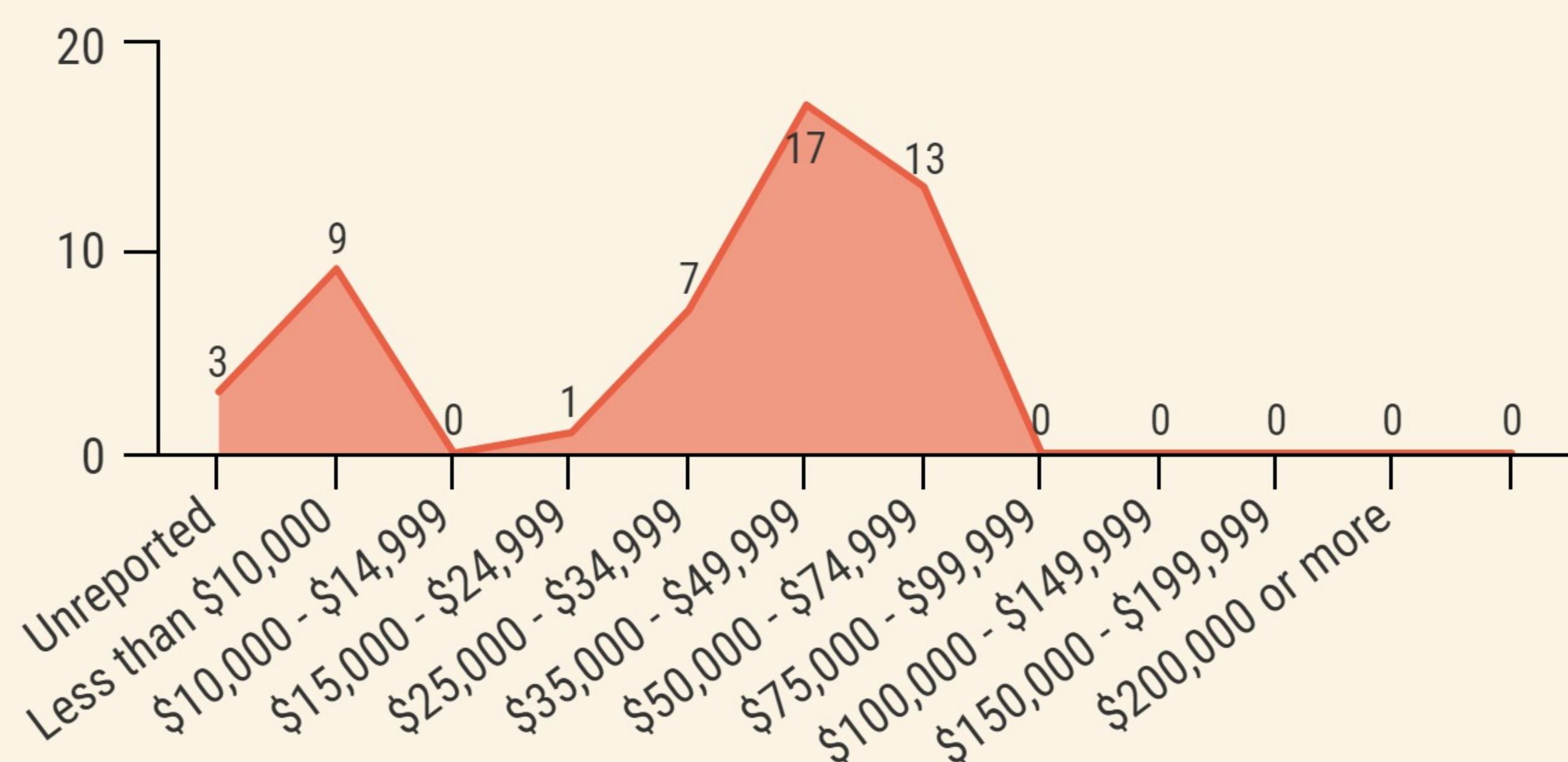
### Education Profile



### County of Residence



### Income



44%

of incumbent workers received a wage increase following training

34

incumbent workers earned new skill, certification or credential

## Welcome Back Behavioral Partnership – Welcome Back Center

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's goal was to enroll 25 participants, placing 20 into employment in their field. These participants are receiving individual coaching to assist them with the United States licensure and certification process, and also to ensure they receive the skills necessary to obtain employment in their field in the United States. As of June 30, 2016, the pilot had enrolled 22 internationally trained psychologists and other behavioral health professionals. The pilot employs an open-entry, open-exit process, meaning that participants can obtain employment whenever they are deemed ready. As of June 30, 2016, eight participants had obtained employment. It is anticipated that this partnership will meet or exceed its goals by the end of the grant period.

One lesson learned by the partnership is that the length of time a participant may need to be enrolled in the program varies greatly. For example, participants are at varying stages in the licensure process or have different language levels. Some participants may need support for up to two years. Taking this into consideration, the partnership worked with the Department to lengthen the grant period. The partnership also realized the importance of brokering relationships with the different State Licensure Boards. The process was confusing and it was determined that having a liaison from the boards to answer questions would be helpful. With the assistance of EARN Maryland staff, the partnership has formulated relationships with the necessary State Licensure Boards.

Despite its challenges, the project has experienced great success. The comprehensive model employed by this partnership has been lauded as a national best practice. The Department is replicating the model utilizing ApprenticeshipUSA funding and will engage the Welcome Back Center to provide expertise, guidance and best practices. It is anticipated that this partnership will be able to place upwards of 90 percent of participants, many of whom will receive increases that nearly double their prior wages.

# Welcome Back Behavioral Partnership

Family Services Inc.

