



Annual Report: Narrative Section

Delaware: Program Year 2012

July 1, 2012 – June 30, 2013

Submitted November 14, 2013

By: Delaware Workforce Investment Board



Delaware Workforce Investment Board

A Leader in Workforce Development

Delaware: Working With Our Partners

Preparing for Tomorrow's Workforce

Submitted by:

Gary R. Stockbridge, Chairman

Gwendolyn M. Jones, Executive Director

William J. Potter, Deputy Director



Table of Contents

Narrative Report	2-6
Goal Discussion	2
Gathering and Acting on Industry Intelligence/Developing Delaware’s Skills Bank	3
Adult Career Ladders	4
Veterans Initiative	3
Disabled Worker Initiatives	4
To Make The America’s Job Centers In Delaware The First Place The Business Community In Delaware Goes For Their Workforce Needs	4-6
Success and Other Stories	7-14
Delaware Workforce Investment Board (DWIB) /Delaware Department of Labor, Division of Employment and Training (DOL-DET) Fight For Vets	7-8
Air Force Veteran Flies High After Bumpy Ride	9
Delaware Department of Labor /DWIB/ DOL-DET Showcase Resources, Reach Out to Employers	10
DOL, DWIB, Delaware Department of Education (DOE), and Delaware Economic Development Office Meet With Governor	11-12
Delaware Business Leadership Network Born To Meet Disability Challenge	13-14
PY 2012 Workforce Investment Act (WIA) Funding Source Review	15
PY 2012 Return on Investment	16-17
Waiver Performance Measures for Workforce Investment Act Title I.....	18-20
Waiver Transfer of Funds Under the Workforce Investment Act Title I	21-22
Closing	23

1. This is Delaware's Narrative section of the PY 2012 Annual Report and it will provide a detailed review of the First State's actions as it brings the approved Demand Driven Five – Year Plan to life.

2. This past year – perhaps more than any in recent memory – has seen the Delaware Workforce Investment Board (DWIB) and its co-administrative partner, the Delaware Department of Labor, Division of Employment and Training (DOL-DET) engage more partners, embrace more ideas, and leverage more constrained resources to ensure Delawareans receive the needed services that facilitate business and individual success. From the recently completed partners' forum, held October 22, 2013, to stepped-up year-long coordination with Governor Jack A. Markell, and his departments of economic development and education, the DWIB and DOL-DET, under the leadership of Secretary John J. McMahon Jr., and DWIB Chairman Gary R. Stockbridge, have aggressively worked the approved Five-Year Plan.

3. It is important to note that the DWIB/DOL-DET approved five-year plan revolves around five specific goals that are partnership-heavy, requiring participation from businesses professionals, education professionals, non-profit organizations, workforce staff, and top-tier governmental and business leaders. A quick snapshot of the diverse partners involved in bringing the plan to life include, but are not limited to:

- Delaware Department of Education
- Delaware Department of Labor, Division of Vocational Rehabilitation
- The Delaware National Guard
- Delmarva Power's Information Technology (IT) section
- Junior Achievement
- US Department of Labor, Veterans Employment Training Services
- Christiana Care Human Resources
- More than 70 private businesses
- Delaware Business Leadership Network
- Bank of America
- Dover Downs
- Delaware Youth Partners

The array of partners is key in achieving the goals identified by the DWIB and DOL-DET and approved by the Governor and US DOL. Each goal has a champion who recruited a team to work on the two to three year project. Team membership ebbs and flows depending on the tasks at hand and those projected into the future.

4. Those goals and current accomplishments are listed below:

a. **Gathering and Acting on Industry Intelligence/Developing Delaware's Skills Bank.** The Delaware Skills Bank is a database within the Department of Labor's Delaware

JobLink system. The JobLink system is a web enabled workforce development system that houses the knowledge, skills and abilities of Delaware Job Seekers as well as the skill needs of employers. The Delaware Skills Bank is a tool for Workforce Professionals and Agencies to enable the analysis of data for economic and workforce development. Through an interactive portal, the system will produce reports which will provide a comprehensive view of Delaware's workforce and employer needs. Accomplishments to date include:

- Developed and implemented the intelligent Resume Builder in Delaware JobLink (DJL)
- Initial sector/industry research
- Ongoing sector/industry research
- Creation of Business Service Representative's (BSR) 'employer script' which gathers real time employer workforce needs
- Trained BSR unit on the use of the script and began implementation
- Conducted employer focus groups

b. **Adult Career Ladders.** Career ladders are web-based interactive tools located in the Delaware Joblink System designed to create awareness and introduce options for adults impacted by an evolving workforce environment. Career Ladders provide an interactive career planning map that shows job progression opportunities within growth industries or across sectors based on knowledge, skills and abilities. This map informs jobseekers about training, education, and developmental experiences that would enable one to accomplish career objectives. It also helps jobseekers identify short and long term goals and encourages a path of lifelong learning and career development. Accomplishments to date include:

- Created IT Career Ladder
- Created Gateway Career Ladder
- Incorporated the National Career Readiness Certificate (NCRC) into this goal
- Developed and Implemented Pilot of NCRC in Kent County
- Create volunteer staff teams to develop three additional, as yet to be determined, ladders
- Build "meat" of IT Career Ladder (Already dedicated resources)
- Partner meetings with Colleges and Universities

c. **Veterans Initiative.** The Delaware Workforce Investment Board (DWIB) educates the Delaware's business community and promotes the advantages of hiring returning and/or separating veterans from both the Active Component and Reserve Component (AC/RC), resulting in an unemployment rate for veterans 25 percent less than the rate for the general population. This operation began January 2013 and tentatively lasts until 15 September 2015. Accomplishments to date include:

- An employer conference that touched more than 30 employers
- An employer workshop that touched more than 60 employer

- Increased momentum from employers looking for veteran job seekers
- Work with Delaware Skills Center to craft curriculum for an employer seeking several veterans to do construction work in Kent and New Castle counties
- Several drive-time radio appearances to promote veterans hiring
- A gubernatorial proclamation naming September as “Hire A Veterans” month
- An Op-Ed by the board chair in Delaware’s newspapers of record arguing for greater veterans hiring
- Press releases in support of ongoing veterans initiatives
- A large presence at recent Veteran Job fairs sponsored by Delaware’s congressional delegation
- Held sessions at the May 16th DOL Conference to educate employers about available resources for the employment of people with disabilities
- A Second Op-Ed by DWIB Board member and VP of Human Resources for Christiana Care, Audrey Van Leuven

d. **Disabled Worker Initiatives.** Engage and educate employers to result in the hiring of more people with disabilities. Accomplishments to date include:

- According to FY13 data from DOL’s Division of Vocational Rehabilitation (DVR) 1,030 people with disabilities achieved a minimum 90 days of employment which is an 8.7% increase in two years
- In partnership with the DWIB Strategic Planning Committee, the newly formed Delaware Business Leadership Network (DEBLN) was launched and more than 50 different businesses participated in the DEBLN Summit, September 27, 2013, where Governor Markell presented his National Governors Association initiative “A Better Bottom Line: Employing People with Disabilities”
- DWIB member participation on the DEBLN board

e. **To Make the America’s Job Centers in Delaware the First Place the Business Community in Delaware Goes for Their Workforce Needs.** Although this goal is imbedded in Industry Intelligence goal previously mentioned, it is important to note it is actually a continuation of the DWIB/DOL-DET 2010 strategic plan. This goal has two interim objectives. The first is the development of an intelligent resume builder and the second is the creation of an employer job search function that aligns the new resume builder with ONET functions. Accomplishments to date include:

- Developed and implemented the intelligent Resume Builder in Delaware JobLink (DJL)
- Creation of Business Service Representative’s (BSR) ‘employer script’ which gathers real time employer workforce needs

- Trained BSR unit on the use of the script and began implementation
- Conducted employer focus groups
- Developed and implemented a mechanism to collect employer workforce data.
- Work with Americas Job Link Alliance (AJLA) to continue to improve Resume Builder
- Work with AJLA to improve the employer experience through the Shopping Cart,
- Work with AJLA to re-write the Job Order, (ticket # 13034, 12535)
- Work with AJLA to expand the collection of job seekers and employers talents, tools & technologies and work activities (K, S & A's ticket #12533)

5. Business Services Representatives. An important component for Delaware's success is are DOL-DET's BSR contingent which will conduct the face-to-face liaison with employers, to not only determine current employment needs, but also help collect and refine data.

6. Evaluations. The activities to goal completion are strewn with constant evaluations and analysis of where we started, where we are now, and where we are going. The request for evaluative information outlined in TEG 6-1, dated October 18, 2013, suggests a formal process with solid start dates and end dates, complete with formalized reports generated by the evaluations. And while some of that surely takes place via quarterly board meetings when performance measures are reviewed and, annually during the renewal period, much of Delaware's evaluation process is a continuous analysis of effectiveness and the establishment of immediate corrective action and policy development. The DOL-DET and the DWIB evaluate the state's publicly funded workforce system using a combination of formal inspections, on the spot corrections, surveying stakeholders to provide a foundation for monthly, quarterly, and annual meetings to fine tune areas of concern. These inspections include:

- Each certified training provider visited semi-annually
- Each contracted training provider visited quarterly
- All contract providers scheduled for monthly meetings to ensure success
- The Proposal Review and Certification Committee annually reviews and approves every training provider
- The annual RFP process ensures that only successful providers are renewed
- Continuous data monitoring and quarterly American Job Center managers' meetings to review concerns
- Surveys and focus groups to business partners for process improvement
- Corrective Action – Plans are made, discussed, and initiated for contractors whose performance is not up to par
- Bi-Weekly Management Team meetings to review performance

7. Delaware's Gold Card Initiative Policy dated 21 DEC 2011 is listed below.

All staff should be made aware of the Gold Card Initiative which was announced by President Obama on 11/7/2011. This initiative enhances *LE Policy 3 Jobs for Veterans Act Employment Services Case Management*, it does not in any way replace any prior DET policies.

The “Gold Card” is available for any veteran who served at least one day of active duty after 9/10/2001, and who was discharged or released under conditions other than dishonorable.