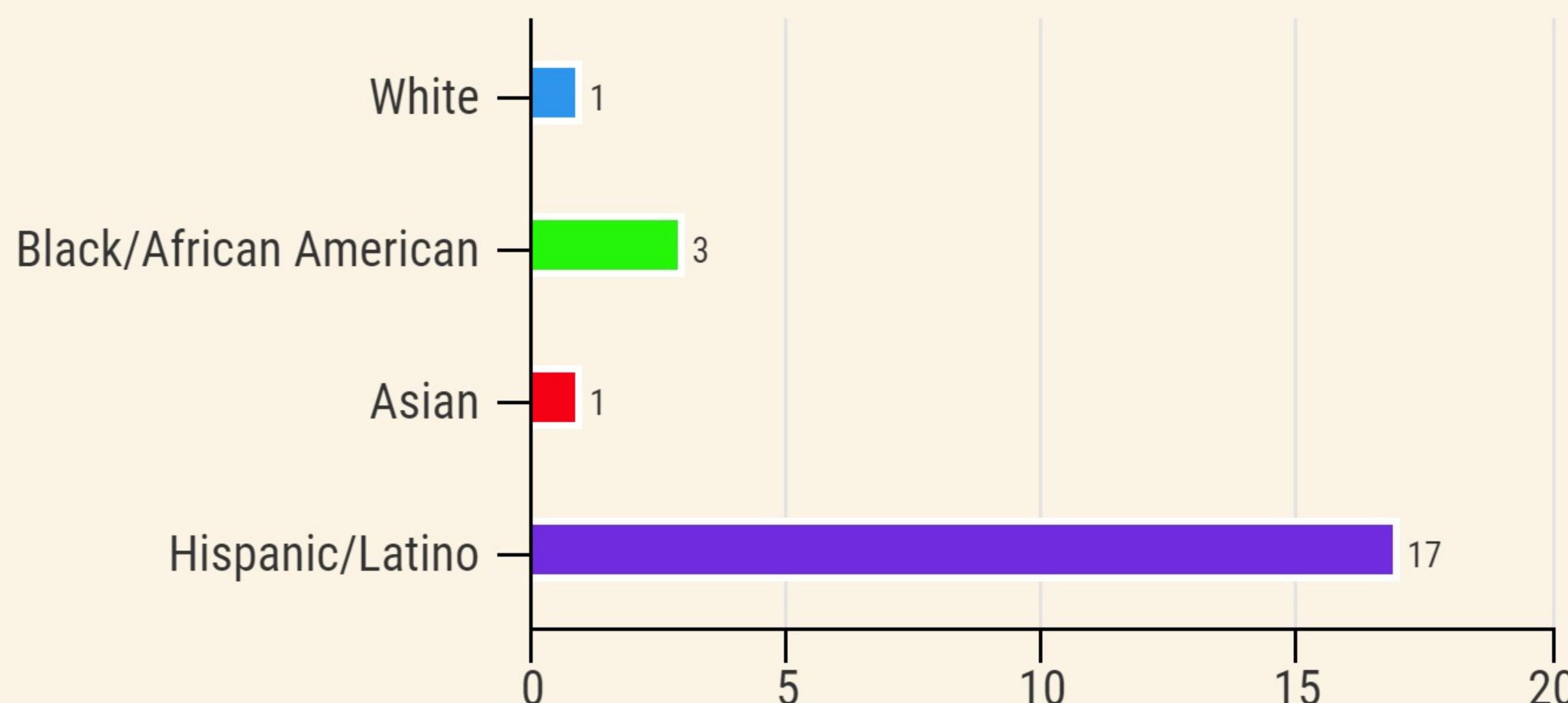
22 participants enrolled

8 participants completed

## Brief Background

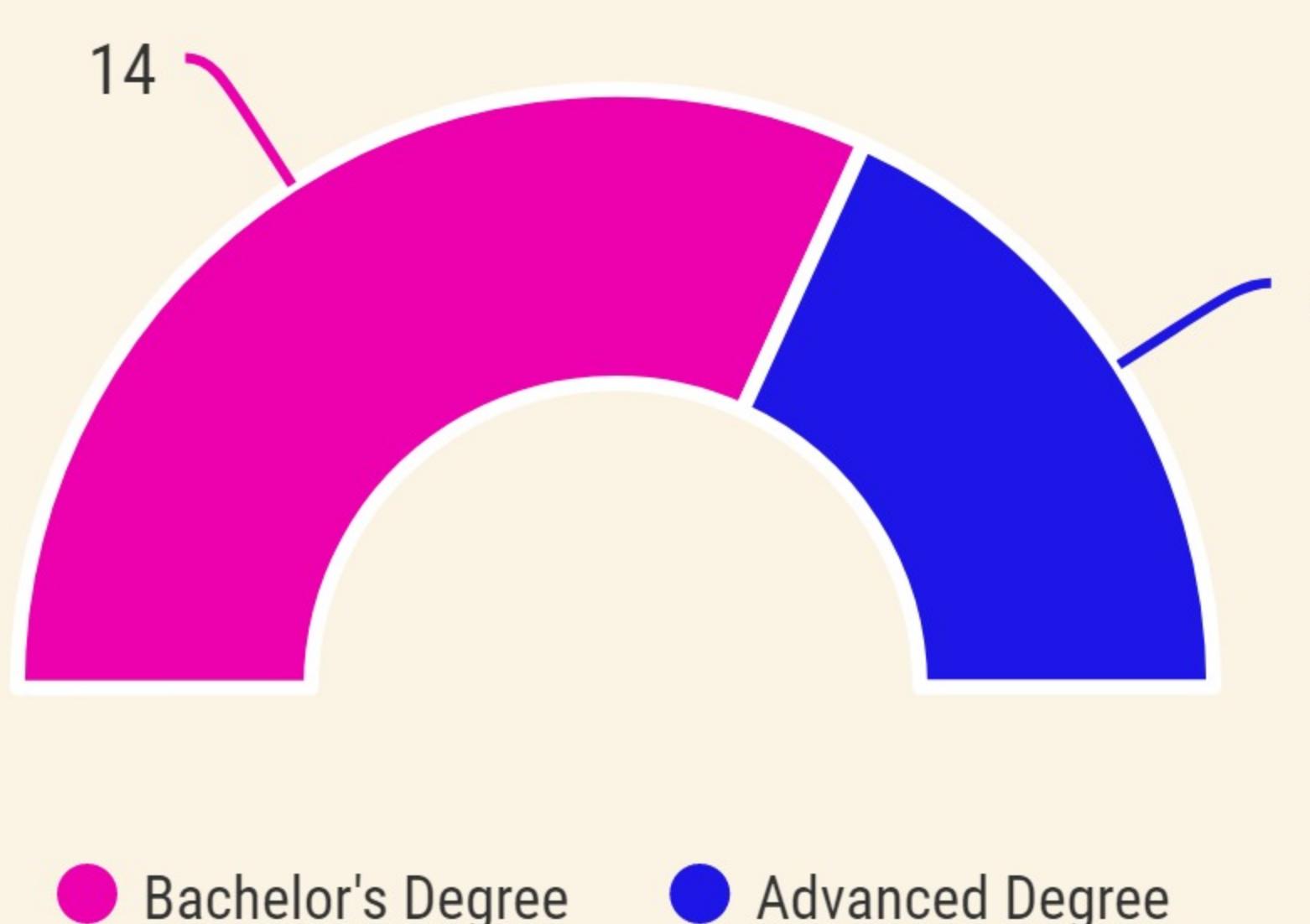
The Welcome Back Center Pilot Program for Behavioral Health is creating a pipeline of experienced, bilingual behavioral health workers to meet Maryland's need for a diverse health workforce. The pilot seeks to guide participants through the process of obtaining employment in the healthcare field in the United States. Participants have the opportunity to improve their language skills, receive one-on-one case management and are assisted through the licensure process.