The Gold Card is a downloadable certificate which can be printed and brought into the local One-Stop. You can view one at: <http://www.dol.gov/vets/goldcard.html> the veteran does not need to bring the certificate with them in order to be eligible for these extended services.

Veterans, who are eligible for the Gold Card, are eligible to receive extended follow-up services for six months after employment is obtained. *This is a change from our current case management which is for three months.* As a reminder, there is no limit on the number of months of assistance we provide case management to veterans prior to obtaining employment. Gold card veterans in case management should receive the same services we currently offer through the Disabled Veterans Outreach Program (DVOPs) representatives and Local Veterans' Employment Representatives (LVERs):

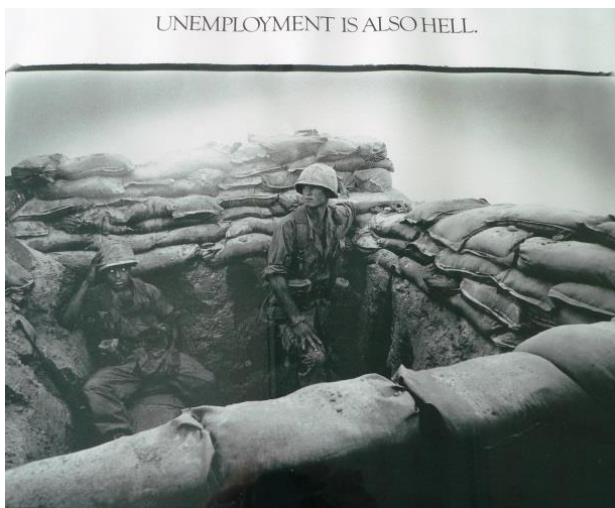
- Job readiness assessment, including interviews and testing
- Development of an Employment Development Plans (EDP)
- Career guidance through group or individual counseling that helps veterans in making training and career decisions
- Provision of labor market, occupational, and skills transferability information that inform educational, training and occupational decisions
- Referral to job banks, job portals and job openings
- Referral to employers
- Referral to training
- Monthly follow-up after employment is obtained for six months

In order to assist one-stop staff with servicing veterans, two new internet tools have been introduced. These tools can be accessed via the internet at One-Stops in registration/resource room. Regardless of whether the veteran is receiving case management services or not they can access these tools.

- **My Next Move for Veterans**, which can be located at: www.MyNextMove.org/vets this tool will assist veterans in finding occupations which interest them and will translate their past military employment into civilian occupations.
- **Career One Stop Veterans resources**, which can be located at: <http://www.careeronestop.org/VetsJobs> is a site which will allow veterans to quickly identify civilian job openings in their area related to their prior military experience, learn about job demand and search for transition resources in their state.

8. Customer Satisfaction Surveys. When Delaware moved to Common Measures, our understanding was the Customer Satisfaction Survey was no longer needed. In January 2013, we received notification the Customer Satisfaction Survey was still required but not reported in the Annual Report Form (ETA 9091). Understanding we are a single service delivery state and not required to use American Customer Satisfaction Index (ACSI), we needed to begin the process of establishing a Customer Satisfaction Survey. Due to the timing of the notification, over half of PY 12 was over; a new Customer Satisfaction Survey could not be created and implemented by the end of the PY. The new survey will be created and implemented in PY 13; results will be reported in the PY 13 WIA Annual Report narrative section. DOL-DET is analyzing the best ways to distribute the survey to its participants for maximum participation. At this point, the organization anticipates using current electronic technologies as well as one-on-one promotion via business service representatives.

DWIB/DOL-DET Fight For Vets



A promotional poster from Coors Brewing. publication date unknown

Allen Jones is a vet rep for The Delaware Department of Labor, Division of Employment and Training (DOL-DET), in Wilmington's Fox Valley office. On the wall above the left side of his desk is a framed black and white photo poster. In it, two Vietnam era soldiers are pictured in a sandbagged, dug-in position; each has the legendary 100-yard stare.

They seem filthy, tired, scared, and confused. The poster is titled, "Unemployment Is Also Hell."

The black and white image creates a stark vision – one the Delaware Workforce Investment Board (DWIB) and its partners, are planning to make a little more inviting for today's service members returning home from more than ten years of war.

About a year ago the DWIB, DOL-DET, The Delaware National Guard, and the U.S. Department of Labor's, Veterans Employment Training Service (VETS) began an aggressive outreach program to educate business about the advantages hiring veterans.

So far that outreach effort has included being one of the featured attractions at the Delaware Department of Labor's 10th Employer Conference in May 2013; a workshop for employers in June 2013, Op-Eds in Delaware's two largest newspapers, a proclamation by Delaware Governor

Jack A. Markell naming September “Hire a Veteran” month, three appearances on morning drive-time radio programs, and several other events.

“It’s still too early to tell how much we’ve moved the needle,” said DWIB Deputy Director, Bill Potter. “This is such a huge undertaking and when all is said and done, the employer still gets the final vote. All we can do is keep pounding our message and hopefully employers will hear it.”

The message is simple.

“Hiring a service member is good business sense,” Potter said. “They have all the skills employers say they want; self-discipline, technologically savvy, good communications skills, and know the value of work.

“We try to stay away from the social compact between society and its warrior,” he said. “We prefer to remind employers, that hiring decision can always be risky, and one way to manage that risk is hire people who want to work and have a track record of success under tough circumstances.”

Educating employers about veterans is Goal #3 of the DWIB’s two-year strategic plan, which was developed last October at its biennial planning session. There are four other goals the DWIB is working on. They are:

- Adult Career Ladders.
- Gathering and Acting on Industry Intelligence/Developing Delaware’s Skills Bank-
- Disabled Worker Initiatives
- To make the America’s Job Centers in Delaware the first place the business community in Delaware goes for their workforce needs.

The DWIB and its partners have done a lot so far, but there are a few more arrows in the quiver for the Vets committee, Potter said.

“The three things we really want to do over the next year are: 1. Develop a “Warrior Friendly Business” designation that will recognize Delaware employers which support returning service members; 2. Educate more employers by face-to-face grassroots opportunities; and 3. a Public Service Announcement campaign that bombards employers with a consistent positive message.

“I think the most important thing to remember,” Potter said. “Is that we are not asking anyone to fight through an ambush, or charge a hill, or be separated from their families for months at a time. We just want employers to realize that the guys and gals that did, are valuable and can bring that kind of dedication and success to business.

Air Force Veteran Flies High After Bumpy Ride

There were dark times in April Purnell's life.

The 33-year-old Air Force veteran suffered a pulmonary embolism, a divorce, a custody fight that forced her to relocate to Delaware, and a tough time getting a job to support herself and her young daughter once she got to the first state.

All she needed was a little help to get her post-military life headed down the right path and she found it through the Delaware Department of Labor, Division of Employment and Training's (DOL-DET), linkage with the state's Temporary Assistance To Needy Families (TANF) program.



April Purnell discusses her journey from veteran receiving public assistance to employment.

Through it all, she discovered what she already knew, Thomas Edison was right, "We often miss opportunity because it's dressed in overalls and looks like work."

And she did work.

She reached out to every organization that could help her and after being bumped to several offices, was finally referred to Delaware's Department of Health and Social Services (DHSS) TANF office which put her in contact with Career Team and its Vice President of Employer Relations, Mr. James Johnson. Career Team is job readiness contractor for TANF.

"I was determined," she said. "I didn't come to Delaware to fail."

And she didn't. The system worked exactly like one would hope. Career Team helped Ms. Purnell build on the foundation she established while on active duty and through the military's Transitional Assistance Program (TAP), she attended job fairs, and was relentless in her efforts, eventually having three job offers from which to choose. She eventually landed a job at AAA – Mid-Atlantic in Wilmington.

Ms. Purnell said that employers need to appreciate the value veterans bring to the workforce.

"Veterans are disciplined, well trained, and technologically savvy," she said. "They understand how organizations work."

It is more than that, she said. Veterans are especially good at all the "soft skills" employers are for looking for.

Even so, most veterans have one glaring weakness as they move from military service to civilian life – they don't know where to go for help, Ms. Purnell said.

“There are a lot of resources,” she said. “There is more help out there than they know. The first step is to stop at the VA and register ... and never give up.”

DOL/DWIB/ DOL-DET Showcase Resources, Reach Out to Employers

Wilmington, Del. – Like rock concert roadies, they rolled boxes, banners, and tables on wheeled dollies into the Chase Center on the Riverfront at about 7 a.m. on May 16, 2013. But unlike roadies, they weren’t dressed in dirty jeans and tattered tee-shirts; they pushed, pulled, tugged, and towed in business suits and skirt ensembles trying to beat an 8 a.m. deadline that kicked off the conference.



Employers attend the Delaware Department of Labor's 10th Employer Conference in Wilmington Del.

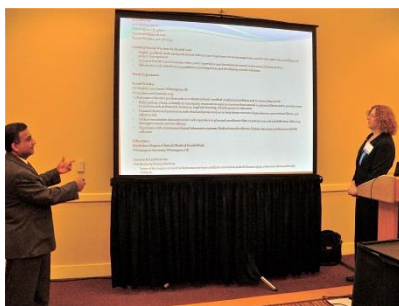
After more than five years, the Delaware Department of Labor was holding an Employer Conference; this one its tenth ever.

“This conference provided employers an opportunity to discover the many tools and program resources available to support their employment needs,” said Delaware Department of

Labor Secretary, John J. McMahon Jr. “It was important to remember the Department of Labor is much more than the unemployment office and has wide ranging services.

Although the conference had been on a five year hiatus, the department decided to bring it back because of several new initiatives, including the newly designed resume builder at Delaware JobLink (www.joblink.delaware.gov), the state’s web-based job search and information portal.

The resume builder grew out of a Delaware Workforce Investment Board (DWIB) and DOL’s Division of Employment and Training’s (DOL-DET) goal to promote their clients as the workforce pool of first resort. To do that an overhaul of Delaware Job Link (DJL) was needed.