### Race Profile

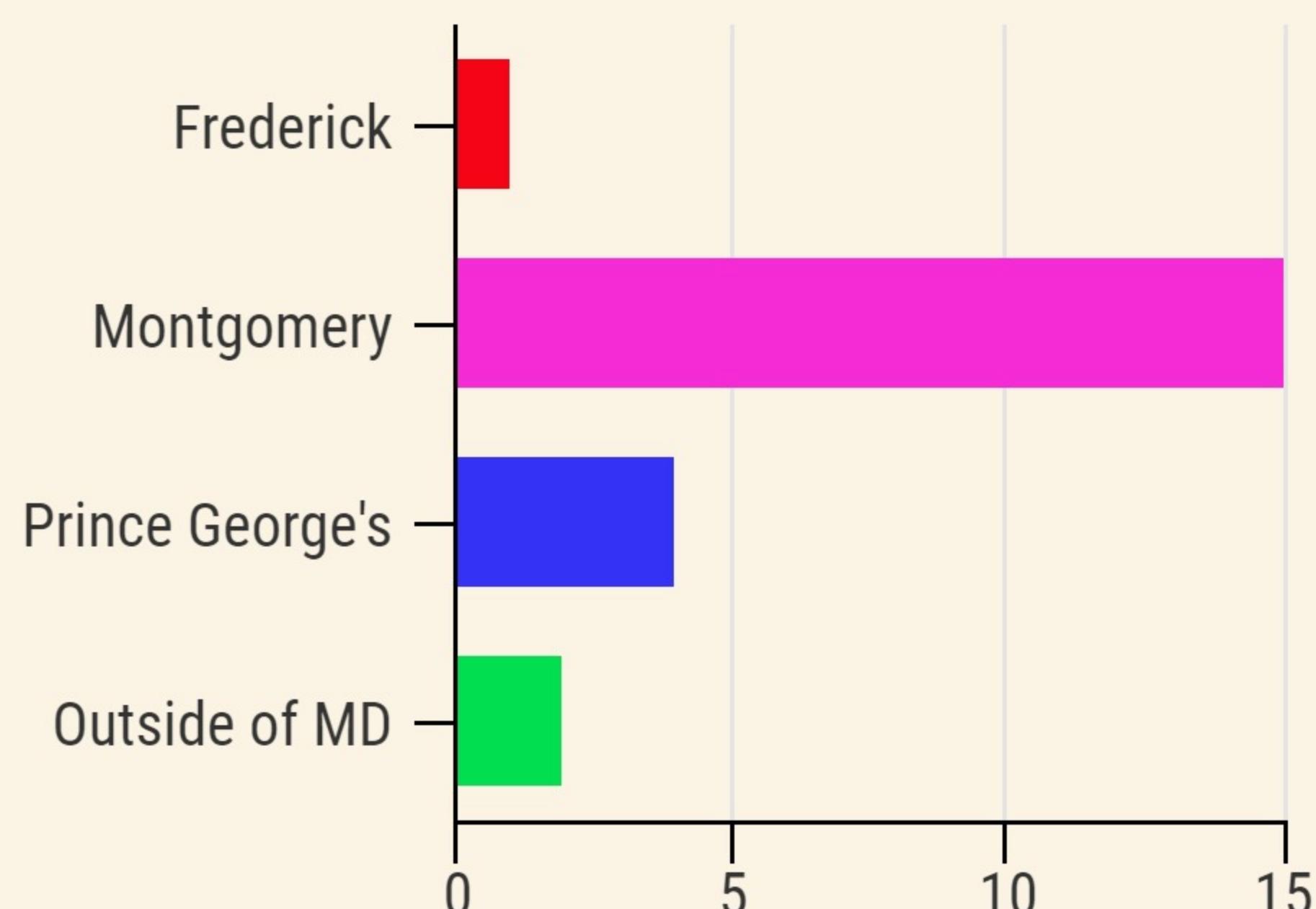


73% (16) of all participants are female.