From Left: Richard Fernandes and Stacey Laing from DOL-DET teach employers at the 10th Employer Conference about DOL-DET’s new Resume Builder

“Businesses throughout the state helped us design the new resume builder,” said DOL-DET Administrator Stacey Laing. “We redesigned our entire system so employers could more easily scan resumes to find qualified workers.”

The state’s employment and training office worked closely with America’s Job Link Alliance in Kansas, a consortium of about 15 states, to develop the upgraded resume function. While fielding new resume software can often cost more than \$250,000, DOL-DET’s costs were less than \$30,000, Ms. Laing said.

“Most of our costs were in travel to Kansas to work with AJLA to develop this ground-breaking business-friendly resume builder,” she said.

And while the DWIB and DOL-DET hoped DJL was the star of the conference, it had a tall order because of the stable of other quality workshops available to attendees. These included a look at “Delaware’s Economy: Where We’ve Been, Where We Are and Where We’re Going,” updated information on the Affordable Care Act, a briefing on workers compensation, anti-discrimination, and labor law.

One of the other sessions struggling against the star power of DJL, was “Hiring Veterans Makes Good Business Sense.”



From Left: Maj. Gen Frank Vavala, Delaware Adjutant General. Delaware Gov. Jack A. Markell, Delaware DOL Secretary John J. McMahon Jr.

This session also grew out the DWIB strategic plan and DOL’s commitment to ensure America’s heroes are well-armed with the information they need to get jobs. The state’s “Hiring Veterans” initiative is a partnership between the DWIB, DOL-DET, US DOL Veterans Employment Training Services (VETS) and the Delaware National Guard.

“What we are trying to do is educate businesses about hiring veterans and returning Guardsmen,” said DWIB Deputy Director, Bill Potter. “Employers are the key to reintegrating returning heroes.”

The reintegration is necessary because of the high unemployment rate of Gulf War II veterans.

“In Delaware the unemployment rate for the most recent group of vets. Is about 12.9 percent, while the overall unemployment is just over 7,” he said.

After lunch Dr. George Sharpley, director of the DOL’s Office of Occupational and Labor Market Information, presented an overview of Delaware’s economy and this marked the end of the conference, which saw more than 300 people get updates on all the department’s initiatives.

DOL, DWIB, DOE, and DEDO Meet With Governor



Del. Gov. Jack A. Markell addresses more than 300 people at the Delaware DOL 10th Employer Conference

Delaware Gov. Jack A. Markell met, Tuesday, Sept. 3, 2013, with three cabinet secretaries and the chairman of the Delaware Workforce Investment Board (DWIB) to get a detailed briefing about the path forward for the state’s publicly funded workforce system.

The meeting was several months in the making as the DWIB and the Delaware Department of labor (DOL), the Delaware Economic Development Office (DEDO), and the Delaware Department of Education (DOE) have worked tirelessly to

ensure the state's workforce system meets the needs of employers, provides the right mix of job training opportunities to support economic growth, and facilitates Gov. Markell's vision of the future.

Although the briefing provided the governor with detailed information, the outline of the path forward includes:

- Continue working within the structure of the state's Demand Driven Five Year Plan;
- Continue working within the structure and goals of the DWIB and DOL-DET two year strategic plan;
- Those goals are:
 - Adult Career Ladders
 - Veterans Initiatives
 - Disabled Worker Initiatives
 - Gathering and Acting on Industry Intelligence/Developing Delaware's Skills Bank
 - To make the America's Job Centers in Delaware the first place the business community in Delaware goes for their workforce needs
- Increase emphasis on special populations including ex-offenders

The Delaware path forward is designed to work closely with Delaware businesses; developing system flexibility to meet the employer and job seeker needs; and serving special populations such as job seekers with disabilities, active duty veterans, returning guardsmen, and ex-offenders.

The path forward builds on the October 23, 2012 planning session when the DWIB; its co-administrative partner; DOL-DET; representatives from DEDO; DOE; and private business leaders. Knowing that "what gets inspected gets done," the partners chose to use the board's executive committee as the plan's command and control headquarters. The process adopted is:

- In Progress Reviews (IPR) are conducted separately from board meetings to ensure milestones are met, adjusted if necessary, and completed on schedule
- The DWIB executive committee is updated quarterly at meetings
- The full board is updated at meetings
- Board members work on strategic goals alongside staff and partners
- The board determines when a goal is satisfactorily complete, before moving on to new ones

According to DOL Secretary John J. McMahan Jr, Governor Markell was pleased with the path forward, but wanted the members of the workforce system to examine how it could accomplish some goals quicker.

Staff, board members and goal champions are working feverishly to update their plans and approaches to speed up processes where possible.

DEBLN Born To Meet Disability Challenge



From Left. Del. Gov. Jack A. Markell, Jacqueline Poquette of the Eagle Group, Pete Bradley of Dover Downs, Ernie Dianastias of CAI, and Kim Taha of ILC, participate in a discussion about hiring people with disabilities.

Newark, Del. – The Delaware Workforce Invest Board (DWIB) and Delaware Department of Labor, Division of Vocational Rehabilitation (DOL-DVR) recently unveiled the Delaware Business Leadership Network (DEBLN) as part of an initiative to help raise awareness about advantages disabled people bring to the workplace.