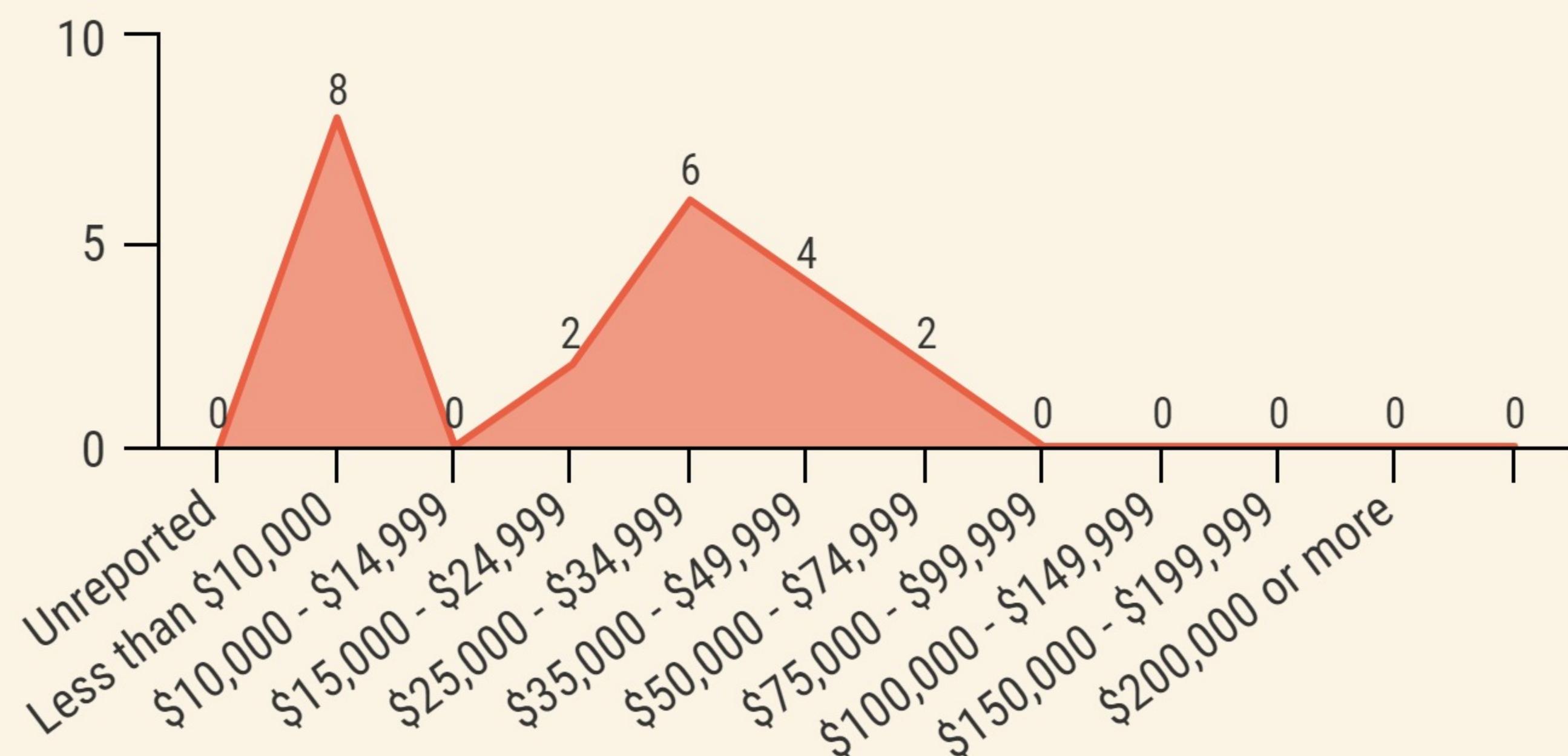
### Education Profile



### County of Residence



### Income



100%

of completers (8) have obtained employment in the behavioral health field

\$23

average hourly wage of employed participants

## **Water and Wastewater Career Development Partnership – College of Southern Maryland**

In order to retain employment, all Water and Wastewater Operators must be fully certified by the State. Due to difficulties with math and comprehension, the pass rate for the certification exam is just 37 percent. This partnership designed a curriculum meant to better prepare test takers to successfully complete the certification exam. The three modules includes Work Keys (focused on math, reading and locating information), a comprehensive math review, and Exam Prep, which provides helpful hints for taking the exam.

The partnership agreed to provide training to 94 incumbent workers, with at least half passing the exam and earning new certifications. The partnership has surpassed this deliverable, engaging 187 incumbent workers. As of June 30, 2016, 182 incumbent workers have received at least one certification. Forty-one had passed their certification exam and others are expected to complete in 2017.

One of the major successes of this partnership has been the ability to continually engage employers. The employer base in this partnership has grown more than 200 percent since project inception. Employers are responding well, especially because this industry traditionally does not take advantage of workforce training.

One challenge was a transfer of lead applicant responsibility mid-way through the grant. The original lead applicant experienced a change in leadership who reprioritized and determined the company would not move forward with its participation in EARN Maryland. The College of Southern Maryland, who had been intimately involved in the grant, agreed to take over lead applicant roles and responsibilities. Under the leadership of CSM, the partnership will continue its work in 2017 and is expected to meet all deliverables.

# Water and Wastewater Career Development Partnership

College of Southern Maryland

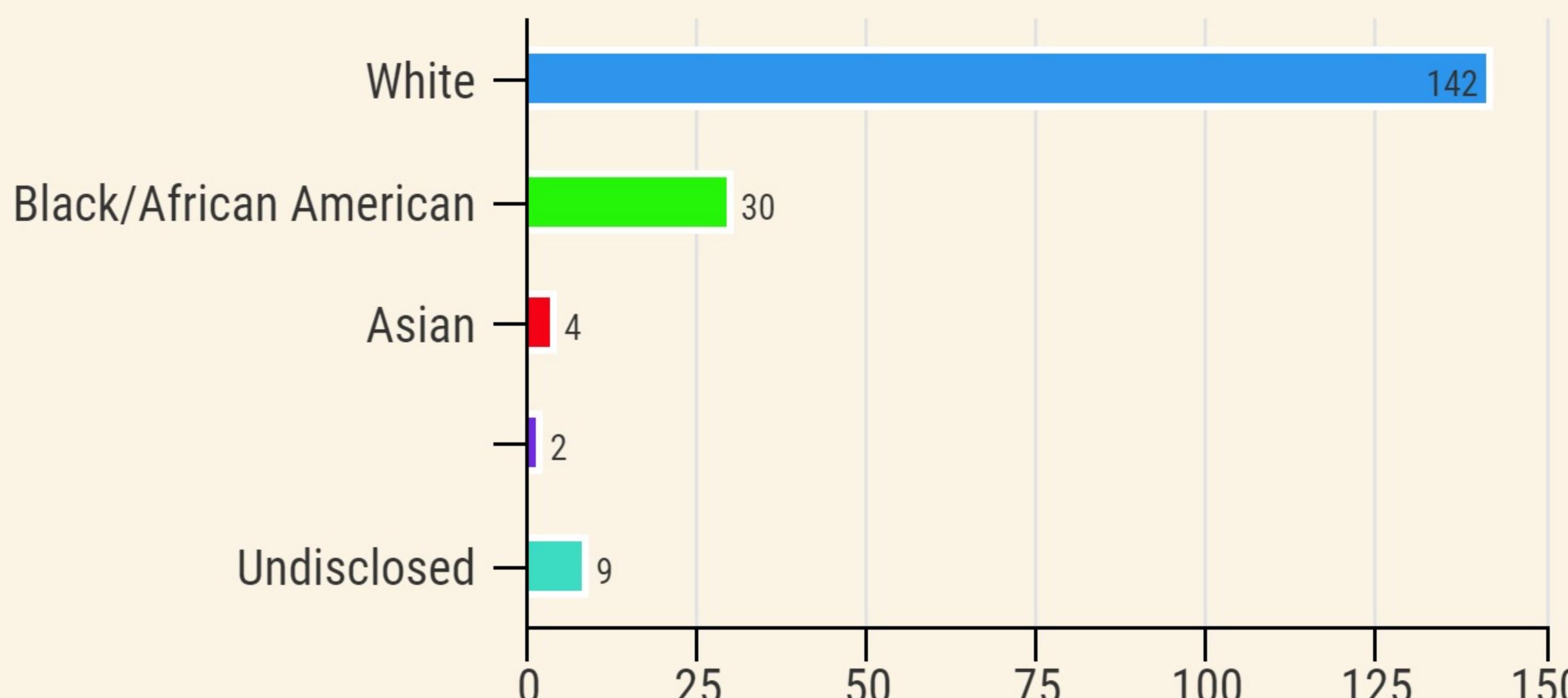
187 participants enrolled

40 participants completed

## Brief Background

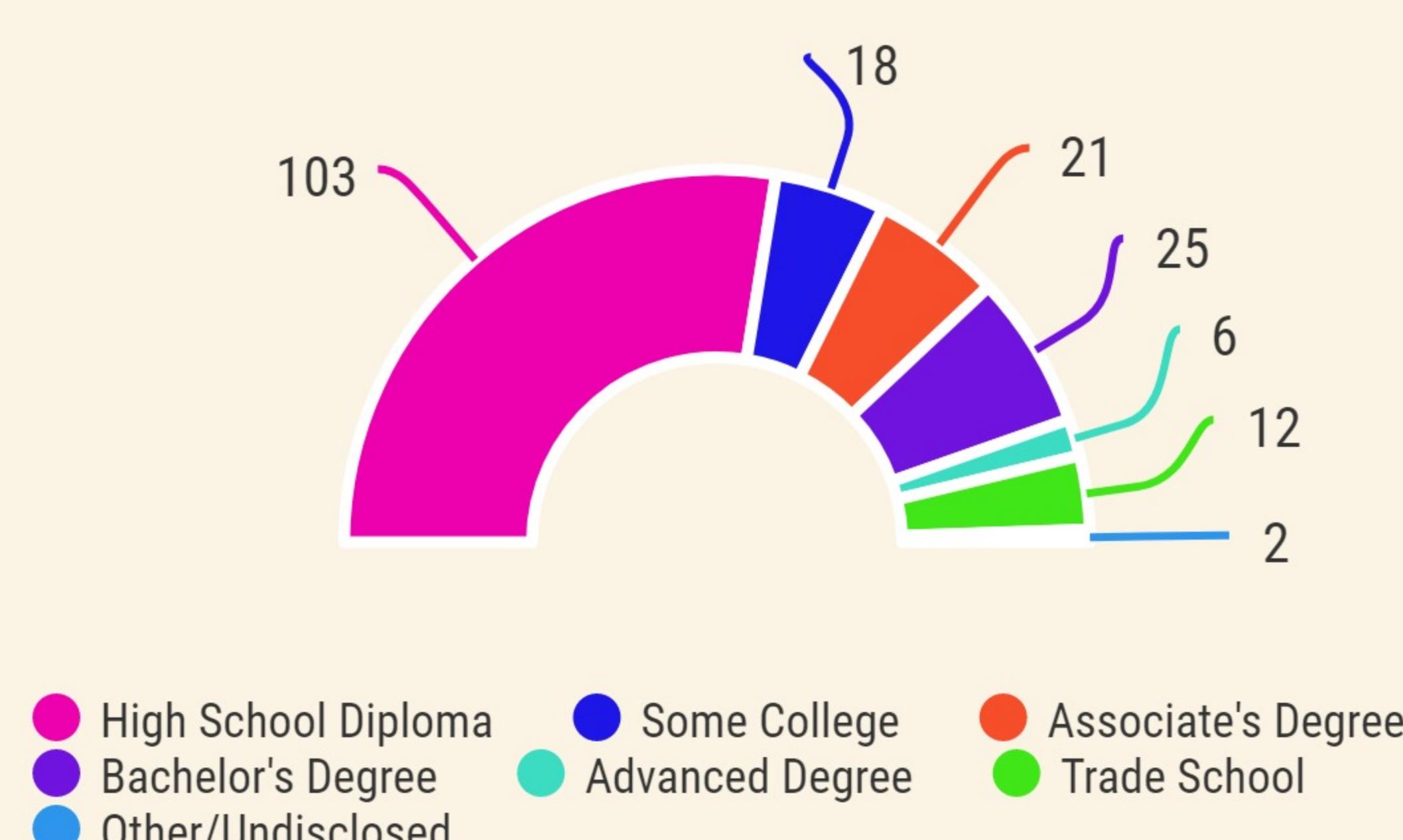
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## Race Profile

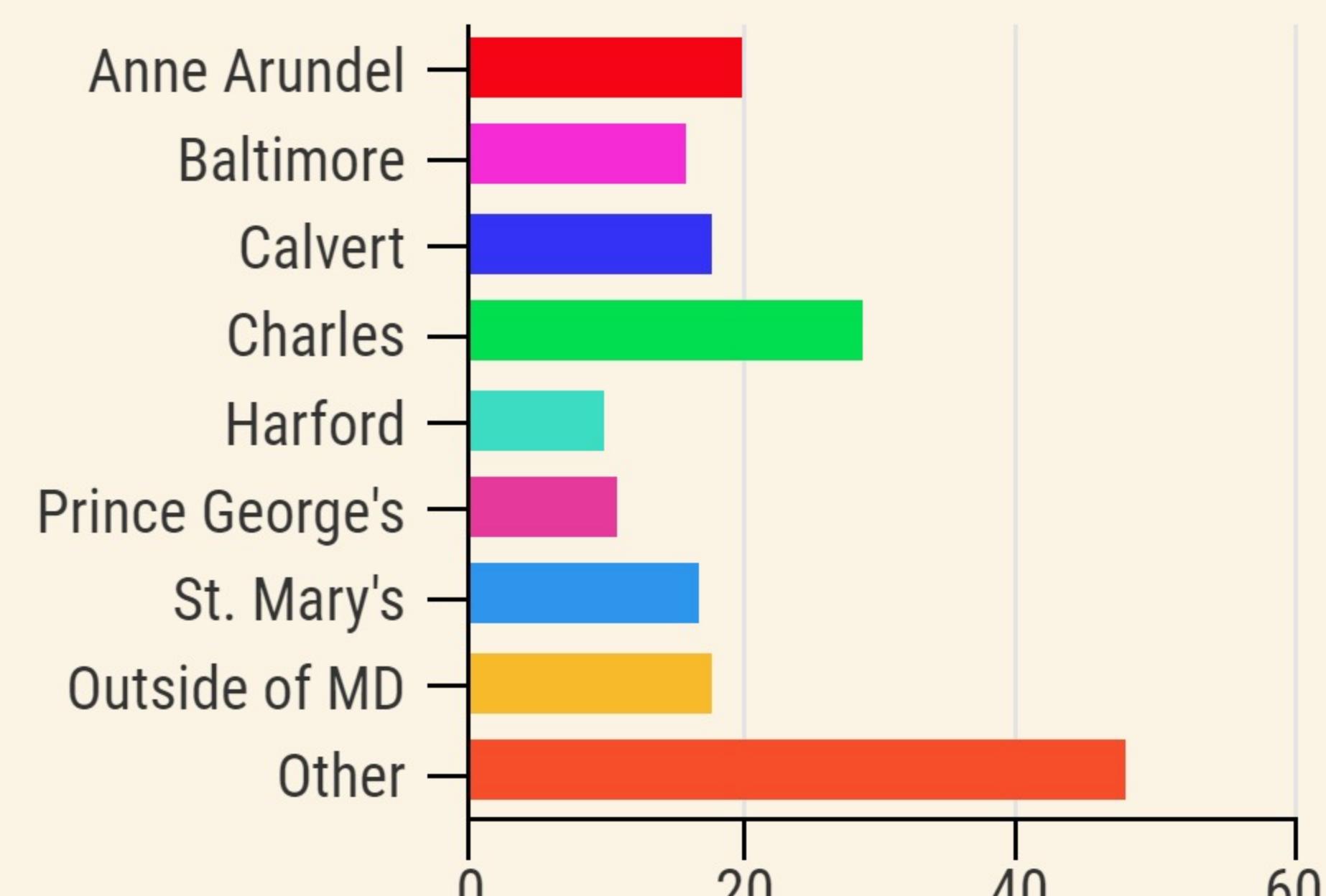


4% (8) of all participants are female.