The event, held at the Delmarva Power Conference Center in Newark, Delaware on September 27, 2013, saw more than 60 leaders from business, government, and nonprofits learn from one another via panel discussions and testimonials about the value people with disabilities add to the workplace.

Billed as the “DEBLN September Summit: Building A Better Bottom Line,” it was another example of the DWIB and the Delaware Department of Labor (DOL) joining forces to execute one of their strategic priorities — Engage and educate employers to result in the hiring of more people with disabilities.

“The (DE) BLN Summit provided an excellent opportunity for business leaders to learn from those with experience employing people with disabilities, that it can enhance the workplace as well as build a better bottom line,” said DOL-DVR director Andrea Guest.

Delaware Governor Jack A Markell, who also moderated the panel discussion, said there are five actions governors and other policy makes can take to support businesses that employ people with disabilities and actions states can take as employers.

- Making employing people with disabilities part of the broader state workforce strategy
- Finding and supporting more businesses who hire people with disabilities
- Ensuring states are model employers of people with disabilities
- Preparing youth with disabilities for the workforce
- Making the best use of scarce resources to advance employment opportunities for people with disabilities

“This is an issue I am so passionate about,” said Gov. Markell who championed the cause during his recently completed tenure as the Chairman of the National Governor’s Association. “We can move the needle on this issue.”

Gov. Markell spoke for about ten minutes then he and a four person panel, fielded questions from business leaders.

Kim Taha of ILC, Ernie Dianastacias of CAI, Jacqueline Poquette, for the Eagle Group, and Pete Bradley of Dover Downs were the panelists.

To read Gov. Markell’s Better Bottom Blue Blueprint go to:

http://www.nga.org/files/live/sites/NGA/files/pdf/2013/NGA_2013BetterBottomLineWeb.pdf

PY 2012 Workforce Investment Act (WIA) Funding Source Review

Delaware Workforce Investment Board		Program Year 2012 (July 1, 2012 - June 30, 2013)					
	Available	Expended	Percent Expended	Remaining	Obligated	Net Carry-in to PY13	
TOTAL WIA FUND SOURCES	\$8,557,730	\$5,206,187	61%	\$3,351,543	\$122,527	\$3,229,016	
Adult Program Funds	1,826,099	773,204	42%	1,052,895	0	1,052,895	
Carry-in	519,984	519,984	100%	0	0	0	
Total Adult Program Funds	2,346,083	1,293,188		1,052,895	0	1,052,895	
Dislocated Worker Program Funds	1,891,755	970,905	51%	920,850	0	920,850	
Carry-in	962,074	962,074	100%	0	0	0	
Total Dislocated Worker Program	2,853,829	1,932,979		920,850	0	920,850	
Youth Program Funds	1,923,576	1,159,449	60%	764,127	122,527	641,600	
Carry-in	411,393	411,393	100%	0	0	0	
Total Youth Program	2,334,969	1,570,842		764,127	122,527	641,600	
Out of School Youth		637,977					
In School Youth		730,685					
Summer Employment		0					
Rapid Response Funds	354,181	0	0%	354,181	0	354,181	
Carry-in	253,161	155,289	61%	97,872	0	97,872	
Total Rapid Response	607,342	155,289		452,053	0	452,053	
5%Statewide Activity Funds	315,558	153,940	49%	161,618	0	161,618	
Carry-in	99,949	99,949	100%	0	0	0	
Total 5% Statewide Activity	415,507	253,889		161,618	0	161,618	
Overall, All Program Strategies	\$3,014		Total # of Customers Served				
			1,760				
Adult Program	1,293,188	555					
Dislocated Worker Program	1,932,979	606					
Youth Program	1,570,842	599					

PY 2012 Return on Investment

	Adult	Dislocated Worker	Youth	Actual Period reported
Program Expenditures	1293188	1932979	1570842	7/1/2013 - 6/30/2013
Number of Participants	433	512	606	
Cost Per participant	2987	3775	2592	7/1/2012 - 6/30/2013
Number of Exiters	296	313	239	
Cost Per Exiter	4369	6176	6573	7/1/2012 - 6/30/2013
Number Entered Employment	115	206	42	
Cost per Entered Employment	11245	9383	37401	10/1/2012 - 9/30/2013
Number retained employment	188	267	140	
Cost per retained employment	6879	7240	11220	04/01/2011 - 03/31/2012
Increase in earnings			99294	
Number in denominator			37	
Cost per \$1000 increase in earnings	n/a	n/a	15.82	04/01/2011 - 03/31/2012
Total retention earnings	2089324	4241326		
Number in denominator	187	256		
Cost per \$1000 in post program earnings	619	456		04/01/2011 - 03/31/2012
Number receiving a particular service - Training	305	328		
Cost per particular service	4240	5893	n/a	7/01/2011 - 6/30/2012
Number of individuals placed in employment or education	201	384	192	
Cost per placement in employment or education	6434	5034	8181	10/1/2010 - 9/30/2011

PY 2012 Return on Investment (continued)

Number of individuals earning a cert/cred	117	123	46		
Cost per individual attaining a recognized credential	11053	15715	34149	7/1/2013 - 6/30/2013	
Percent entering employment	0.656862745	0.741312741	0.553314121		
Average Retention Earnings	11172.85561	16567.67969	N/A		
Return on Investment	0.0057	0.0064			

State of Delaware
Waiver Request

As part of its 5 year State Plan being submitted for Program Years 12 – 16, the State of Delaware requests continuance of the following waiver which is currently in effect.