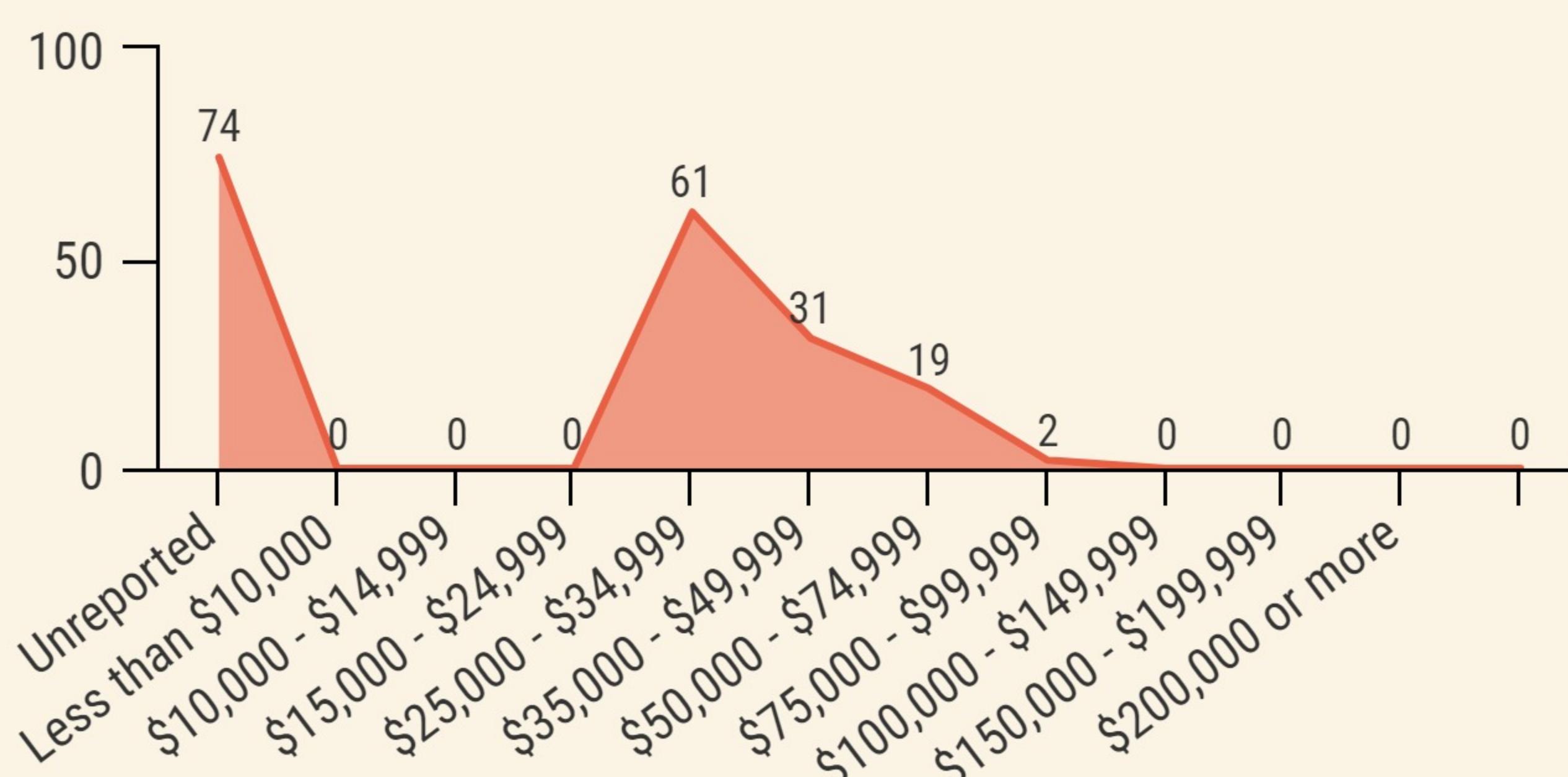
## Education Profile



## County of Residence



## Income



of participants have obtained at least one certification

97%

incumbent workers are fully certified Operators

41

## **Advanced Manufacturing and Plastics Partnership – Berry Plastics**

The Advanced Manufacturing and Plastics Partnership, led by Berry Plastics, is focusing on upskilling its incumbent workforce. The partnership sought to train 100 incumbent workers, offering a variety of different training modules that would lead to industry-recognized certifications. The Community College of Baltimore County has provided training courses in basic electricity, hydraulics, pneumatics and PLC training. Incumbent workers have also been able to take advantage of process optimization, robotics and advanced troubleshooting.

Like some of the other EARN partnerships, this partnership has experienced the challenges that come with an employer being the lead applicant. The project lead is the Director of Human Resources at Berry Plastics. The partnership underestimated the amount of time it would take to coordinate the project. Another challenge has been coordinating training schedules with all of the employer companies. With technical assistance from EARN Maryland staff, the partnership is scheduled to exceed all deliverables.

Despite the challenges, employers are responding well and report a return-on-investment, including an increase in productivity, cost savings, wages and jobs retained. For instance, the Berry Plastics Hanover plant realized a 14 percent increase in run hours and efficiencies as a result of training. Incumbent worker training, especially in the manufacturing industry, is cost-prohibitive. This funding has allowed employers to offer training that they otherwise would not have been able to. The partnership is expected to well exceed all deliverables by the end of the grant.