Implementation of Common Measures

Statutory/Regulatory Provisions	Performance Measures for Workforce Investment Act Title I
Citations	The Workforce Investment Act (WIA) and the Wagner-Peyser Act WIA Section 136(b); 20 CFR WIA Final Rules 652.3, 661.400, 661.410, 661.420, 666.100, and 666.120; and Training and Employment Guidance letter (TEGL) 17-05 issued February 17, 2006; and Employment Guidance Letter 29-05 issued May 12, 2006
Entity	State of Delaware

Statutory and Regulatory Sections to be Waived:

The State of Delaware is seeking a waiver of Section 136(b) which defines the current WIA Title I performance measures. We are requesting that the State be allowed to replace the 17 measures (15 core and 2 customer satisfaction) with the Common Measures delineated in TEGL 17-05. Starting July 1, 2009, the State would be operating under nine (9) measures: Adult Entered Employment, Adult Retention, Adult Average Earnings, Dislocated Worker Entered Employment, Dislocated Worker Retention, Dislocated Worker Average Earnings, Youth Placement in Employment and Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

State and Local Statutory or Regulatory Barriers:

The State has taken significant actions over the last 2 years to streamline services, increase flexibility and integration, and eliminate unnecessary duplication. Actions include implementation of Delaware JobLink(a comprehensive and integrated one-stop management information system), offering GED and ABE assessments and classroom instruction at one-stop centers, improving the quality and quantity of courses on the Certified Training Provider List, reaching out to faith-based organizations and implementing Delaware Share Network Access Points, purchasing a remote one-stop van, initiating a one-stop system continuous improvement plan, and revitalizing the Delaware Workforce Investment Board’s strategic planning process. While these actions have had significant benefits, we believe that the waiver will allow us to

continue to integrate our workforce development programs and accelerate the benefits to our customers.

Goals to be Achieved by the Waiver:

- Provides for a simplified and streamlined performance measurement system.
- Allows the State to take full advantage of the forthcoming Workforce Investment Streamlined Performance Reporting (WISPR) system.
- Provides for integrated system-wide performance accountability. Granting the waiver is critical for successful integration with Wagner-Peyser, Veterans, and Trade Act Assistance Programs which have already moved to the Common Measures.
- Reduces paperwork and labor costs associated with data collection.
- Provides for a more useful program management and evaluation tool.
- Provides clear and understandable information to State Board Members, legislative leaders, and the general public concerning the use public funds.
- Provides for better service coordination and information sharing among programs.
- Provides an opportunity for the State to better implement the United States Department of Labor’s Youth Vision, which includes a youth program focused on out-of-school populations with increased accountability for employment and/or increased secondary and post-secondary education outcomes.

Individuals Impacted by the Waiver:

Approval of this waiver will positively impact all customers of the State’s workforce investment system by providing accountability while improving program integration, management, and evaluation.

Process Used to Monitor the Progress in Implementing the Waiver:

Delaware is a single service area and as such does not have to provide notice to a local Board. The Delaware Department of Labor, Division of Employment and Training (DOL/DET) and the Delaware Workforce Investment Board (DWIB) serve as the co-administrative entity for Workforce Investment Act and State Blue Collar Jobs Act programs. Further, the DOL/DET serves as the administrative entity for Wagner-Peyser, Veterans, and Trade Act Assistance programs. The waiver provides the DOL/DET and the DWIB with the flexibility to implement a seamless delivery of services and to customize the planning and delivery of services for applicable programs. The DOL/DET and the DWIB will monitor the implementation and impact of the waiver through a combination of performance reporting, evaluations, and discussions with stakeholders regarding our progress towards expected outcomes. The DOL/DET and the DWIB will review applicable policies and procedures and modify them accordingly. The DOL/DET and the DWIB will submit both an interim and final report to the USDOL detailing the impact of the waiver.

Process for Notice to Local Boards and Opportunity to Comment:

The waiver request was discussed during a meeting of the Executive Committee of the Delaware Workforce Investment Board held on January 27, 2009 at which time they expressed their endorsement. The waiver was again discussed and the Board given opportunity to comment on July 24, 2012 at which time it reaffirmed its original endorsement.

State of Delaware
Waiver Request

As part of its 5 year State Plan being submitted for Program Years 12 – 16, the State of Delaware requests continuance of the following waiver which is currently in effect.