# Advanced Manufacturing and Plastics Partnership

Berry Plastics

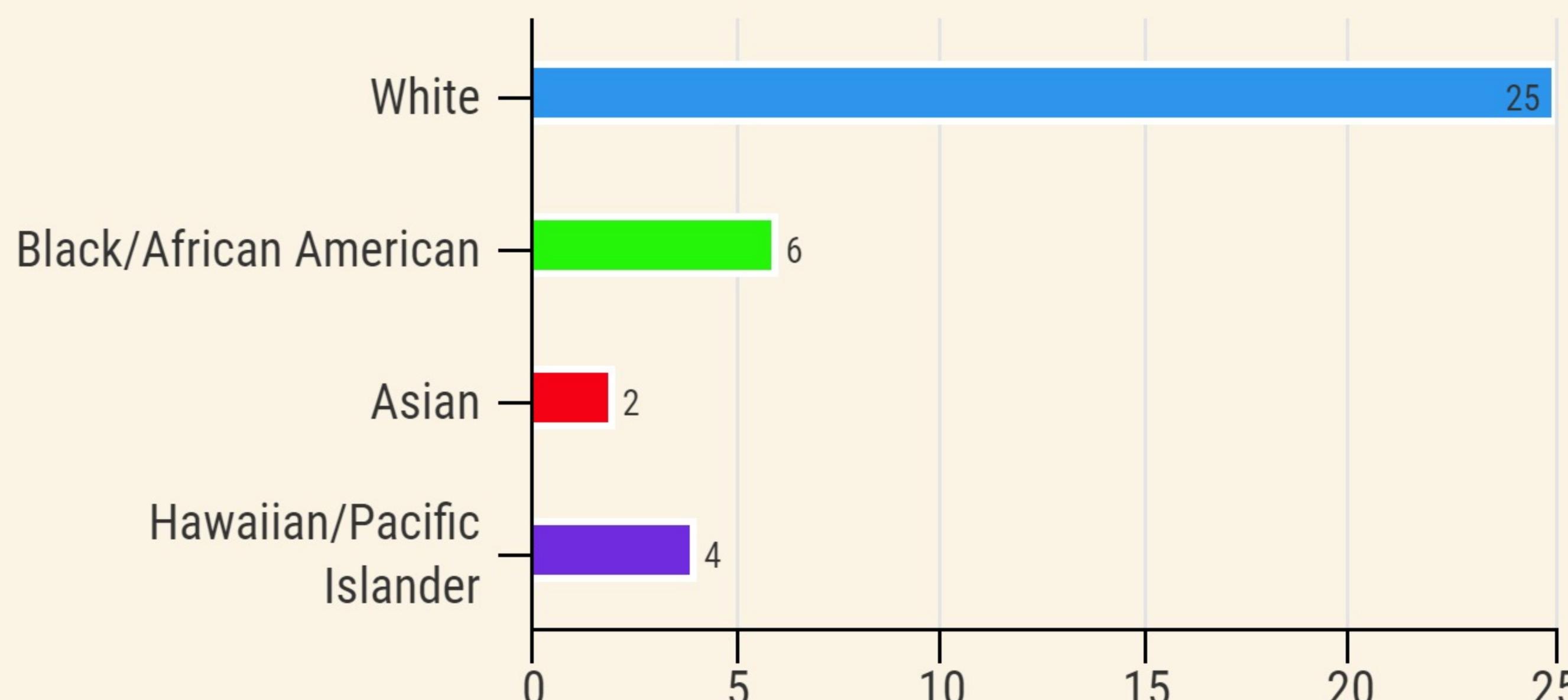
37 participants enrolled

37 participants completed

## Brief Background

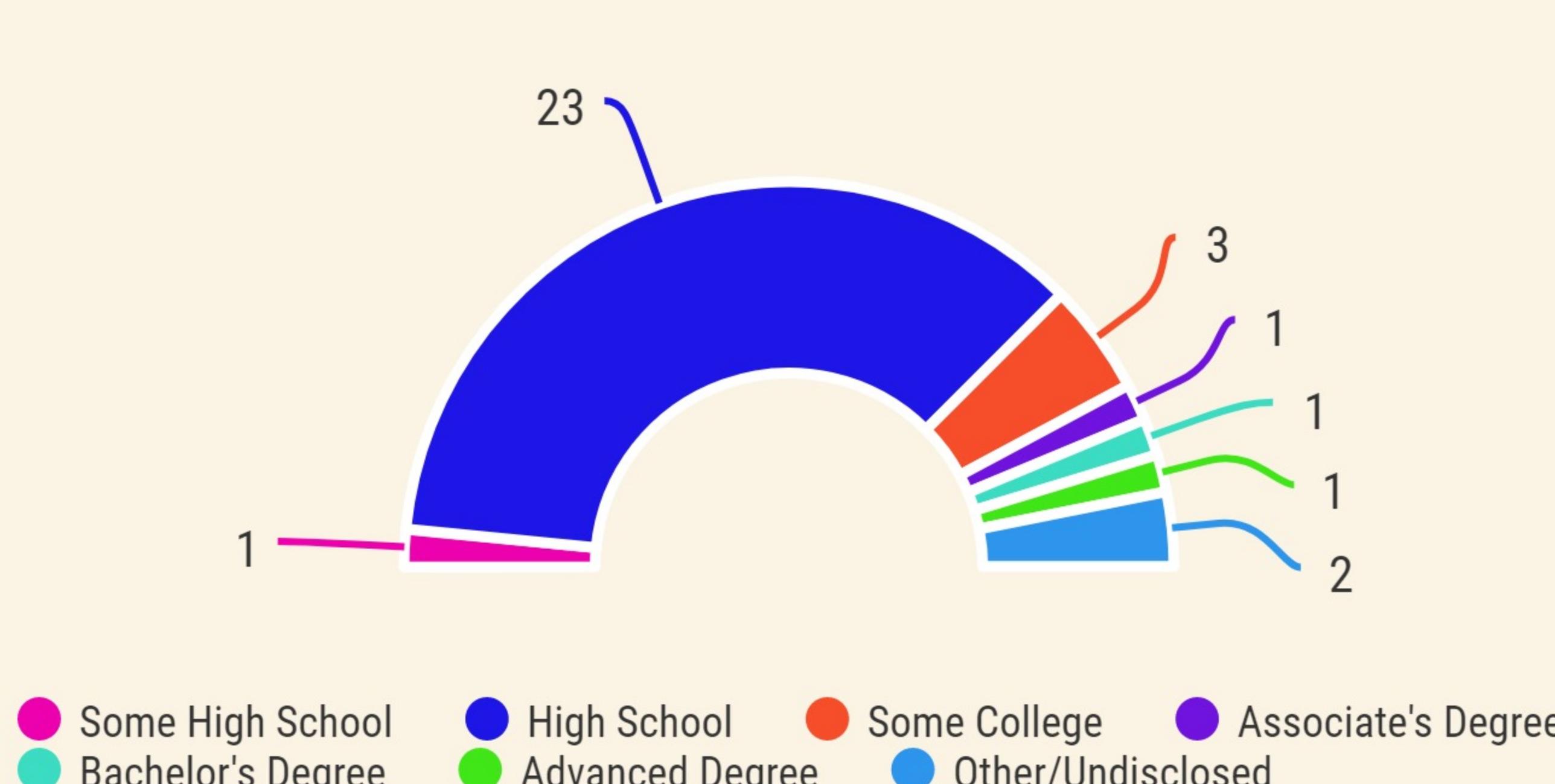
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## Race Profile

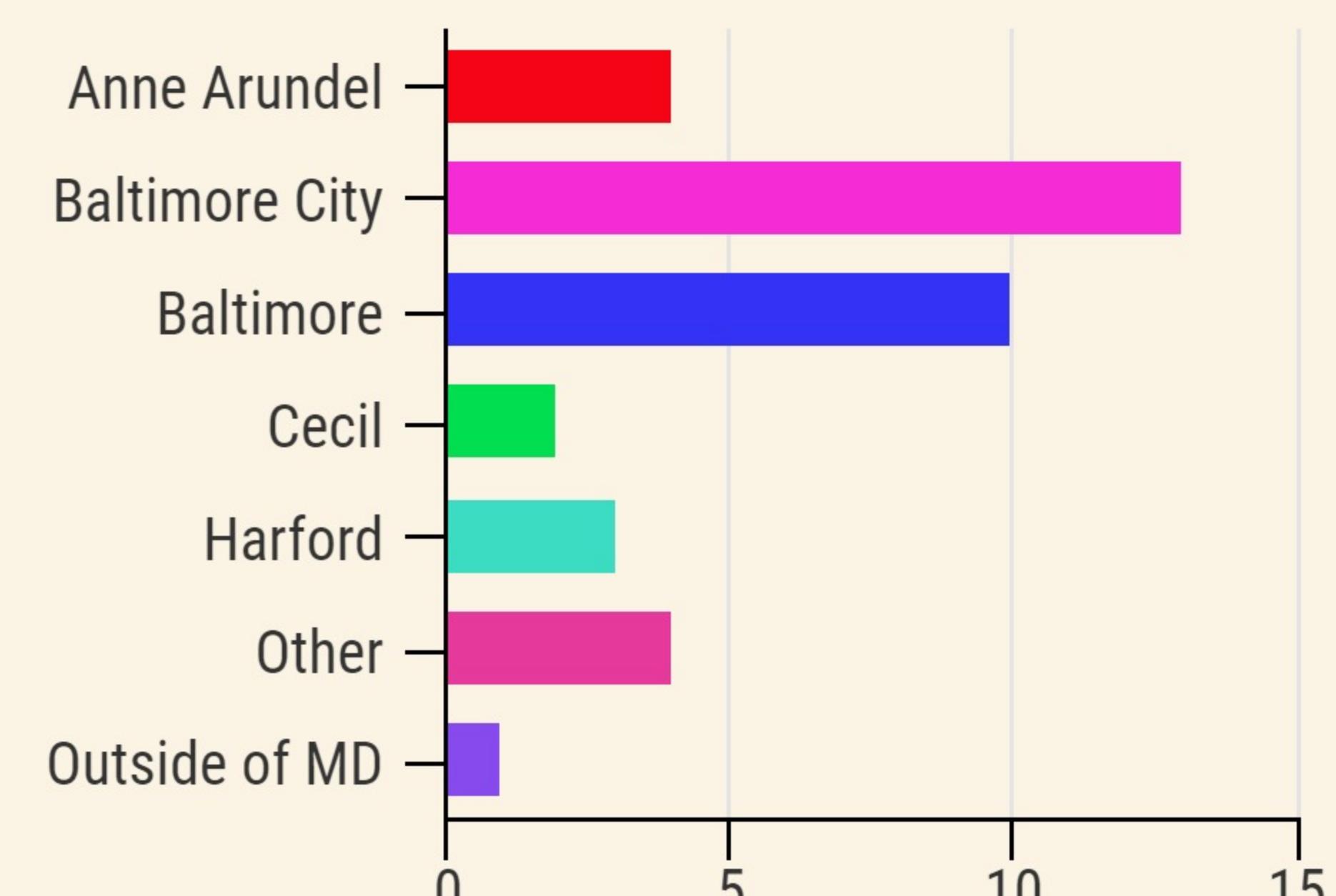


3% (1) of all participants are female.

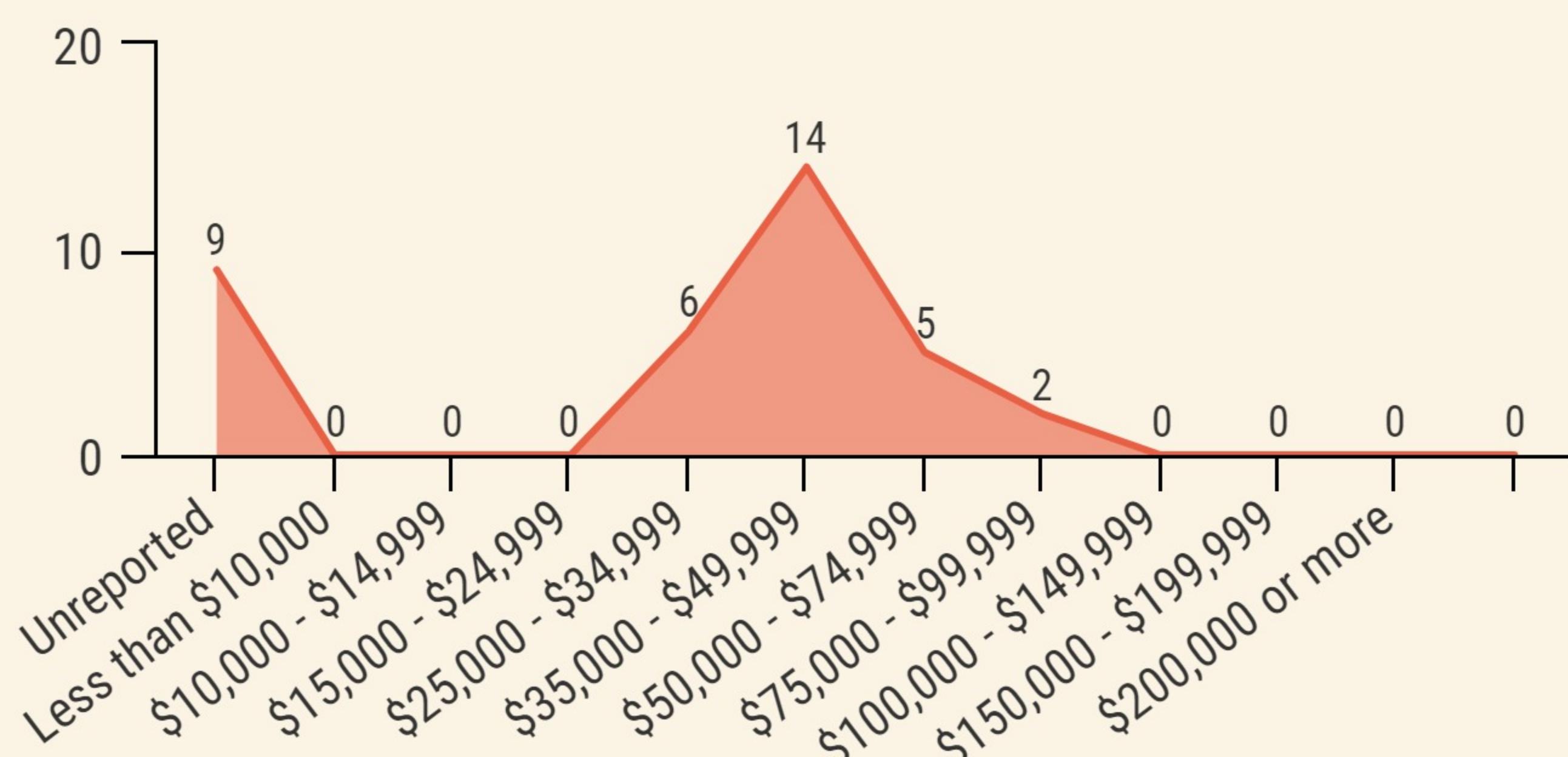
## Education Profile



## County of Residence



## Income



100%

of participants have obtained at least one new certification or credential

85

certifications or credentials earned