Transfer of Workforce Investment Act (WIA) Title I Funds between the Adult and Dislocated Worker Funding Streams

Statutory/Regulatory Provisions	Transfer of Funds Under the Workforce investment Act Title I
Citations	The Workforce Investment Act (WIA) Section 133(b)(4)(A) and (B), and 20 CFR WIA Final Rules 667.140(a).
Entity	State of Delaware

Statutory and Regulatory Sections to be Waived:

WIA Section 133(b)(4)(A) and (B), and WIA Final Regulations at 20 CFR Section 667.140 (a) provide that, with the approval of the Governor, Local Workforce Investment Boards may transfer up to 20% of a program year’s allocation for adult employment and training activities and up to 20% of a program year’s allocation for dislocated worker employment and training activities between the two programs. The State of Delaware is requesting a general waiver of the legal requirement that limits the transfer of funds between the adult and dislocated worker programs to no more than 20% of a program year’s allocation. The waiver would grant the transfer of funds up to 50% of a program year’s allocation between the adult and dislocated worker funding streams. The granting of this waiver will ensure the flexibility necessary to respond to the critical workforce needs of Delaware residents as we strive to better prepare them for the challenges inherent in responding to the current economic downturn and successfully competing in the local, statewide, regional, and global economies.

State and Local Statutory or Regulatory Barriers:

There are no State or local statutory or regulatory barriers to impede the implementation of the proposed waiver. State of Delaware policies are in compliance with current Federal guidelines. Upon notification of approval this waiver request, state policies will be amended to comply with the terms of the waiver.

Goals to be Achieved by the Waiver:

- Provide for increased responsiveness to changes in the labor market.
- Provide greater flexibility in designing and implementing WIA programs.
- Provide greater flexibility in applying funds more strategically where they are most needed.

- Improve the ability to design programs and provide targeted assistance in response to customer needs.
- Improve the ability to respond to employer needs for workers trained in employer-specific skills.
- Improve performance outcomes.

Individuals Impacted by the Waiver:

Approval of this waiver will positively impact the Delaware Workforce Investment Board (DWIB), job seekers, employers, and services providers.

- The DWIB will have the flexibility to design programs based on local needs and priorities.
- The DWIB will have the flexibility to move funds to where they are most needed and most affective.
- WIA program participants will have greater access to appropriate core, intensive, and training services.
- Employers will be better served through participants that acquire skills specific to employer’s needs.

Process Used to Monitor the Progress in Implementing the Waiver:

Delaware is a single service area and as such does not have to provide notice to a local Board. The Delaware Department of Labor, Division of Employment and Training (DOL/DET) and the Delaware Workforce Investment Board (DWIB) serve as the co-administrative entity for Workforce Investment Act and State Blue Collar Jobs Act programs for the State. Further, the DOL/DET serves as the administrative entity for Wagner-Peyser, Veterans, and Trade Act Assistance programs. The waiver provides the DOL/DET and the DWIB with the flexibility to implement a seamless delivery of services and to customize the planning and delivery of services for applicable programs. The DOL/DET and the DWIB will monitor the implementation and impact of the waiver through a combination of performance reporting, evaluations, and discussions with stakeholders regarding our progress towards expected outcomes. The DOL/DET and the DWIB will review applicable policies and procedures and modify them accordingly.

Process for Notice to Local Boards and Opportunity to Comment:

The waiver request was originally discussed during a meeting of the Executive Committee of the Delaware Workforce Investment Board held on January 27, 2009 at which time they expressed their endorsement. The waiver was again discussed and the Board given opportunity to comment on July 24, 2012 at which time it reaffirmed its original endorsement.

WORKING WITH OUR PARTNERS

Preparing for Tomorrow's Workforce

“Creating a Nimble and Flexible Workforce for the New Business Environment Through Industry Driven Initiatives,” is the credo and strategy of Gary R. Stockbridge, Chairman of the Delaware Workforce Investment Board (DWIB) and John J. McMahon Jr., Secretary, Delaware of Labor (DOL).

The DWIB, DOL, and their many partners are moving forward to create an environment in which all Delawareans have a place. Those who desire to be part of the new workforce landscape will find success, a bright future for our youth, and a thriving workforce in our state and our nation.

Delaware employers are actively being invited to join the effort, education is dedicated, like never before, to helping our youth (pre-kindergarten through college) and community partners are poised to do what must be done to build a broader and more supportive community (e.g. mentoring). Business understands that some risk must be taken in order to grow a trained and dedicated workforce (e.g. internships).

Under the leadership of Governor Jack A. Markell, Delawareans are making a commitment to help each other be successful and better serve our citizens. Industry representatives are stepping up to make sure they are included in the planning along with educators, workforce, economic development, labor, community, etc. A strategic goal -- and a promise that will be kept -- is to increase the hiring of veterans and people with disabilities.

The DWIB would like to thank the Department of Labor - Division of Employment and Training for their true partnership and work on an improved resume product in Delaware Joblink and the researched and detailed work currently being done on industry intelligence and career ladders.

The work is exciting and the payoff significant for every partner who participates in this journey. Although it will be a challenge, there is a commitment to communicate (via technology, media, etc.) the valuable tools, education, opportunities and services in a way that all Delawareans can access and have the opportunity to experience the benefits.

We believe with the new partnerships that are being formed, Delaware will be in position to meet the challenges of tomorrow's workforce.

Gwendolyn M. Jones
Executive Director
Delaware Workforce Investment Board

William J. Potter
Deputy Director
Delaware Workforce Investment Board